

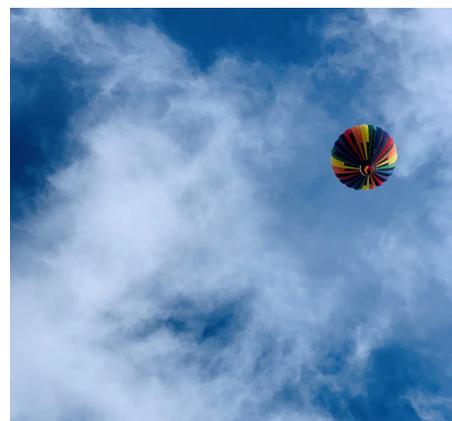


BUILT ON WHAT MATTERS



2020 Annual Budget

FrederickCO.gov





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Frederick
Colorado**

For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morrill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Town of Frederick, Colorado**, for its Annual Budget for the fiscal year beginning **January 1, 2019**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide and as a communication device.

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

Table of Contents

Letter of Transmittal	1
Introduction	9
Town Government	10
Town Manager and Department Directors	11
Organizational Chart	12
Boards and Commissions	13
Town Map	14
General Information	14
Financial Policies	21
Budget Overview	28
Fund Accounting	29
Fund Structure	30
Department Involvement By Fund	31
Governmental Funds	32
Proprietary Funds	33
Fiduciary Funds	33
Component Units	34
Notes and Assumptions	34
Total Combined Town Budget	35
Analysis of Significant Changes in Anticipated Fund Balance	36
Summary of Capital Expenditures	38
Revenue Overview	40
Expenditures/Expense Overview	46
Debt Service and Financial Obligations	48
Strategic Foundation	50
Facilities and Infrastructure	53
Economic and Community Vitality	54
Fiscal Responsibility and Operational Excellence	55
Community Safety	56

Community Amenities _____	57
Short-Term Goals _____	58
Mid-Term Goals _____	59
Long-Term Goals _____	60
On-Going Goals _____	61
Long Range Plan _____	62
Fund Summaries _____	66
General Fund _____	68
General Fund Department Summaries _____	75
Administration _____	75
Town Board _____	87
Finance _____	89
Municipal Court _____	92
Engineering _____	95
Planning _____	98
Police _____	102
Public Works _____	107
Buildings _____	109
Special Revenue Funds _____	110
Street And Alley Fund _____	112
Conservation Trust Fund _____	123
Park Improvement Fund _____	130
Open Space Fund _____	138
Events Fund _____	145
Capital Facilities Fund _____	153
Golf Course Fund _____	159
Art In Public Places Fund _____	167
Historic Preservation Fund _____	174
Proprietary Funds _____	180
Water Fund _____	182

Stormwater Fund _____	191
Fiduciary Funds _____	198
Oil Royalty Trust Fund _____	200
Appendix _____	205
Glossary of Terms _____	206
Transfer Summary _____	209
Staffing Summary _____	210

LETTER OF TRANSMITTAL

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www.frederickco.gov

January 1, 2020

Citizens of the Town of Frederick
 Honorable Mayor Tony Carey
 Frederick Board of Trustees

Dear Citizens, Mayor Carey and Board of Trustees of the Town of Frederick:

It is with great pleasure that I present to the citizens and the Mayor and the Board of Trustees of the Town of Frederick the 2020 Budget for the Town of Frederick. This is one of the most important processes and decisions the Board of Trustees undertake each year. This budget, which is compliant with state statute and follows the modified accrual method, outlines the direction and presents the goals and outcomes that will be achieved during the 2020 calendar year. This document is a result of the direction provided by the Board and the hard work and diligence of both the Board and the town staff. The budget represents operational and maintenance objectives, capital improvements and anticipates the future needs of the organization for the benefit of the citizens we proudly serve.

Budget Development and Foundation

As we embark on 2020, we expect to see growth and development continue while we deliver high level services to the community. The Town of Frederick budget is developed through a collaborative process between and with citizens, the Board of Trustees and staff. All three are instrumental in the process and its success. The key factors that guide the development of the budget include a focus to achieve Frederick's mission and a trajectory toward the community vision. For 2020, the individual components that facilitate this direction continue to be embodied in the Frederick Strategic Plan, *Our Strategic Foundation*. The foundations and strategies of the strategic plan as supported by the Board of Trustees include:

Foundation 1: Community Amenities

Strategy 1: Maintain and enhance the current culture, park and trail systems.

Strategy 2: Plan, design and implement culture, park and trail improvements.

Foundation 2: Community and Economic Vitality

Strategy 1: Economic development.

Strategy 2: Neighborhood livability.

Strategy 3: Community vitality.

Foundation 3: Community Safety

Strategy 1: Provide and maintain public safety in our community.

Strategy 2: Emergency preparedness.

Strategy 3: Provide and maintain safe infrastructure in our community.

Foundation 4: Facilities and Infrastructure

Strategy 1: Provide a high quality and reliable water supply and manage drainage appropriately.

Strategy 2: Maintain an adequate and safe transportation system.

Strategy 3: Provide and maintain safe, reliable and cost effective electric service.

Strategy 4: New and existing buildings and facilities.

Foundation 5: Fiscal Responsibility and Operational Excellence

Strategy 1: Maintain fiscal sustainability and flexibility.

Strategy 2: Enhance public trust and confidence.

Strategy 3: Deliver efficient, effective and innovative government services.

As part of the 2020 budget development, we continued to create meaningful links back to *Our Strategic Foundation* by transitioning to a Program Based Budget (PBB). When our transition to PBB is complete, we will have a more transparent and comprehensive understanding of where dollars are allocated and how those dollars accomplish elements of the community's strategic plan, which as a result will create outcomes that achieve our organizational mission. In addition, a Program Based Budget will provide the Board and community the opportunity to provide critical and meaningful feedback on which programs they want to see additional emphasis placed. This will allow financial resources to be allocated appropriately to meet the demands of those programs.

Budget - By the Numbers

While the financial resources available are limited in local government, we continue to have healthy fund balance levels across all funds. These fund levels are based on policy provided by the Town Board to achieve an 180 days unreserved General Fund balance level. At the end of 2020, we anticipate this to be 250 days for the General Fund.

The following tables contain basic statistics for the town budget. Revenue resources include both estimated beginning fund balance, revenues and transfers in for fiscal year 2020. Expenditures include both expenditures and transfers out. Total projected fund balance across all funds at the end of 2020 is \$61,042,073.

Fund	Revenue Resources	Estimated Expenditures
General Fund	\$17,812,123	\$10,569,800
Street and Alley Fund	\$5,189,099	\$33,277,335
Water Fund	\$43,680,730	\$8,643,468
Storm Water Fund	\$6,106,380	\$844,748
Conservation Trust Fund	\$104,143	\$90,250
Golf Fund	\$979,025	\$979,025
Open Space Fund	\$2,952,163	\$1,092,772
Park Fund	\$2,452,024	\$1,207,163
Capital Facilities Fund	\$5,976,788	\$170,800
Events Fund	\$219,997	\$186,000
Historic Preservation Fund	\$3,766	\$1,000
Art in Public Places Fund	\$166,644	\$20,000
Oil Royalty Improvement Fund	\$2,535,052	\$53,500
Total	\$88,177,934	\$27,135,861

General Fund

In 2020, we anticipate economic growth to continue. We are projecting 2019 General Fund revenues to come in higher than budgeted by approximately 50.5 percent or \$3,320,472. The majority of these revenues are associated with an increase in building and developer fees, reimbursement expenses and sales taxes.

At the end of 2020, the General Fund is expected to have an ending unreserved fund balance of 250 days or 68.5 percent of the total general fund budget operating costs. This is especially important for bond holders and investors when evaluating our financial condition. The town continues to champion its AA rating.

- Revenues:
 - Total Revenues Increase from 2019: 40.7% | \$2,431,866
 - Total Revenues: \$8,404,619
 - 2020 Sales Tax is expected to increase compared to 2019 Projected End of Year Budget with the passage of a 1.0% sales tax increase for Public Safety
 - Building Permit Revenue is expected to increase compared to the 2019 Budget by approximately \$125,000
- Expenditures:
 - Total Expenditures increase from 2019: 7.9% | \$592,171
 - Total Expenditures: \$7,999,271
 - Transfers out of the General Fund include the transfer of \$2,357,470 to the Capital Facilities Fund; \$172,059 transfer to the Golf Fund; \$40,000 transfer for Events Fund support; and \$1,000 transfer to the Art in Public Places Fund
- Staffing:
 - Two (2) New police positions
 - New K-9 Police Officer
- Capital:
 - Two (2) New Vehicle Purchases
 - Two (2) Police Vehicles
 - Public Safety training equipment
 - Court room audio upgrades
 - Information Technology upgrades

Street and Alley Fund

The 2020 budget for the Street and Alley Fund will see a decrease of expenditures compared to the projection for 2019 by approximately 14.4 percent or \$470,798. The decrease can be directly attributed to reductions in Capital Improvement Projects (CIP) for the community for the 2020 budget year.

In 2020, we will continue to focus on roadway and pedestrian maintenance projects including the pavement maintenance program, concrete alley projects, roadway striping, gravel road maintenance and sidewalk maintenance. In addition, funding is included to replace vehicles and equipment and build a secure exterior storage at the Public Works facility.

Lastly, debt services in the amount of \$454,818, associated with Colorado Boulevard improvements since 2006, are included in the Street and Alley Fund. As always, the town is committed to ensuring full and prompt payment to avoid negative impacts to its AA rating.

- Revenues:
 - Total Revenues increase from 2019: 6.0% | \$186,935
 - Total Revenues: \$3,277,335
- Expenditures:
 - Total Expenditures decrease from 2019: (14.4%) | (\$470,798)
 - Total Expenditures: \$3,277,335
 - Debt Services
 - Street Sweeper: \$46,968
 - Roadway Bond: \$407,850
- Capital:
 - Downtown alley improvements
 - Pavement maintenance program
 - Concrete maintenance program
 - Street sign replacement program
 - Public Works vehicle and trailer replacements
 - Exterior storage building at Public Works facility

Water Fund

The town continues to be proactive in the planning for new water sources in which the town is an active and engaged partner. Specifically, the town is involved with both the Northern Integrated Supply Project (NISP) and the Windy Gap Water Project. In addition, funds have been budgeted for an update of the Water Conservation Plan and development of a Potable Water Master Plan in 2020 in order for the town to evaluate its water needs.

Due to the sale of Frederick Power and Light to United Power for \$18,000,000, the Town's Electric Fund closed in 2019. As a result, at the direction of the Town board, funds remaining in the Electric Fund were transferred into the Water Fund. This intergovernmental transfer accounts for most of the significant decrease in the Water Fund revenues and expenditures.

- Revenues:
 - Total Revenues decrease from 2019: (620.5%) | (\$29,147,755)
 - Total Revenues: \$4,697,200
 - Water Consumption rate change + 5%
- Expenditures:
 - Total Expenditures decrease from 2019: (149.5%) | (\$12,923,782)
 - Total Expenditures: \$8,643,468
- Capital:
 - Development of Potable Water Master Plan
 - Update of Water Conservation Plan
 - Windy Gap Water allocation
 - Summit View raw water line extension
 - Aerators at Centennial Pond and Milavec Lake
 - NISP Water allocation

Conservation Trust Fund

This fund is generated by lottery proceed revenues. Fund usage must be reported annually to the Department of Revenue and is generally earmarked in Frederick for park improvements and maintenance of parks. For these purposes, we focus on the cost of physical assets rather than the personnel costs for ease of tracking and reporting requirements. In the fund, we attempt to collect revenues over several years to focus on large capital needs at the various park and open space areas.

- Revenues:
 - Total Revenues increase from 2019: 3.9% | \$2,010
 - Total Revenues: \$53,250
- Expenditures:
 - Total Expenditures increase from 2019: 28.5% | \$20,000
 - Total Expenditures: \$90,250
- Capital:
 - Tree Program installation
 - Coalridge Pour-in-Place improvements

Capital Facilities Fund

Capital Facilities revenue is generated through an impact fee charged for each new construction permit in the town. The funds collected are utilized for capital projects in the community to meet the needs of the growth that is occurring. Funds collected at this time are designated for lease purchase payments of the Public Works building constructed in 2014.

- Revenues:
 - Total Revenues increase from 2019: 21.1% | \$458,570
 - Total Revenues \$2,635,970
 - Transfer in from General Fund: \$2,357,470
- Expenditures:
 - Total Expenditures increase from 2019: 0.6% | \$1,000
 - Total Expenditures: \$169,800
 - Public Works facility debt service

Stormwater Fund

The town's Stormwater Fund will continue to focus on maintenance and upkeep of its drainage and stormwater network. In addition, funds have been budgeted for the completion of a stormwater master plan that will focus on developing a dynamic long-term planning document for the town's stormwater management program.

- Revenues:
 - Total Revenues increase from 2019: 47.8% | \$362,600
 - Total Revenues: \$1,121,000
- Expenditures:
 - Total Expenditures decrease from 2019: (3.9%) | (\$32,972)
 - Total Expenditures: \$844,748

- Capital:
 - Stormwater master plan
 - Public Works vehicle and trailer replacements
 - Public Works equipment replacement

Golf Course Fund

In mid-2019, the town took over full operation of the town's golf course restaurant and the Golf Fund budget reflects this addition in the 2020 budget. For 2020, an allocation was made from the General Fund to help continue to support golf course operations as we continue to work toward reducing General Fund support in future years.

- Revenues:
 - Total Revenues increase from 2019: 58.5% | \$263,882
 - Total Revenues: \$714,597
- Expenditures:
 - Total Expenditures increase from 2019: 51.8% | \$334,145
 - Total Expenditures: \$979,025
- Capital:
 - Utility Cart
 - Beverage Cart
 - Security System/Cameras

Events Fund

The purpose of this fund is for the coordination and celebration of the town's many community events. The town hosts several annual events including Miners Day, Frederick in Flight, Tree Lighting, Chainsaws and Chuckwagons, DIY Day and Tiny Terror Town. These events continue to bring the community together to celebrate the town, its people and heritage. An allocation from the General Fund is provided to support town events and the remaining balance is funded through sponsorships.

- Revenues:
 - Total Revenues increase from 2019: 59.11% | \$69,100
 - Total Revenues: \$186,000
- Expenditures:
 - Total Expenditures increase from 2019: 47.0% | \$59,500
 - Total Expenditures: \$186,000

Park Improvement Fund

The Park Improvement Fund is designated for park maintenance and capital projects within the many parks that the town owns and maintains. An impact fee is charged for new construction on each permit and these funds are designated for capital projects. Also, transfers from franchise fees are utilized for operations of this fund as there is no meaningful revenue stream for the maintenance of town parks from which to operate. In total, the town maintains over 300 acres of parkland in at least 16 parks.

- Revenues:
 - Total Revenues decrease over 2019: (82.6%) | (\$997,687)
 - Total Revenues: \$1,207,163
- Expenditures:
 - Total Expenditures decrease over 2019: (145.1%) | (\$1,728,911)
 - Total Expenditures: \$1,191,663
- Capital:
 - Skate park construction
 - Coalridge playground improvements
 - Trail development
 - Centennial Park improvements
 - Automatic door locks at park restrooms
 - Frederick Recreation Area and Johnson Farm Park improvements
 - Installation of bike parking at parks – ten sites

Open Space Fund

While the Open Space Fund is not an enterprise fund, it does function similar to one in that it has designated revenue sources and only those revenues are used for expenses through the fund. These revenues include a dedicated one-half (.5) percent sales tax and a capital impact fee for open space exclusively. Notable items in this budget includes a component of the skate park and trail development this calendar year.

- Revenues:
 - Total Revenues increase from 2019: 6.9% | \$71,272
 - Total Revenues: \$1,092,772
- Expenditures:
 - Total Expenditures decrease from 2019: -75.3% | -\$820,899
 - Total Expenditures: \$1,090,272
- Capital:
 - Safe Routes to School (SRTS) project
 - Stake Park construction
 - Bulrush maintenance improvements
 - Public Works vehicle and equipment replacements
 - Trail development

Current and Future Outlook

Frederick's 6.555 property tax mill levy is the fourth lowest mill levy out of the 30 municipalities in Weld County. From a tax perspective, this is an advantage for property owners in the community. However, with only \$6.56 of every \$1,000 of assessed property value going to the town, the ability to provide critical, core services can be challenging. Additionally, out of the 30 municipalities in Weld County, Frederick continues to have one of the lowest sales tax rate at 3.5 percent. One and one half (1.5) percent of that is restricted which leaves only two (2) percent for general purposes. All of the other municipalities with tax rates lower than Frederick have populations of less than one thousand except for one, which has a population equal to forty percent of Frederick's population. Consequently, Frederick must do more with less for its citizens and we continue to meet or exceed those expectations.

As discussed previously and based on the information provided in the previous paragraph, the town should continue to critically evaluate the need for additional revenue sources to meet the needs of the community and grow responsibly with the community. It has been discussed previously that this may be in the form of sales taxes in which visitors and community members alike make a conscious choice to contribute to the revenue sources versus a mill levy, where the citizens are asked to contribute to the additional revenue. While each has its pros and cons, the sales tax revenue has a larger upside and can be dedicated for specific purposes such as infrastructure or public safety. The community passed an 1.0% sales tax rate increase for public safety needs, which went into effect January 1, 2020.

Acknowledgement

I want to recognize the valuable and significant contributions provided by the department directors and their teams to identify and communicate the needs within their respective departments that align with the community's goals and objectives. Most notably, the Finance team has dedicated a substantial amount of time to prepare the budget and provide critical analysis of data to make a comprehensive budget document we can all be proud of. Thank you to each and every one of you for your dedication, time and support for this organization and the community.

Sincerely,



Bryan Ostler
Town Manager

INTRODUCTION



TOWN GOVERNMENT



Mayor Tony Carey



Mayor Pro Tem Laura Brown



Trustee Tracie Crites



Trustee Salvatore "Sam" DeSantis



Trustee Rocky Figurilli



Trustee Dan March

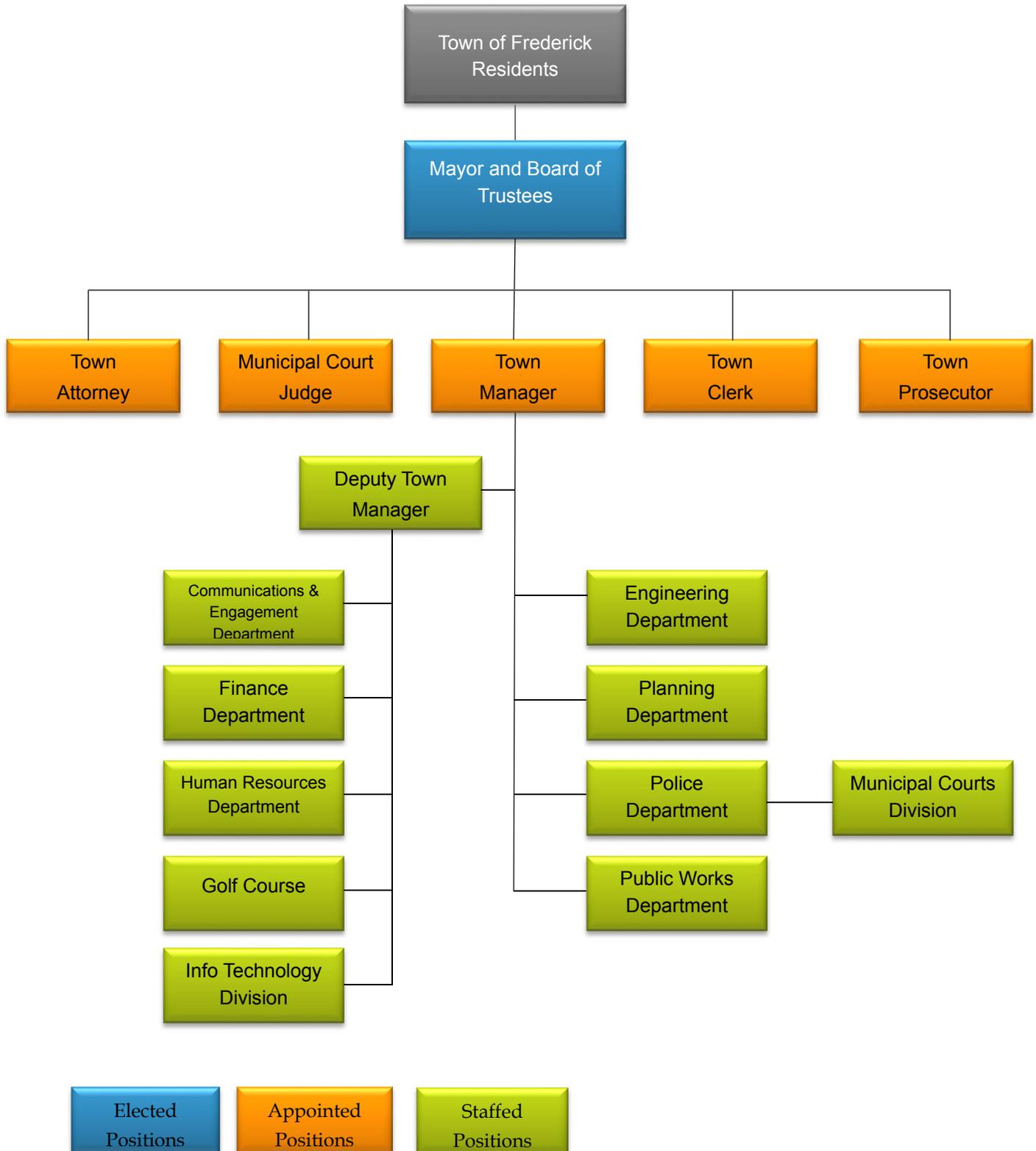


Trustee Rusty O'Neal

TOWN MANAGER AND DEPARTMENT DIRECTORS

Bryan Ostler	Town Manager
Kirstyn Jovanovich	Deputy Town Manager
Kevin Ash	Engineering Director
Jason Leslie	Finance Director
Meghan Martinez	Town Clerk
Lauren Mueller	Human Resources Director
Todd Norris	Police Chief
Tim Schwartz	Golf Course General Manager
Jennifer Simmons	Planning Director
Kent VanDyne	Public Works Director
Angela Wilson	Community & Engagement Manager

ORGANIZATIONAL CHART



BOARDS AND COMMISSIONS

Commissions at the Town of Frederick serve in an advisory capacity to the Board of Trustees. Commissions have been established for the primary topics critical to the operation of Frederick town government. Current Boards and Commissions for the Town of Frederick include the following:

Building Appeals Board

Frederick Arts Commission

Historic Preservation Advisory Commission

Parks, Open Space & Trails Commission

Planning Commission

Urban Renewal Authority

Scholarship Commission

Citizen Participation

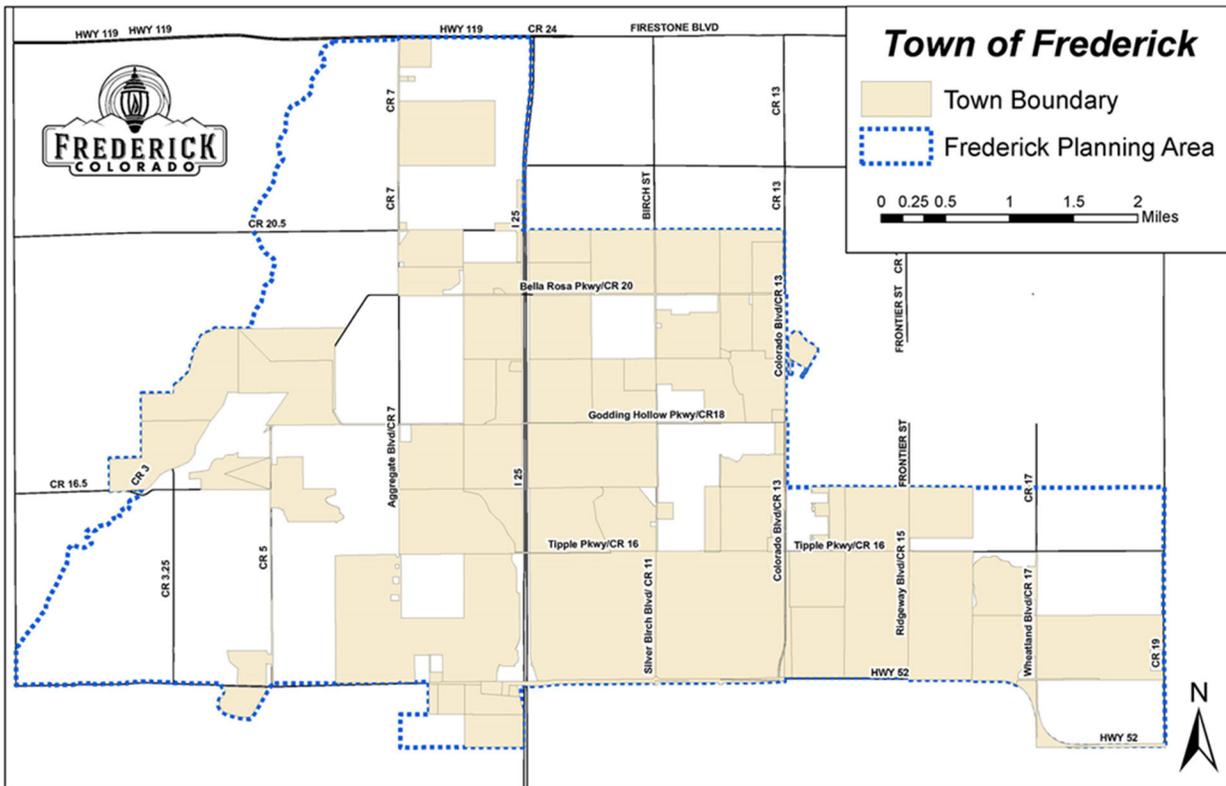
Commissioners are appointed by the Board of Trustees based on their personal and professional backgrounds relevant to the policy topic. The commission structure provides an excellent opportunity to gain community input in policy-making for the Town of Frederick.

The Town of Frederick greatly appreciates the efforts of citizen volunteers in studying special community issues, obtaining public comment on key projects, and offering recommendations to the Board of Trustees on any number of matters.

Staff Representation

Each commission is staffed by at least one designated member of the town's professional staff. That staff member is responsible for overseeing and maintaining membership on the respective commission.

TOWN MAP



GENERAL INFORMATION

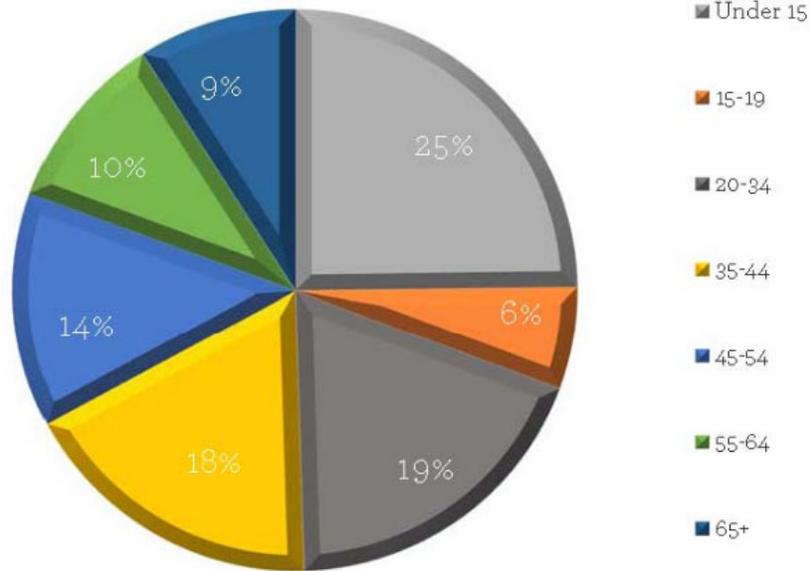
History and Location

The Town of Frederick was incorporated in 1907 and is located on Colorado’s beautiful Front Range of the Rocky Mountains. The town is comprised of 14 square miles of area, both east and west of Interstate 25, south of State Highway 119, and along State Highway 52. Its current population of over 14,000 residents enjoy the town’s central location which allows easy access to the Denver and northern metropolitan areas. The transportation network opens up a wide variety of major attractions less than 30 minutes away. At the center of the Carbon Valley area, which also includes Firestone, Dacono, Mead and Erie, Frederick plays the role of community hub for a larger population of 55,000.

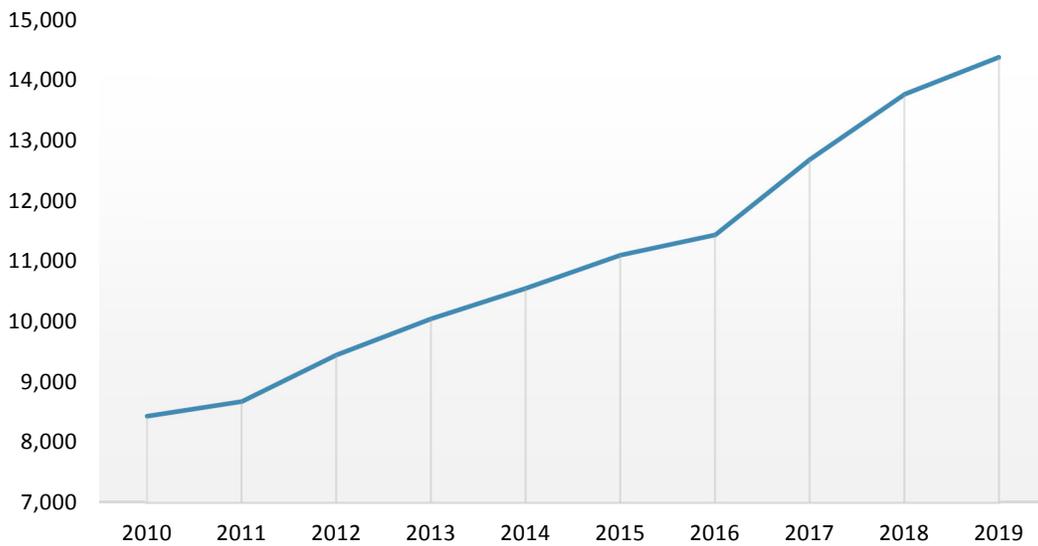
Demographics

With a median age of 35.2, Frederick has a young population that has grown more than 46 percent in the past seven years. The current population is approximately 14,384. Approximately 96 percent of the population has a high school degree or higher, 27 percent have a Bachelor’s degree or higher and 11.1 percent have a graduate/professional degree. The median income is \$100,057.

Age Distribution



Population



Employment by Industry

Occupation	% of Workforce
Management, business, science and arts	43.4%
Service occupations	13.8%
Sales and office	21.2%
Natural resources, construction, and maintenance	8.1%
Production, transportation and material moving	13.5%

Major Employers in the Area

EMPLOYER	PERCENT OF TOTAL TOWN EMPLOYMENT
St. Vrain Valley School District	9.4%
Otterbox	6.6%
Premier Manufacturing	3.8%
Transwest Truck Trailer and RV	3.0%
Metal Sales Manufacturing	3.0%
McDonald Farms	2.8%

Scope of Services

The Town of Frederick provides the following major services:

- Public Safety
- Parks, Trails and Open Space
- Town Facilities
- Town Management and Public Representation
- Economic Development
- Community Development and Engineering
- Support Services
- Water Utility
- Storm Water Utility
- Golf Course Facility

Employees and Benefits

The town currently has approximately 71 regular, full-time positions (exempt and non-exempt) for 2020. In addition, a varying number are employed on a seasonal/part-time basis. The Town of Frederick neither recognizes nor bargains with any employee union.

The town operates under a performance-based pay system. A benchmark survey is conducted every three years using a variety of resources to establish a salary schedule. Employees are evaluated annually and are eligible at that time to receive salary adjustments based on their performance. Actual salaries and benefits are calculated into the budget system assuming each authorized position is filled for the entire budget period.

Other benefits provided to town employees include vacation leave, sick leave and paid holidays. Health care benefits include medical, dental, disability plans and life insurance. The town does offer pretax options on health care premiums which allow employees to realize tax savings.

The town has established retirement plans for employees. Regular, full-time employees are eligible to participate in the plan. The town will match up to six percent (6%) of the salary for the

employees who choose to participate. Voluntary contributions up to the maximum allowed by law of the base wage are encouraged under the plan.

Employees of the town that serve as sworn police officers are required to participate in a police pension plan. In 2020, each officer must contribute five and a quarter percent (5.25%) of their gross weekly wages and the town contributes four percent (4.0%) to the police pension. The town will match an additional two percent (2%) of their wages paid to the general retirement plan for a total of six percent (6%) for officers.

Frederick provides benefits for Life and Accidental Death and Disability for each employee who incurs disability or death. The total life insurance payout is \$50,000.

Budget Process

The budget has been structured and prepared using the guidelines of the Governmental Finance Officers Association (GFOA). Two sources, Governmental Accounting, Auditing and Financial Reporting (GAAFR) and the Governmental Accounting Standards Board (GASB) guide the financial reporting and annual budget process. The Town of Frederick prepares its budget on a calendar-year basis as required by state statute. The budget must be balanced or show a revenue surplus. "Balanced Budget" is defined as a "balance between total estimated expenditures and total anticipated revenues, including surpluses." This means that the appropriated expenditures cannot exceed the sum of the revenues and beginning fund balance. The Town of Frederick's definition of a "Balanced Budget" complies with the statutory requirements for the State of Colorado located in C.R.S. 29-1-103 (2).

Budget Term

The budget term begins the first day of January and ends on the last day of December.

Basis of Budgeting

The budget parallels the methods of accounting used for the town's funds. Modified accrual basis is used for all governmental fund operations. Proprietary and fiduciary funds use full accrual basis. Under the modified accrual basis of accounting, revenues are recognized as soon as they are both measurable and available and expenditures are recorded when a liability is incurred except for debt service and compensated absences. The town considers the revenue and expenditures if collected or incurred within 60 days of the end of the fiscal period. Under the full accrual basis of accounting, revenues are recorded when earned and expenditures are recorded when a liability is incurred without consideration of the timing of related cash flows. The basis of accounting used in the budget is the same as the basis of accounting used in the financial statements.

Budget Recommendation

The proposed budget provides a complete financial plan for each fund of the town and includes appropriate financial statements for each type of fund showing comparative figures for the last

completed fiscal year, comparative figures for the current year, and recommendations for the upcoming year.

Budget Development Process

Month	Residents	Mayor & Town Board	Town Administration
January		<p><u>Budget Guidance</u> Town Board holds goal setting sessions to identify priorities and level of service expectations for the upcoming budget year.</p>	
February			
March			
April			
May			
June	<p><u>Civic Engagement</u> Residents are encouraged to attend Community Tour & Talks and other events, including Town Board meetings to discuss how the Town should invest resources and focus to achieve outcomes.</p>		<p><u>Capital Improvement Plan</u> CIP Plan is updated</p> <p><u>Town Manager identifies Budget Priorities</u> Town Manager defines priorities based on Board direction</p>
July			<p><u>Proposed Budget Development</u> Departments prepare proposals and make recommendations based on priority and service level. The Town Manager develops a balanced Proposed Budget within the Town Board guidance</p>
August			
September		<p><u>Proposed Budget</u> Staff presents Proposed Budget for consideration no later than October 15th.</p>	
October		<p><u>Budget Work Sessions</u> Town staff meets with the Town Board to provide background information on the Proposed Budget. The Town Board requests additional information on specific budget issues from staff.</p>	
November	<p><u>Budget Public Hearing(s)</u> Residents comment on the proposed budget and offer suggestions to the Town.</p>		<p><u>Budget Response & Refinement</u> Town staff respond to inquiries from Town Board and make modifications as suggested</p>
December		<p><u>Final Budget Adoption</u> The Town Board makes final decisions and adopts the Town of Frederick Budget for the upcoming fiscal year. Must be completed no later than December 15th.</p>	

Note: This table does not include monthly civic engagement processes such as the Downtown Frederick Business Association meetings, home owner association meetings, chamber of commerce meetings, etc.

Budget Preparation

The budget process starts early each year at the Town Board goal setting sessions. During the goal setting sessions, the Town Board establishes goals and objectives for the upcoming year and provides direction to the Town Manager for future budgets.

In June, the finance department prepares core data, including salary information, health insurance information, workers' compensation information, general insurance and other allocated costs. This data is presented with current period data and revenue projections for both the current year as well as the upcoming year. The worksheets containing this data are then distributed to departments along with the Capital Improvement Plan worksheets, capital request forms, employee education request forms and budget instructions.

Departments review Board goals and objectives and then meet internally to develop their budget requests. Each department must have their budget requests along with all other budget related forms submitted by the first week in July to the finance department and the Town Manager. The finance department compiles the documents and prepares them for the individual budget meetings between the Town Manager and the departments. The meetings usually take place early in the month of August. Upon conclusion of the meetings, decisions are made about what will be included in the proposed budget. The proposed budget document is submitted to the Town Board no later than October 15, with work sessions as requested and determined necessary by the Board following the submittal.

Public Hearings

The Town Manager's proposed budget is a matter of public record and is open to the public for inspection. At a minimum, one public hearing is held on the proposed budget. Appropriate notice of the time and place of the hearing is placed in a newspaper of general circulation.

Adoption of Budget and Appropriation of Funds

In accordance with state statutes, on or before the fifteenth (15th) day of December, the Town Board shall adopt a balanced budget by ordinance for the ensuing year. The Board appropriates sums of money, as it deems necessary, to defray all expenditures.

Budget Amendments

The adopted budget can be amended during the year by presenting the Town Board with a resolution for approval. Generally, budget amendments are used for one-time items such as project-related grants, or other one-time expenses that could not have been reasonably predicted during the budget process.

Supplemental Appropriation

The Town Board can make supplemental appropriations from actual and anticipated revenues and prior year reserves as long as the total amount budgeted does not exceed the actual or anticipated revenue total or the available reserve balance. No appropriation can be made which

exceeds the revenues, reserves or other funds anticipated or available except for emergencies due to accident or an unforeseen event arising after the adoption of the annual appropriation.

Encumbrance Carryover

If a fund has unpaid purchase orders at the end of a fiscal year and a commitment for the expenditure of funds, those related appropriations are encumbered and carried over to the ensuing fiscal year as a reservation of fund balance. All other appropriations lapse at year-end.

Budget Decreases

The budget can also be decreased below approved levels during the fiscal year. Changes in service demands, economic conditions, projected growth limits, Board goals and direction may cause such budget reductions. Should the need arise, each service area is responsible for developing a plan to reduce expenses. If the Town Manager directs budget reductions, the Board will be informed immediately and the appropriations will be set aside through administrative action. While this administrative action does not lower the appropriations within a fund, expenditures are prevented. If the circumstances leading to the reduction in budget changes, the appropriation may be made available for expenditure.

Level of Control and Budget Transfers

Control of expenditures is exercised at the fund level. Department heads are responsible for all expenditures made against appropriations within their departments and may allocate resources within the fund. The town may transfer appropriated monies between spending agencies within a fund or from one fund to another provided:

- The transfer is made from a fund in which the amount appropriated exceeds the amount needed to accomplish the purpose specified by the appropriation.
- The purpose for which the funds were initially appropriated no longer exists.
- A transfer may also include a subsidy of funding from one fund to support program needs of another fund.

FINANCIAL POLICIES



REVENUE POLICIES

The Town of Frederick strives to achieve and maintain a balanced and diverse revenue structure. Because Frederick is a community that is continuing to grow and change, annual revenues can vary widely and fluctuate a great deal and cannot always be used year to year as a sound revenue base. Major revenue sources in the General Fund are sales/use tax, property tax, severance taxes, franchise charges, fines and forfeitures, user fees and charges.

With regard to user fees, the amount of a fee shall not exceed the overall cost of providing the facility, infrastructure or service for which the fee is imposed. In calculating the cost of fees, direct or indirect costs may be included. The town reviews all fees for licenses, permits, fines and other miscellaneous charges as part of the annual budgetary process.

EXPENDITURE POLICIES

The General Fund is comprised of eight departments consisting of Town Board, Administration, Finance, Engineering, Planning, Police, Public Works and Buildings. Each department can be further broken down into a variety of divisions and/or programs. Expenditures are classified as the following:

- **Personnel Services:** includes salaries for full-time and part-time employees, overtime pay, insurance, retirement and other personnel related costs.
- **Contract Services:** includes services that are typically provided by an outside vendor such as SWAT team services, legal services and audit services.
- **Commodity:** encompasses administrative costs such as office supplies, uniforms, small tools, ammunition, salt, sand and gravel, fuel and computers, to name a few.
- **Other Charges:** includes items such as insurance, memberships and subscriptions, costs associated with Santa Cops and Fishing Clinic, among others.
- **Capital Outlay:** consists of fixed assets over \$5,000 and a useful life of greater than one year. This expenditure area consists of major projects, land, buildings and other infrastructure.
- **Debt Service**

TAXPAYERS' BILL OF RIGHTS (TABOR)

Colorado voters approved an amendment to the Colorado Constitution that placed limits on revenue and expenditures of the State and all local governments in 1992. Even though the limit is placed on both revenue and expenditures, the constitutional amendment ultimately applies to a limit on revenue collections. Growth in revenue is limited to the increase in the Denver-Boulder-Greeley Consumer Price Index plus Local Growth (new construction and annexation minus demolition). This percentage is added to the preceding year's revenue base, giving the dollar limit allowed for revenue collection in the ensuing year. Any revenue collected over the limit must be refunded in the subsequent year. Towns have the option of placing a ballot question before the voters asking for approval on retaining revenue over the limit. Federal grants and/or

gifts to the town are not included in the revenue limit. Town “Enterprise Funds” (Storm water and Water) are exempt from the imposed limits.

On November 4, 2013, voters within the town approved the collection, retention and expenditure of the full revenue generated by the town commencing on January 1, 2012 and subsequent years. Therefore, the town is not subject to the revenue limitations of the TABOR amendment.

RESERVES POLICY

A top priority of the Town Board is to improve the fiscal health of the town. Revenue projections are conservative and authorized expenditures are closely monitored. In stable economic times, the combination of these two strategies leads to revenue collections higher than actual expenditures. The accumulation of these reserves protects the town from uncontrollable increases in expenditures or unforeseen reductions in revenue, or a combination of the two. It also allows for the prudent financing of capital construction and replacement projects.

Undesignated Reserves

Article X, Section 20 of the Colorado Constitution requires a three percent (3%) reserve for emergencies. The use of this reserve is restricted to the purpose for which it was established and can be used solely for declared emergencies.

Designated Reserves

The Town Board has determined that additional reserves be established to provide for unforeseen reductions in revenues in the current year if budgeted revenues are less than actual revenues, and expenditures including encumbrances, are greater than actual. The reserve target is equal to 180 days of approved General Fund operating expenditures.

CAPITAL IMPROVEMENT FUNDS

The town has a significant financial investment in streets, public facilities, parks, natural areas and other capital improvements. The Town Board voiced a commitment to, and investment in, the town’s capital projects. Estimated costs for capital projects are based on present value and funding sources are identified for each project. Operating and maintenance costs are identified at the time projects are approved. A variety of funding sources have been identified for capital improvements, including Conservation Trust Fund, Capital Facilities Fund, bonds and a variety of grant funds.

DEBT POLICIES

The Town of Frederick recognizes that the primary purpose of capital facilities is to support provision of services to residents. Using debt financing to meet the capital needs of the town must be evaluated according to two tests: efficiency and equity. The test of efficiency equates to the highest rate of return for a given investment of resources. The test of equity requires a determination of who should pay for the cost of capital improvements. In meeting the demand for additional capital facilities, the town strives to balance the load between debt financing and “pay as you go” methods. The town realizes failure to meet the demands of growth may inhibit

its continued economic viability, but also realizes that too much debt may have detrimental effects. Through the rigorous testing of the need for additional debt financed facilities and the means by which the debt will be repaid, the town strikes an appropriate balance between service demands and the amount of debt.

Occasionally, the town uses lease purchase financing for the provision of new and replacement equipment and vehicles to ensure the timely replacement of these items. This strategy also decreases the impact of the cost to the user department by spreading the costs over several years. This method can also be used to acquire real property. The type of lease that the town uses is termed a conditional sales lease or capital lease, which in effect is a purchase rather than a rental. For purposes of securing credit ratings and monitoring annual debt service as a percentage of operating expenditures, lease purchase financing is considered a long-term liability of the town, although subject to annual appropriation, and therefore will be issued under the same conditions as long-term debt.

CASH MANAGEMENT AND INVESTMENT POLICIES

Colorado Law governs general provisions for the town's investment strategies. The investment policy for the town shall apply to the investment of all general and special funds of the Town of Frederick over which it exercises financial control. The town's objectives for cash management and investments are:

- Observe investment management objectives of safety, liquidity and yield.
- Preservation of capital through the protection of investment principal.
- Maintenance of sufficient liquidity to meet the town's cash needs.
- Diversification of the types and maturities of investments purchased to avoid incurring unreasonable credit or market risk regarding a specific security, maturity periods or institution.
- Maximization of the rate of return for prevailing market conditions for eligible securities.
- Conformance with all federal, state and other legal requirements.

The Town Board assigns responsibilities for the collection of town funds and cash management functions to the Town Manager. The Finance Director is responsible for the investment of all funds. The standard of prudence to be used for managing the town's assets is the "prudent man" standard of CRS 15-1-304 (CRS 24-75-601.1 (2)) rule which states, "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment considering the probable safety of their capital as well as the probable income to be derived."

The Finance Director and designees are authorized to invest funds of the town in accordance with the town policies and Colorado Law in any of the following investments:

- **U.S. Treasury Obligations:** Treasury Bills, Treasury Notes, Treasury Bonds and Treasury Strips with maturities not exceeding five years from the date of purchase.
- **Federal Instrumentality Securities:** Debentures, discount notes, callable securities, step-up securities and stripped principal or coupons with maturities not exceeding five years from the date of trade settlement. If a Federal Instrumentality Security carries a rating lower than the highest category by any Nationally Recognized Statistical Rating Organization (NRSRO), the security is eligible for purchase subject to the following limitations: the final maturity (from the date of trade settlement) may not exceed the statutory limit stated in C.R.S. 24-75-601 and the security must be rated at least AA- or the equivalent by at least two NRSROs, and not less by any. Subordinated debt shall not be purchased. For securities authorized in this paragraph, the town shall limit the combined total of investments to no more than 90 percent of the total portfolio and 30 percent per issuer.
- **Commercial Paper:** Issued by domestic corporations with maturities not exceeding 270 days from the date of purchase, which at the time of purchase is rated at least A-1, or the equivalent by at least two NRSROs, and rated not less by all NRSROs that rate the commercial paper. If the commercial paper issuer has senior debt outstanding, it must be rated at least AA, or the equivalent at the time of purchase by at least two NRSROs, and rated not less by all NRSROs that rate the issuer. The aggregate investment in commercial paper, banker's acceptances, and corporate debt shall not exceed 50 percent of the town's investment portfolio, and no more than 5 percent of the town's investment portfolio may be invested in the obligations of any one issuer.
- **Corporate Debt:** With a maturity not exceeding three years from the date of trade settlement, issued by any corporation or bank organized and operating within the United States. The debt must be rated at least AA- or the equivalent by at least two NRSROs, and rated not less by any NRSRO that rates it. The aggregate investment in corporate debt, commercial paper and banker's acceptances shall not exceed 50 percent of the town's investment portfolio, and no more than 5 percent of the town's investment portfolio may be invested in the obligations of any one issuer.
- **Local Government Investment Pools:** Pursuant to CRS 24-75-702 that 1) are "no-load" (no commission or fee shall be charged on purchases or sales of shares); 2) have a constant net asset value of \$1.00 per share; 3) limit assets of the pool to those authorized by state statute; 4) have a maximum stated maturity and weighted average maturity in accordance with Rule 2a-7 of the Investment Company Act of 1940; and 5) have a rating of AAA or the equivalent by one or more NRSROs.
- **Repurchase Agreements:** With a termination date of 180 days or less collateralized by U.S. Treasury obligations or Federal Instrumentality securities listed in a. and b. above with a final maturity not exceeding ten years. The purchased securities shall have a minimum market value including accrued interest of 102 percent of the dollar value of

the transaction. Collateral shall be held by the town's third-party custodian bank, and the market value of the collateral securities shall be marked-to-the market daily. Repurchase Agreements shall be entered into only with broker/dealers recognized as Primary Dealers by the Federal Reserve Bank of New York, or with firms that have a Primary Dealer within their holding company structure. Approved Repurchase Agreement counterparties if rated, shall have a short-term credit rating of at least A-1 or the equivalent and a long-term credit rating of at least A or the equivalent by each NRSRO that rates them.

- **Non-Negotiable Certificates of Deposit:** With a maturity not exceeding one year in any FDIC insured state or national bank located in Colorado that is an eligible public depository as defined in CRS 11-10.5-103. Certificates of deposit that exceed FDIC insurance limits shall be collateralized as required by the Public Deposit Protection Act. In addition, at the time of purchase, issuing banks shall meet the credit criteria set forth in the section of this investment policy, "Selection of Banks".
- **Eligible Banker's Acceptances:** With maturities not exceeding 180 days, issued by FDIC insured state or national banks. Banker's Acceptances shall be rated at least A-1, or the equivalent at the time of purchase by at least two NRSROs and rated not less by all NRSROs that rate the instrument. If the issuing bank has senior debt outstanding, it must be rate at least AA or the equivalent at the time of purchase by at least two NRSROs and rated not less by all NRSROs that rate the bank. The aggregate investment in banker's acceptances, commercial paper, and corporate debt shall not exceed 50 percent of the town's investment portfolio, and no more than 5 percent of the town's investment portfolio may be invested in the obligations of any one issuer.
- **Money Market Mutual Funds:** Registered under the Investment Company Act of 1940 that: 1) are "no-load" (no commission or fee shall be charged on purchases or sales of shares); 2) have a constant net asset value of \$1.00 per share; 3) limit assets of the fund to those authorized by state statute; 4) have a maximum stated maturity and weighted average maturity in accordance with Rule 2a-7 of the Investment Company Act of 1940; and 5) have a rating of AAA or the equivalent by one or more NRSROs.

RISK MANAGEMENT

The goal of the town is to protect the assets of the town and provide a safe work environment for the town's employees. This goal is accomplished by planning for the negative consequences of any decision, process or action by using risk control, risk retention and risk transfer strategies. More specifically, the main features of this program are as follows:

- Delivering loss control programs such as defensive driving education, confined space entry education, safe lifting education, blood borne pathogens education and a variety of other safety education measures to prevent or at least lessen the severity of workplace injuries, which saves money. Loss control also includes random audits of town facilities to detect safety hazards in order to make services safe for the public.

- Reviewing town contracts for the proper insurance requirements and to ensure the town is properly designated on the contractor insurance policy.
- Monitoring changes in the law at the federal and state levels to determine if any changes affect the way the town delivers services, which in turn create a liability for the town.
- Developing the financial resources to pay for expected and unexpected losses. This might include managing a self-insurance fund to contain the cost of most losses and purchasing insurance policies to protect the town against catastrophic losses.
- Complying with Colorado laws as they relate to operating a self-insurance program.
- Monitoring the exposure in all town programs and services that may involve the town in future liabilities.
- Establishing a Health and Safety Committee for employees.

COMPLETE FINANCIAL POLICY DOCUMENT

The Financial Policies section of the Town of Frederick 2020 Budget document does not include the full verbiage of the town's Financial Policies. In an effort to reduce the length of this document, the portions that are included here are most specific to the budget. The Town of Frederick's Financial Policies are available in their entirety at www.frederickco.gov.

BUDGET OVERVIEW



FUND ACCOUNTING

Fund accounting is used both for budgeting and accounting purposes. Each fund is established for a specific purpose and is considered a separate accounting entity. The Board must approve or appropriate any expenditure from the various funds, including expenditures from reserves. The authorization is generally done prior to the beginning of each fiscal year, but can be done by the Town Board anytime during the year if funds are available. In government, “appropriate” or “appropriation” is used instead of “authorize” or “authorization”. All of the Town of Frederick funds require appropriations before money can be expended.

Town Fund Types

Governmental

General Fund

Special Revenue Funds

Debt Service Funds

Capital Project Funds

Proprietary

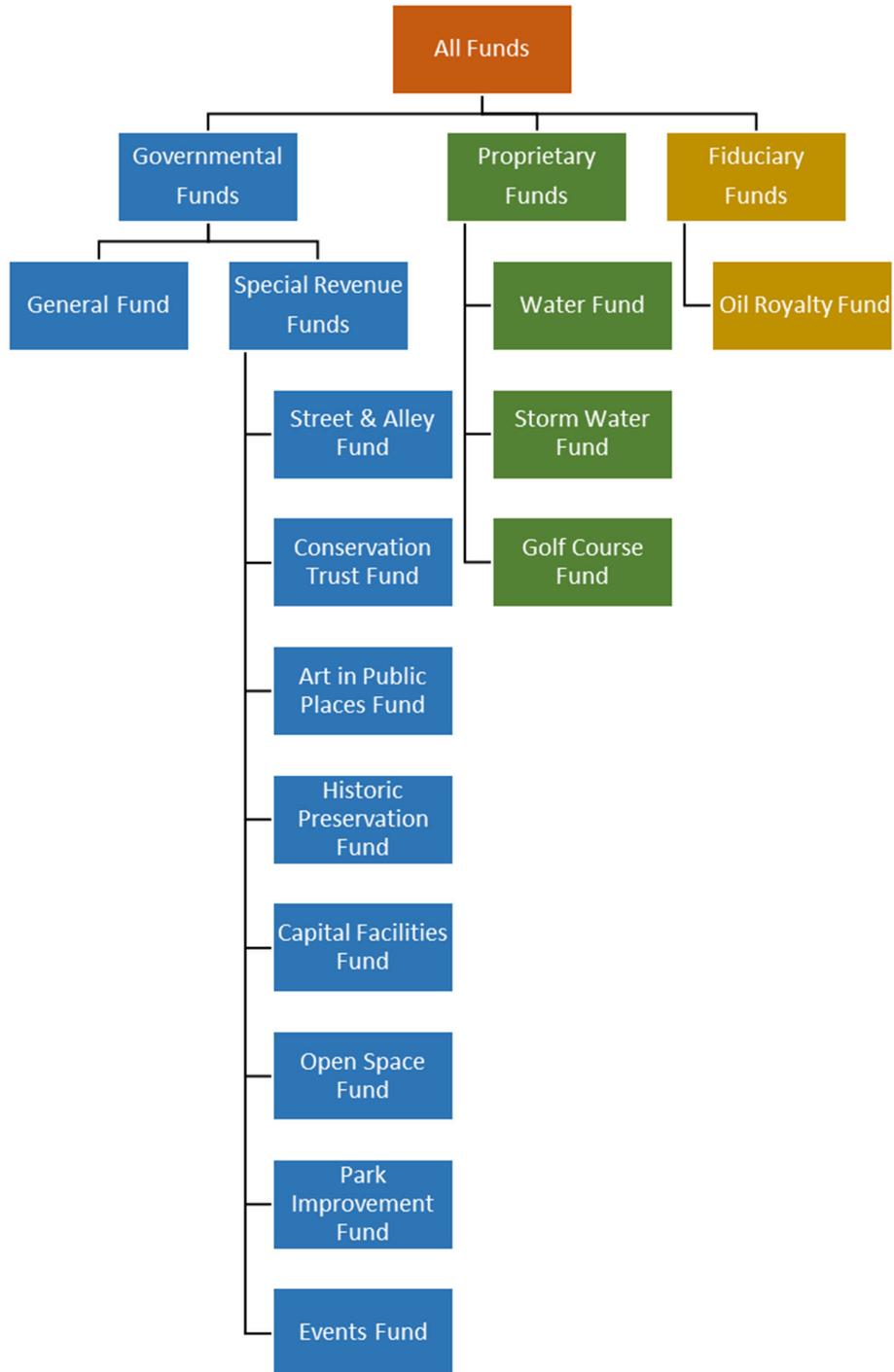
Enterprise Funds

Internal Service Funds

Fiduciary

Trust and Agency Funds

FUND STRUCTURE



DEPARTMENT INVOLVEMENT BY FUND

The chart below lists each of the funds that the town maintains and indicates which departments are active within each fund.

	Admin	Engineering	Finance	Public Works	Planning	Town Board	Police	Buildings	Golf Course
Governmental Funds									
General Fund	✓	✓	✓	✓	✓	✓	✓	✓	
Special Revenue Funds									
Street and Alley Fund	✓	✓	✓	✓					
Conservation Trust Fund				✓	✓				
Park Improvement Fund	✓		✓	✓	✓				
Open Space Fund	✓		✓	✓	✓				
Events Fund	✓								
Capital Facilities Fund	✓								
Art in Public Places Fund	✓								
Historic Preservation Fund	✓								
Proprietary Funds									
Water Fund	✓	✓	✓	✓					
Storm Water Fund	✓	✓	✓	✓					
Golf Course Fund			✓						✓
Fiduciary Funds									
Oil Royalty Fund						✓			

GOVERNMENTAL FUNDS

General Fund

The General Fund accounts for all transactions of the Town of Frederick not accounted for in other funds and is the town's primary operating fund. This fund represents an accounting for the town's ordinary operations financed from taxes and other general revenues and is the town's most significant fund in relation to overall expenditures. Financing is primarily provided by ad valorem property taxes, sales taxes and other taxes.

Special Revenue Funds

Special Revenue Funds are established for the purpose of accounting for monies received by the Town of Frederick that are restricted in nature and can only be utilized for specific purposes.

Streets and Alley Fund

This fund was established to account for resources used for the acquisition, construction and maintenance of assets and capital facilities that are associated with alleys and roads in the Town of Frederick. The revenues in this fund are primarily derived from motor vehicle related taxes, impact fees and grants.

Conservation Trust Fund

This fund was established as required by Section 31-25-220, Colorado Revised Statutes, 1973 to account for monies received from the State of Colorado for Conservation Trust Fund (lottery) purposes. Funding can be used for the acquisition, development and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site. New conservation sites are defined in statute as being interests in land and water, acquired after establishment of a conservation trust fund, for park or recreation purposes, for all types of open space, including but not limited to flood plains, green belts, agricultural lands or scenic areas, or for any scientific, historic, scenic, recreation, aesthetic or similar purpose.

Park Improvement Fund

This fund was established in 1975 and amended in 2012 to account for resources used in the purchase of lands for additional parks and for the improvement of existing parks in the town. Revenues for this fund are primarily impact fees, grants and transfers from other funds.

Open Space Fund

This fund was created in 2000 after voters approved a half percent sales tax to be used to acquire, preserve and develop on a limited basis open space land in and around the Town of Frederick. The primary revenue for this fund is a half percent sales tax.

Capital Facilities Fund

Capital Facilities Funds are created to account for resources used for the acquisition, construction and maintenance of assets and major capital facilities other than those financed by proprietary funds and trust funds. These funds are established to maintain a separate accounting of specific capital projects.

Art in Public Places Fund

Created in 2012 by the Board of Trustees, the Art in Public Places Fund provides a dedicated source of funds for the acquisition of works of art, the maintenance and repair of works of art and the expenses of the administration of the Art in Public Places program. The revenues for this fund are largely from the fee that is charged to internal funds for capital projects with values that exceed \$25,000.

Historic Preservation Fund

In 2013, the book “Images of America, Around Frederick” was penned by author Sean Scott. Mr. Scott donated all of the royalties from the book to the Town of Frederick. This fund was established to account for those revenues.

Events Fund

This fund was established in 2013 to create a more effective accounting method for events that receive sponsorships and donations in order to be successful. The revenues for this fund come from donations and transfers from the General Fund.

PROPRIETARY FUNDS

Enterprise Funds

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the Town Board has decided that periodic determination of net income is appropriate for accountability purposes. The town has three qualified Enterprise Funds including Water, Storm Water and Golf Course.

FIDUCIARY FUNDS

Oil Royalty Trust Fund

The Board of Trustees designated the Frederick Oil Royalty Trust Fund to be used to support the Frederick High School Scholarship Program, community organization grants, economic development programs and those governmental purposes the Board may designate from time to time. Revenues in this fund are primarily royalties and interest.

COMPONENT UNITS

Frederick Urban Renewal Authority

The audited financial statements include the financial information for the Frederick Urban Renewal Authority (FURA). The Authority is a legally separate entity and as such, is responsible for producing its own annual budget document. Consequently, the budget for the Authority is not included or considered part of the town's budget.

NOTES AND ASSUMPTIONS

The following notes and assumptions were used to build the various detail budgets for revenues and expenditures and are applicable for all funds except in cases where specifically noted. The overall driving factors were established through joint efforts with the Town Manager, the finance department and Town Board. Fund Balance is the excess or deficiency of the assets of a fund over its liabilities at any point in time. This is shown in the following schedules as revenues minus expenditures and plus other financing sources (uses) plus beginning fund balance to derive the ending fund balance.

TOTAL COMBINED TOWN BUDGET

The 2020 proposed budget is balanced as defined in the introduction section of this document, with a “balance between total estimated expenditures and total anticipated revenues, including surpluses.” This means that the appropriated expenditures cannot exceed the sum of the revenues and beginning fund balance.

The budget shown below is a consolidated budget that contains all of the fund budgets for the organization.

	General Fund	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Trust and Agency Funds	Total All Funds	% of Total Rev. & Exp.
2020 BUDGET - ALL FUNDS							
BEGINNING BALANCE:	9,407,504	6,670,486	3,520,997	44,061,279	2,493,552	66,153,818	
REVENUES:							
CHARGES FOR SERVICES	-	705,000		3,639,997	-	4,344,997	22.16%
FINES AND FORFEITURES	123,500	-		-	-	123,500	0.63%
PROPERTY TAXES	2,779,274	-		-	-	2,779,274	14.17%
SALES TAXES	3,625,248	2,180,000		-	-	5,805,248	29.60%
LICENSES AND PERMITS	999,500	508,300	277,500	2,565,000	-	4,350,300	22.18%
MISCELLANEOUS	383,457	639,050	1,000	97,800	41,500	1,162,807	5.93%
OTHER TAXES	456,140	220,000		-	-	676,140	3.45%
GRANTS	37,500	102,000		230,000	-	369,500	1.88%
TOTAL REVENUES	8,404,619	4,354,350	278,500	6,532,797	41,500	19,611,766	100.00%
OTHER SOURCES/USES:							
TRANSFERS IN	-	73,000	2,357,470	172,059	-	2,602,529	
TRANSFERS OUT	2,570,529	32,000	-	-	-	2,602,529	
TOTAL OTHER SOURCES/USES	(2,570,529)	41,000	2,357,470	172,059	-	-	
EXPENDITURES:							
PERSONNEL SERVICES	5,142,604	1,097,750	-	1,322,868	-	7,563,222	30.83%
CONTRACT SERVICES	1,591,065	1,091,430	-	2,180,091	15,000	4,877,586	19.88%
COMMODITY	558,924	288,650	-	419,350	-	1,266,924	5.16%
OTHER CHARGES	511,133	384,590	1,000	553,390	38,500	1,488,613	6.07%
CAPITAL OUTLAY	195,545	2,572,250	-	5,991,542	-	8,759,337	35.70%
DEBT SERVICE	-	407,850	169,800	-	-	577,650	2.35%
TOTAL EXPENDITURES	7,999,271	5,842,520	170,800	10,467,241	53,500	24,533,332	100.00%
ENDING BALANCE:	7,242,323	5,223,316	5,986,167	40,298,894	2,481,552	61,232,252	

ANALYSIS OF SIGNIFICANT CHANGES IN ANTICIPATED FUND BALANCE

The following analysis focuses on available fund balances of town funds anticipated to increase or decrease by ten (10) percent or more.

General Fund	Anticipated FY 2020 Beginning Balance	Anticipated FY 2020 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	9,407,504	7,242,323	(2,165,181)	-23.0%

Discussion:

The anticipated General Fund Ending Fund balance decreases primarily due a transfer to the Capital Facility Fund for future capital facility needs. Despite the decrease in fund balance, this fund is financially healthy and has maintained more than the 180 days minimum reserves set by the Board of Trustees.

Street and Alley Fund	Anticipated FY 2020 Beginning Balance	Anticipated FY 2020 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	2,232,099	1,911,764	(320,335)	-14.4%

Discussion:

The revenues and expenditures for this fund are relatively stable. The decrease in fund balance is attributed to replacement of equipment and vehicles, and capital projects such as downtown alley improvements and our on-going pavement management program.

Conservation Trust Fund	Anticipated FY 2020 Beginning Balance	Anticipated FY 2020 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	50,893	13,893	(37,000)	-72.7%

Discussion:

This fund's revenues are lottery funds from the state. The fund is restricted in both revenues and qualified expenditures. As such, this fund frequently builds up a substantial fund balance before larger, more impactful capital projects are completed.

Park Improvement Fund	Anticipated FY 2020 Beginning Balance	Anticipated FY 2020 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	2,037,224	1,244,861	(792,363)	-38.9%

Discussion:

The decrease in fund balance in this fund is associated with capital expenditures. This fund is restricted and consequently does build up large fund balances until projects that meet the requirements of funding are ready to move forward.

	Anticipated FY 2020 Beginning Balance	Anticipated FY 2020 Ending Balance	Increase (Decrease)	Percent Change
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Open Space Fund

Fund Balance Available for Appropriation	2,116,163	1,859,391	(256,772)	-12.1%
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Discussion:

The decrease in fund balance in this fund is associated with capital expenditures. This fund is restricted and consequently does build up large fund balances until projects that meet the requirements of funding are ready to move forward.

	Anticipated FY 2020 Beginning Balance	Anticipated FY 2020 Ending Balance	Increase (Decrease)	Percent Change
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Golf Course Fund

Fund Balance Available for Appropriation	92,369	0	(92,369)	-100.0%
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Discussion:

It is the intention of the Town for this fund to be self sustaining long-term and a transfer from the General Fund is only to balance out the budgeted expenditures for 2020.

	Anticipated FY 2020 Beginning Balance	Anticipated FY 2020 Ending Balance	Increase (Decrease)	Percent Change
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Capital Facilities Fund

Fund Balance Available for Appropriation	3,520,997	5,805,988	2,284,991	64.9%
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Discussion:

This fund is utilized for construction and financing of capital facility projects. When there are no active projects, this fund's fund balance will steadily increase. This year's increase is a transfer from the General Fund to support future capital facility projects.

	Anticipated FY 2020 Beginning Balance	Anticipated FY 2020 Ending Balance	Increase (Decrease)	Percent Change
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Events Fund

Fund Balance Available for Appropriation	88,747	33,997	(54,750)	-61.7%
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Discussion:

The fund balance decrease in this fund is associated with utilizing fund balance for community events in 2020. Generally this fund does not have a significant fund balance as annual revenues typically are aligned with annual expenditures.

	Anticipated FY 2020 Beginning Balance	Anticipated FY 2020 Ending Balance	Increase (Decrease)	Percent Change
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Water Fund

Fund Balance Available for Appropriation	38,983,530	35,037,262	(3,946,268)	-10.1%
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Discussion:

The decrease in fund balance is attributed financing additional resources for the Town's future water needs. Maintaining a strong fund balance is imperative.

SUMMARY OF CAPITAL EXPENDITURES

The following summary includes capital expenditures of town funds that exceed \$100,000.

General Fund

Project Description	Capital	
	Expenditure Amount	Recurring?
Development Obligations	\$250,000	Yes

Discussion:

This capital expenditure is related to new development infrastructure obligations of the Town. It is anticipated that this amount will continue to recur for the next 5 to 6 years. No additional staffing or resources will be required to maintain this once the financial obligations have been met.

Street & Alley Fund

Project Description	Capital	
	Expenditure Amount	Recurring?
Alley Paving	\$150,000	Yes

Discussion:

This project is in it's fourth year as the Town moved toward paving the alleyways downtown. This cost is expected to recur until all of the alleys have been paved. At the current rate, all alleys will be paved in 4 more years.

Pavement Maintenance Program	\$930,000	Yes
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Discussion:

This is an ongoing project to provide overlay, milling, and surface repairs to Frederick streets. Establishing a 5-year program so that streets can be reviewed and repaired before larger capital costs are needed to keep roads open.

Park Improvement Fund

Project Description	Capital	
	Expenditure Amount	Recurring?
Skate Park Construction	\$100,000	No

Discussion:

The initial project will be partially grant funded. There will be short and long term impacts to our operating budget to maintain this new area. Generally, we expect to see an increase in operating costs between 6% and 8%. Long-term we expect additional capital requirements will be necessary to maintain this asset to the desired level.

Centennial Park Improvements	\$150,000	No
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Discussion:

Following the completion of the master design process for this park, it include shelters, equipment, playground and/or other similar improvements. There will be a long-term impact in our operational costs to maintain this improvement. We expect an increase of approximately 2% for the additional improvement maintenance.

Open Space Fund

Project Description	Capital	
	Expenditure Amount	Recurring?
Trails	\$234,000	No

Discussion:

This includes trails from Sandpiper to Wetland and Bella Rosa to Harlequin. This project is not grant funded. There will be some impacts to our operating budget to maintain this new area. Generally, we expect to see an increase in operating costs around 2%.

Water Fund

Project Description	Capital	
	Expenditure Amount	Recurring?
Northern Integrated Supply Project	\$1,950,000	Yes

Discussion:

NISP is a project that will provide additional future water supplies. This is a complicated project with many participants and substantial short and long-term costs. Currently, the Town is closely monitoring all activity and changes and is making proactive changes in our financial approach to this project.

Windy Gap Water Project	\$3,200,000	No
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Discussion:

Participation in the Windy Gap project will provide the Town with additional future water supplies. This is a one-time capital expenditure that will have an annual assessment that will be rolled into our operational costs. That assessment is expected to be less than \$30,000 per year.

Water Conservation Plan	\$100,000	No
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Discussion:

This is a one-time capital expenditure that will provide a plan for water conservation in the Town. This plan will provide future capital needs to successfully provide water conservation throughout the community.

Potable Water Master Plan	\$200,000	No
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Discussion:

This is a one-time capital expenditure that will provide a long-range master plan for potable water needs in the Town. The master plan will provide a list of future capital projects to sustain the growth within the community.

Milavec Lake Aerators Update	\$150,000	No
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Discussion:

This one-time capital expenditure will provide aerators to Milavec lake. Installing aerators will aid in water quality and minimize algae issues in the future.

Raw Water Line Extension	\$150,000	No
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Discussion:

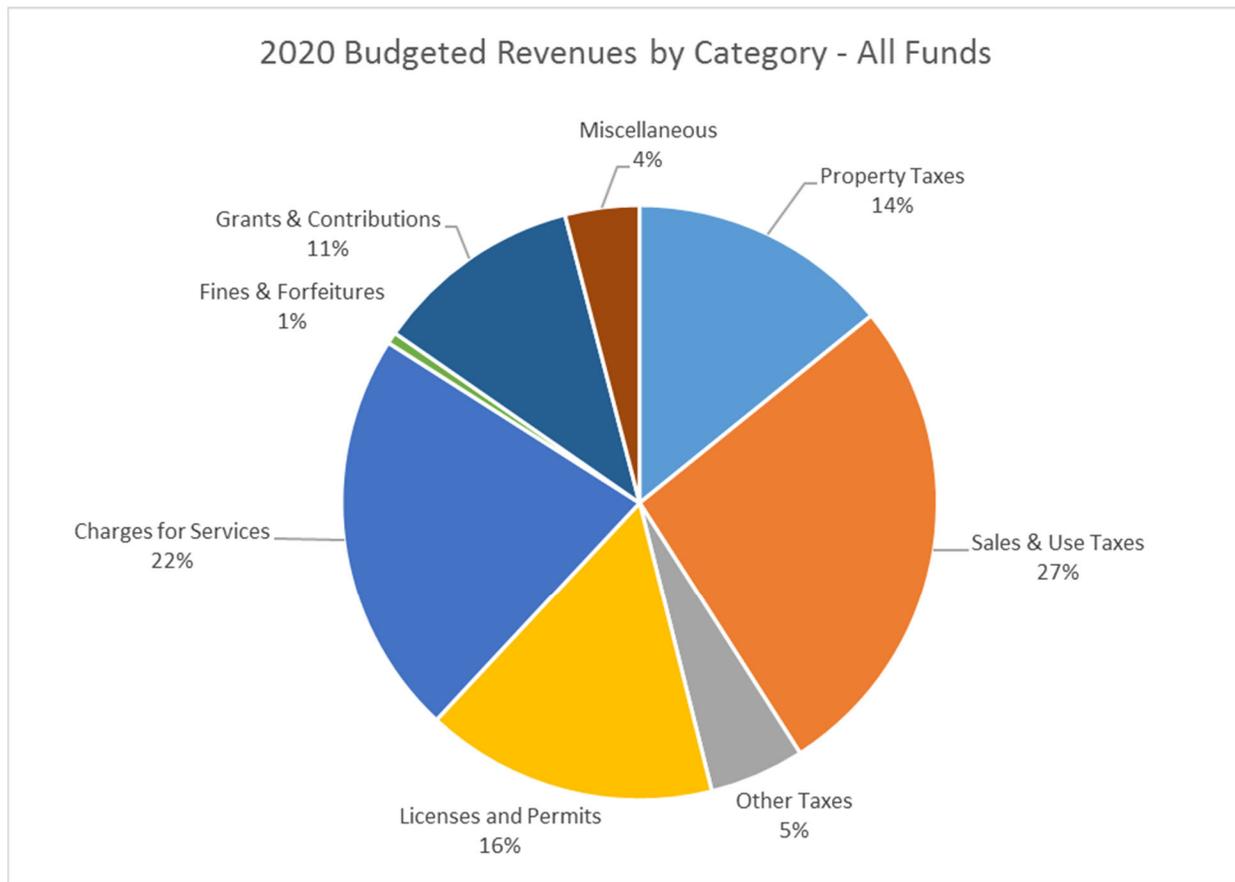
This is a one-time capital expenditure that will provide a raw water line extension in the Summit View subdivision.

REVENUE OVERVIEW

The town strives to maintain a strong, diverse revenue base recognizing that a dependence upon any individual revenue source would make revenue yields more vulnerable to economic cycles. All revenues are conservatively projected and are monitored and updated as necessary. The town utilized the Colorado Legislative Council as the primary source for forecasted Denver-Boulder-Greeley Consumer Price Index (CPI). Additionally, the town considers reports published by economists in the Colorado State Office of Planning and Budgeting. The methodology used for each revenue type is further explained under each revenue type. The following table identifies the CPI for each year from 2015 to 2019 that were used in forecasting:

Year	2015	2016	2017	2018	2019
Consumer Price Index (CPI)	1.2%	2.8%	2.4%	3.0%	3.8%

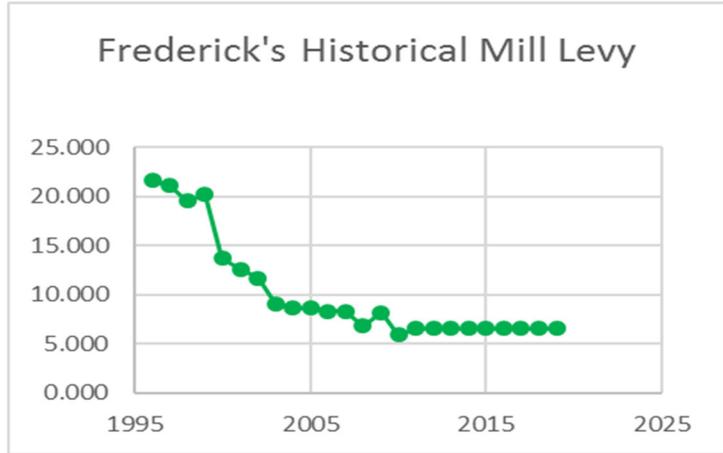
The following chart consolidates and summarizes the town’s revenue by source:



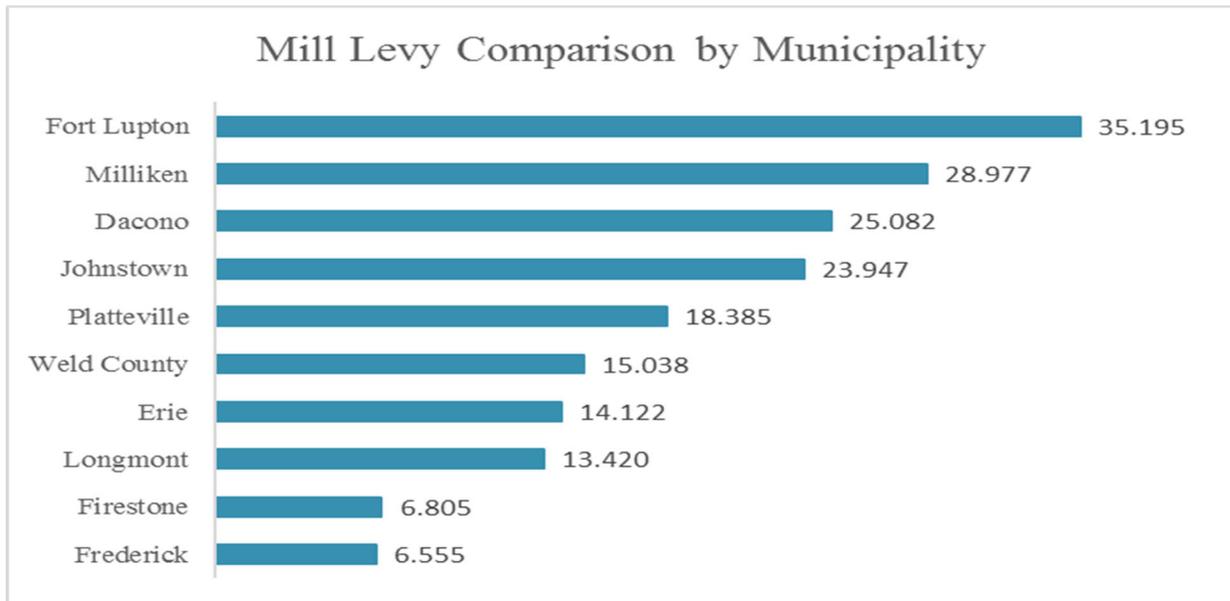
The following are descriptions of the town’s revenue resources, associated forecasting assumptions and revenue trends.

Property Tax

Property taxes are levied on December 31, and attach as an enforceable lien on property as of January 1. Taxes are due January 1. Installation payments are due at the end of February and June 15th. Single payments are due on or before April 30. Taxes are delinquent, if not paid, as of June 15th. If the taxes are not paid within subsequent periods, the property may be sold at a public auction. Weld County bills and collects all of the property taxes and remits collections to the Town on a monthly basis after deducting a one percent (1%) collection fee.



The mill levy rate for Frederick in 2020 will remain at the 2019 level of 6.555 mills. One mill represents \$1 for every \$1,000 in assessed property value. Property tax is calculated by multiplying the mill levy by the assessed valuation of a property. Property Tax revenue is forecast each year based on assessed valuations as determined by Weld County and applying the town’s current mill levy rate.



Property Tax Revenues by Category				
Category	2018 Budget Taxes Levied	2019 Budget Taxes Levied	2020 Budget Taxes Levied	% Change 2019 to 2020
Vacant Land	43,880	32,845	49,228	49.9%
Residential	664,235	700,357	839,003	19.8%
Commercial	330,430	303,221	444,199	31.8%
Industrial	119,547	155,922	250,411	60.6%
Agricultural	5,524	5,515	5,109	-7.4%
Oil & Gas	557,397	459,007	1,052,937	129.4%
State Assessed	195,198	181,211	138,123	-23.8%
Minerals	2,528	74	69	-7.0%
Total Revenue	1,918,739	1,838,154	2,779,079	

The changes in property tax revenues can vary substantially by category. One of the most volatile categories is Oil and Gas because the valuation depends on well production, which is calculated annually. For the 2020 budget, several categories showed substantial changes since 2019 was a reassessment year and values were adjusted. The budget projections for property tax revenues are based on the Certification of Valuation which is provided annually by Weld County. The town does not make any adjustments to the calculations that they provide.

Sales Tax

The Town of Frederick collects a three and a half percent (3.5%) tax on sales of tangible personal property and specific services. Sales taxes are collected by the retailer and are reported to the State of Colorado on either a monthly, quarterly, or annual basis. The State then collects Frederick's portion of the sales taxes and remits it to the town monthly. Two percent (2.0%) of the town's sales tax goes into the General Fund for operations, One percent (1.0%) goes into the General Fund specifically for public safety operations. The other half percent (.5%) goes into the Open Space Fund.

Sales taxes are forecasted using historical trends for the past five years combined with knowledge of new businesses that are locating in the town. While the businesses in Frederick have been stable, sales tax revenue is often one of the first indicators when there is a downward shift in the economy. Consequently, the town is conservative in the revenue estimates in this category in an effort to eliminate any serious shortfall.

Use Tax

A use tax is levied as a complement to the town sales tax at three and a half percent (3.5%) and is imposed upon taxable purchases where a sales tax was not legally imposed. The Use Tax consists of two (2) types, the Building Material Use Tax and the Motor Vehicle Use Tax. Depending upon the type of transaction, the use tax may be paid upon issuance of a building permit, upon

purchase/registration of a motor vehicle. All use tax totals 3.5 cents on every dollar and is distributed in the same manner as the sales tax. Use taxes are projected using trend analysis based on actual revenues received during the past seven years as well as knowledge of new housing developments and approximate timelines for that development.

Excise Tax

Excise taxes are taxes on the sale, or production for sale, of specific goods or a tax on a good produced for sale, or sold within a country or licenses for specific activities. In Frederick, there are two such taxes, tobacco and severance.

Tobacco Products Tax - State of Colorado taxes wholesale distributors of tobacco products at the rate of 84 cents per pack. State tax stamps are issued to the distributors as evidence of payment. Each year an amount of state funds from the tax on tobacco products is distributed to counties and municipalities that do not impose any fee, license, or tax on cigarettes. The amount received is based on the proportion of State sales tax collected in each municipality. Tobacco tax revenue projections are calculated using trend analysis based on actual revenues over the past seven years.

Severance Tax - Colorado severance tax is imposed upon nonrenewable natural resources that are removed from the earth in Colorado. The tax is calculated on the gross income from oil and gas and carbon dioxide production. Seventy percent (70%) of the tax money collected is used by the State to fund grant programs. The remaining thirty percent (30%) is divided and distributed to counties and local governments. The division is based on the residence of certain mineral and energy industry workers. Severance tax is difficult to project as the fluctuations from year to year can be substantial. Revenue projections for severance tax are forecasted using a combination of trend analysis as well as information that we receive from the oil and gas industry and other sources.

Franchise Charges

The town maintains two specific franchise charges: cable television franchise charge and gas/electric franchise charges.

Cable Franchise - This fee is compensation for the benefits and privileges granted under the franchise agreement. The fees are in consideration of permission to use town streets and rights-of-way for the provision of cable services. The franchise fee is five percent (5%) of the gross revenues. Revenue projection is completed using trend analysis.

Gas/Electric Franchise - The town currently has a nonexclusive franchise agreement with the Kinder Morgan/Source Gas for the right to furnish, sell and distribute natural gas to residents and businesses within the community. The agreement provides them with access to public property to provide these services. In consideration for this franchise, the company pays the town a sum equal to two percent. Revenue projection is completed using trend analysis.

Fines and Forfeitures

The Municipal Court assesses fees to parties found guilty of any municipal offense through the court system. This category also includes revenues from police activities such as fingerprinting and Santa Cops. These revenues are projected using trend analysis and actual data from the past seven years.

Licenses and Permits

Licenses and permits are established by ordinance to allow the town to collect various licenses or permit fees. These licenses and permit fees allow the purchaser to perform or provide specific services or goods within the town. There are several types of licenses and permits required within the town. The following identifies the more significant licenses or permit fees.

Building Permit Fees

Building permit fees are based on the dollar valuation of the construction work to be performed. The valuation is determined using the cost per square foot published in the Building Safety Journal. Permit fees are established by ordinance and are budgeted based on local economic trends. Building permit fees are forecasted using current year's activity.

Intergovernmental Revenues

Intergovernmental revenues are transfers from any fund into another fund.

Charges for Services

User-based fees are established to help defray the cost of operations such as park rentals, trash collection and charges for utilities.

Utility Charges

Utility charges are user based fees that are charged for the participation with the town's utility services. Those services include water and storm water. These revenues are projected using trend analysis and knowledge of upcoming rate changes.

Water Charges - The water rates include both a base rate and a usage per thousand-gallon rate for water consumption. The residential base rate includes the first 3,000 gallons of usage and is used for system improvements and maintenance of existing infrastructure. The 2020 budget includes a five percent (5%) increase in the usage rate.

Storm Water Charges - The storm water rate is based on the quantity of impermeable surface for each parcel or residential dwelling. Development decreases the ground surface that can absorb water, so the town must accommodate this change by improving and increasing the drainage infrastructure to decrease the potential of flooding.

Impact Fees

Impact fees are charged as a part of the building permit process and allow the town to take into consideration the affect a new development will have on parks, open space, drainage and streets among others. Impact fees are forecast using the current year's activities.

Other Revenues

The other revenue category includes revenue from investments, rents, insurance proceeds, reimbursement of expenses and other miscellaneous revenue sources. Trend analysis is used for forecasting these revenues.

Grants

Revenue from grant programs will be recorded here. The town makes an effort to secure grant funding whenever possible. Grants that the town has received in the past include law enforcement grants such as LEAF and DUI grants, as well as grants for park development and FEMA grants to rebuild after the community sustained damage from flooding. Grant funds are budgeted based on knowledge of upcoming grant applications that have been submitted or awarded to the town. In 2020, the town has been awarded funds to construct a skate park and a Safe Routes to School trail.

Road and Bridge

Weld County imposes a separate countywide mill levy for construction and maintenance of roads and bridges. Funds are shared with local governments and are distributed based on the percent of assessed valuation to total countywide assessed valuation. Revenues are forecast using trend analysis.

Highway Users Tax

The Highway Users Tax Fund (HUTF) is a state collected, locally shared revenue. HUTF revenues are based on a variety of formulas that include revenues based on motor fuel taxes, driver's license, and motor vehicle registration fees. The HUTF is distributed monthly among the state, counties, and municipalities based on a formula that takes into account the number of vehicles registered and the miles of streets in each municipality relative to the same data in other municipalities. These funds may be spent on new construction, safety, reconstruction, improvement, repair and maintenance, and capacity improvements. These sources may not be used for administrative purposes. Highway Users Tax is forecast based on information provided by the state.

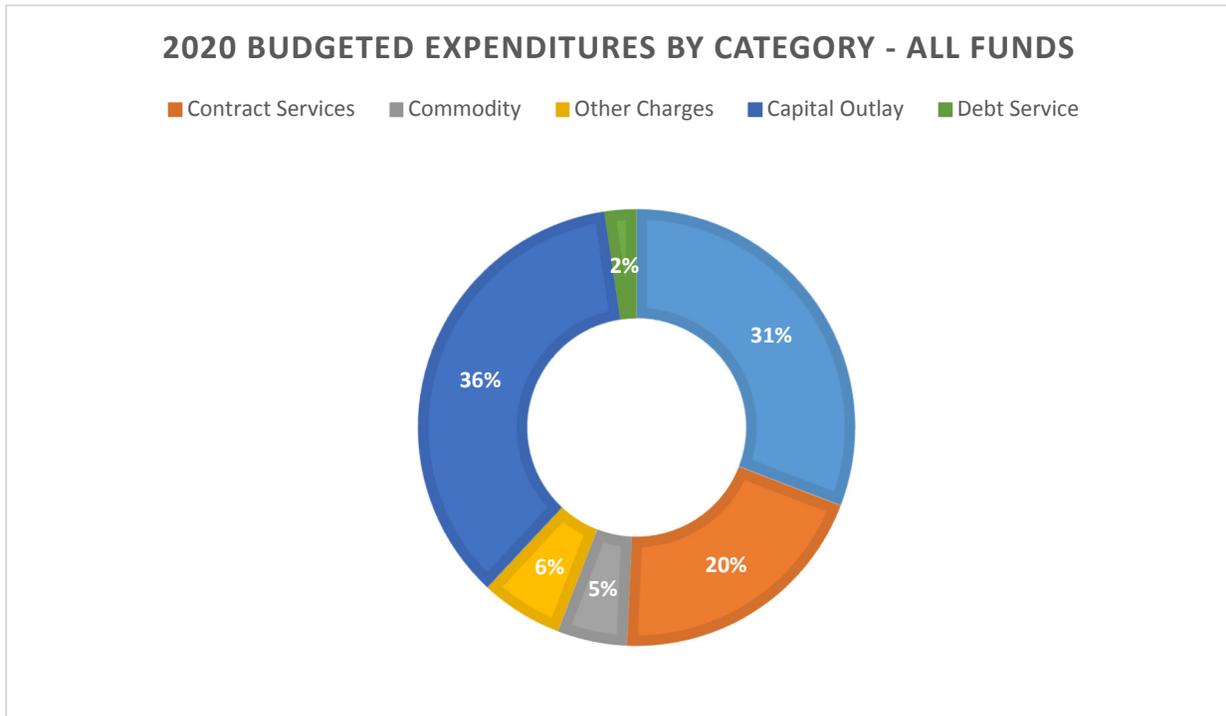
Motor Vehicle Registration Fees

Motor vehicle registration fees are state imposed on the registration of a vehicle. Fees are primarily based on the weight of the vehicle (as published by the manufacturer) and the age of the vehicle. In addition to the base fees, there are numerous add-on fees that are imposed. The revenue received by a county, or town is "actual" fees collected for the month based on the number and type of vehicles registered. Trend analysis is used to project future revenues.

EXPENDITURES/EXPENSE OVERVIEW

The Town of Frederick categorizes the expenses in each fund by function. The categories of expenses include: personnel services, contract services, commodity, other charges, capital outlay and debt service. Each category is detailed below.

The following chart consolidates and summarizes the town’s expenditures by category:



Note: The 2020 Budgeted Expenditures by Category chart does not include transfers.

Personnel Services

This category includes all costs associated with town personnel including salaries/wages, payroll taxes, unemployment taxes, health insurance, workers’ compensation insurance and retirement contributions. Costs for this category are calculated by allocating each employees time and associated costs to the appropriate fund/funds. As a service based entity, this is one of the largest expenses for the town as a whole.

Contract Services

The contract services category includes all expenses that the town incurs with businesses or individuals on a regular basis. Examples of such expenses include consulting services, engineering services, legal services, architectural services, infrastructure maintenance, concrete replacement, economic development, crack sealing, street striping, billing services, utility bill printing, advertising, auditing, postage, copy machine maintenance, software maintenance, investment banking, etc.

Commodity

This category includes all items purchased in the normal course of business and includes items such as computers and software, fuel, general supplies, office supplies, small tools, small equipment, safety supplies, lab supplies, uniforms, meter supplies, vehicle supplies, ice slicer, mosquito control supplies, etc.

Other Charges

This category includes items that are one-time or miscellaneous expenses including branding, commission grants, youth programming, Thanksgiving in a Box, general liability insurance, professional memberships, election expenses, community BBQ tour, depreciation, plant investment fees, electric rebates, tree sale program, etc.

Capital Outlay

Items expensed in this category must meet the requirements of a capital purchase. To qualify the item must have a purchase price that is \$5,000 or greater and must have a life expectancy of more than one year. Examples of costs in this category include large equipment such as fork lifts, commercial mowers, street sweepers, plow trucks, electric transformers, new parks, new buildings, building remodels, infrastructure expansions, new waterlines, playground equipment, new streets, new trails, bridges, street widening, etc.

Debt Service

Debt service items are costs associated with approved debt issuances for the town. The debt can be the result of a bond issuance, lease purchase or other contractual obligation. The town currently allows the individual funds account for their individual debt and does not roll it all together in a debt service fund.

DEBT SERVICE AND FINANCIAL OBLIGATIONS

All of the Town of Frederick's debt service and financial obligations are appropriated each budget year.

Legal Debt Limit

The Town of Frederick is a statutory town. The Colorado Revised Statutes provides that general obligation indebtedness for all purposes shall not at any time exceed three percent (3%) of the actual value, as determined by the County Assessor, of the taxable property in the town.

As of December 31, 2019, the town has general obligation debt outstanding. The town's debt is within the legal debt limit as demonstrated by the table below:

Estimated Actual Value (determined by County Assessor)	\$2,364,926,545
Debt Limit: 3% of Actual Value	\$70,947,796
Total Bonded Debt	\$2,665,000
Legal Debt Margin	\$68,282,796
Total Bonded Debt Applicable to Limit as a Percent of Debt Limit	3.76%

The town has a lease purchase agreement for the public works building. The payment is made out of the Capital Facilities Fund. The payment is \$84,820 per year and the lease ends in 2033.

Public Works Building	\$1,187,480
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The town also has a lease purchase agreement for a street sweeper. The payment is made out of the Street and Alley Fund. The payment is \$46,967.72 per year and the lease ends in 2021.

Street Sweeper	\$93,936
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General Obligation Bonds, Series 2015A

In 2015, the Town of Frederick issued \$3,030,000 of General Obligation Bonds to refinance debt that was originally issued in 2006 to reconstruct Colorado Blvd north of Highway 52 to Bella Rosa. This project included the median and lighting improvements.

The following is detail of principal and interest requirements by year:

2015A Sales & Use Tax Street Bond

Year	Principal	Interest	Total
2015	\$240,000	\$71,188	\$311,188
2016	\$220,000	\$95,700	\$315,700
2017	\$225,000	\$91,300	\$316,300
2018	\$225,000	\$86,800	\$311,800
2019	\$235,000	\$80,050	\$315,050
2020	\$240,000	\$73,000	\$313,000
2021	\$245,000	\$65,800	\$310,800
2022	\$260,000	\$56,000	\$316,000
2023	\$270,000	\$45,600	\$315,600
2024	\$280,000	\$34,800	\$314,800
2025	\$290,000	\$23,600	\$313,600
2026	\$300,000	\$12,000	\$312,000
Total	\$3,030,000	\$735,838	\$3,765,838

General Obligation Bonds, Series 2015B

In 2015, the Town of Frederick issued \$1,105,000 of General Obligation Bonds to reconstruct sections of Colorado Blvd north of Highway 52 to Bella Rosa Parkway.

The following is detail of principal and interest requirements by year:

2015B Sales & Use Tax Street Bond

Year	Principal	Interest	Total
2015	\$80,000	\$16,398	\$96,398
2016	\$60,000	\$36,000	\$96,000
2017	\$60,000	\$34,800	\$94,800
2018	\$60,000	\$33,600	\$93,600
2019	\$65,000	\$31,800	\$96,800
2020	\$65,000	\$29,850	\$94,850
2021	\$70,000	\$27,900	\$97,900
2022	\$70,000	\$25,800	\$95,800
2023	\$75,000	\$23,000	\$98,000
2024	\$75,000	\$20,000	\$95,000
2025	\$80,000	\$17,000	\$97,000
2026	\$80,000	\$13,800	\$93,800
2027	\$85,000	\$10,600	\$95,600
2028	\$90,000	\$7,200	\$97,200
2029	\$90,000	\$3,600	\$93,600
Total	\$1,105,000	\$331,348	\$1,436,348

STRATEGIC FOUNDATION





Our Mission

Provide a safe, inviting and culturally vibrant community that fosters economic growth and opportunity through diversity and creativity, while preserving our heritage.

Our Vision

A diverse and progressive community rich in opportunity and tradition.

FACILITIES AND INFRASTRUCTURE

Strategic Foundation

Objectives & Strategies

<p>Facilities & Infrastructure</p>  <p>The Town of Frederick operates and maintains a broad range of facilities and infrastructure which are critical to our community, including buildings, roadways, water lines, storm water and electric utilities, etc. As the town continues to grow, additional facilities and infrastructure will be necessary to meet the needs of the community and its residents. Limited federal and state funding necessitates that we balance the costs to provide, staff and maintain new assets with the demands of maintaining our existing facilities and infrastructure. We will continue to partner with other agencies and special districts such as the Central Weld County Water District, the Left Hand Water District and the St. Vrain Sanitation District to ensure service excellence for our citizens.</p>	<ul style="list-style-type: none"> I. Provide a high quality and reliable water supply and manage drainage appropriately. <ul style="list-style-type: none"> A. Meet or exceed all State and Federal standards, and keep complete and accurate records of all testing and results B. Ensure new development provides system improvements that meet town standards C. Maintain existing infrastructure in all areas of town D. Partner with outside agencies when appropriate to continue to provide high quality, cost effective service to our customers II. Maintain an adequate and safe transportation system. <ul style="list-style-type: none"> A. Maintain acceptable levels of accessibility and service life for all roads with town limits B. Maintain appropriate signage throughout town C. Continue to explore options related to public transportation by partnering with State and Local agencies III. Provide and maintain safe, reliable and cost effective electric service. <ul style="list-style-type: none"> A. Partner with outside agencies as needed to meet the needs of our community B. Meet or exceed all Local, State and Federal standards related to safety, efficiency and reliability C. Continue to seek innovations related to electric service, in order to provide reliable and cost effective service to our customers IV. New and existing buildings and facilities. <ul style="list-style-type: none"> A. Ensure proper maintenance, upkeep and security for all town-owned and leased buildings, structures, water storage facilities, equipment and material storage facilities, property, recreation areas and other town assets B. Ensure new development is environmentally sound, sustainable, and can provide the resources necessary to support the cost of new infrastructure and facilities required to serve that development
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ECONOMIC AND COMMUNITY VITALITY

Strategic Foundation

Objectives & Strategies

<p style="text-align: center;">Economic & Community Vitality</p>  <p>Economic vitality refers to a community’s capacity to be economically competitive, resilient and attractive to private and public enterprise. This requires strength to withstand the ups and downs of an economic cycle. To remain economically vital, Frederick must grow its economy, diversify its capital, and attract and retain talent. Community vitality refers to our town’s diversity, adaptability, and sustainability as an inclusive and participative community. In order for our community to remain vital, we must maintain our local charm and character while accommodating new residential, commercial and light industrial development. Employing smart planning techniques will allow us to hold on to our small-town feel, while we continue to create diverse housing and business opportunities for residents and business owners alike. An economically vital Frederick will require a team effort between regional organizations, neighboring municipalities and other public entities, and the private sector.</p>	<ul style="list-style-type: none"> I. Economic Development. <ul style="list-style-type: none"> A. Invest in public improvements, and encourage business, residential, and land owners to do the same B. Support the efforts of the Frederick Downtown Business Association C. Create an economic development plan with focuses on the Downtown area, industrial park development, retail corridors, and primary employment. D. To continue downtown revitalization efforts, evaluate the value and need for a Business Improvement District (BID) E. Diversify the economic revenue based by establishment of new commercial retail development II. Neighborhood Livability. <ul style="list-style-type: none"> A. Create neighborhoods with diverse housing types and affordability B. Maintain and enhance attractive neighborhoods in compliance with the town’s Comprehensive Plan C. Cultivate partnerships with residential neighborhoods and HOA’s that foster quality neighborhoods D. Direct and guide growth in the community through appropriate annexation, zoning, planning, and land use development III. Community Vitality. <ul style="list-style-type: none"> A. Promote a healthy community by providing opportunities for all community members to lead healthy and active lifestyles B. Provide and maintain park and trail systems within and between neighborhoods C. Actively engage with residents and other community members to promote awareness of and participation in town-sponsored and other community events and amenities D. Partner with special districts and other outside agencies to strengthen our position as a regional cultural and recreational destination E. Protect our Brand’s integrity and use it to increase visibility and awareness of Frederick, both locally and regionally.
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FISCAL RESPONSIBILITY AND OPERATIONAL EXCELLENCE

Strategic Foundation

Objectives & Strategies

Fiscal Responsibility & Operational Excellence



The Town of Frederick will effectively manage its financial resources. Our staff will strive to deliver excellent services at the most reasonable cost. We will ensure that Frederick citizens receive great value for their tax dollars, and that town programs, services and capital projects benefit the community as a whole. The town will continuously refine and improve our effectiveness and methods of service delivery through process improvement and performance measures. We will identify and implement collaboration strategies with other public and private entities in order to ensure excellence. We will continue to strive for public trust and confidence.

- I. Maintain fiscal sustainability and flexibility.**
 - A. Make prudent investments by maintaining a conservative portfolio that safeguards principle while maximizing returns
 - B. Manage debt responsibly by borrowing only for substantial long-term assets
 - C. Maintain our current assets in order to minimize the need for replacement
 - D. Ensure the Capital Plan is sustainable so that reserves are appropriately funded and the operating impact of capital is sustainable and affordable
- II. Enhance public trust and confidence.**
 - A. Provide services in an open, honest and forthright manner, and encourage public engagement in local government
 - B. Provide value and excellence to our customers by effectively balancing efficiency and cost containment with innovation and customer convenience
 - C. Respect our customers by providing reasonable and responsible tax and utility rates, while ensuring that priority programs are maintained
- III. Deliver efficient, effective and innovative government services.**
 - A. Optimize the use of technology to drive efficiency and productivity, and continue to seek innovative ways to improve performance across all areas of the organization
 - B. Continue to develop and implement safety initiatives to achieve safety goals, and continue to focus on employee health and wellness
 - C. Promote a values-driven organizational culture that reinforces ethical behavior, encourages ongoing professional development, and empowers our employees to provide excellent internal and external customer service

COMMUNITY SAFETY

Strategic Foundation

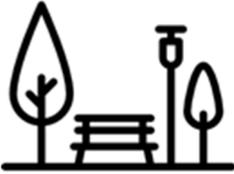
Objectives & Strategies

<p style="text-align: center;">Community Safety</p> <div style="text-align: center;">  </div> <p>The safety of our community and its citizens is of the utmost importance. A sense of safety is vital to the welfare and comfort of those who choose to live here, work here, or visit here. Our challenge is to help generate and foster a sense of community care and pride by partnering with residents to create and support a safe, healthy environment for all who call Frederick home. We will continuously work to promote enhanced levels of public safety, livability, and attractiveness of residential and commercial property throughout our town. We will continue to partner with neighboring municipalities and counties, as well as with special districts such as the Frederick-Firestone Fire Protection District to protect and preserve all we value about living and working in a safe and healthy community.</p>	<ul style="list-style-type: none"> I. Provide and maintain public safety in our community. <ul style="list-style-type: none"> A. Enhance the public’s perception of the importance of community safety through both formal and informal channels B. Be responsive and effective in dealing with reported crime C. Reduce traffic accidents through education, engineering and enforcement D. Respond to quality of life issues impacting the citizens of Frederick E. Ensure the Frederick Police Department has the necessary equipment and personnel training to provide safety and protection to our community and its citizens II. Emergency Preparedness. <ul style="list-style-type: none"> A. Partner with neighboring municipalities and cooperating agencies to maintain an effective Emergency Preparedness program B. Undergo regular training with all stakeholders so that we are well prepared in case of an emergency, and can assist citizens as needed during and after the emergency C. Maintain appropriate levels of financial reserve in the event of a financial emergency, so that the town operations are minimally disrupted III. Provide and maintain safe infrastructure in our community. <ul style="list-style-type: none"> A. Require building inspections for both new construction and existing remodels in order to ensure uniform safety standards are met B. Partner with FFFPD to ensure timely fire inspections of town-owned and leased buildings C. Provide community education on water and/or electric supply safety D. Maintain landscaping on town-owned property so that parks and other amenities are safe, attractive, and accessible to our citizens
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COMMUNITY AMENITIES

Strategic Foundation

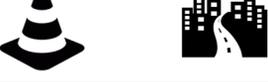
Objectives & Strategies

<p style="text-align: center;">Community Amenities</p> <div style="text-align: center;">  </div> <p>The Town of Frederick is dedicated to providing its residents a wide array of regional recreational, cultural, educational and leisure amenities and events, which enhance their quality of life and encourage visitors to come and enjoy what Frederick has to offer. In addition to providing and maintaining numerous parks, trails, playgrounds and other recreational amenities, the town enjoys close partnerships with special districts such as the Carbon Valley Park and Recreation District, the St. Vrain Valley School District, the High Plains Library District, and others.</p>	<ul style="list-style-type: none"> I. Maintain and enhance the current culture, park and trail systems. <ul style="list-style-type: none"> A. Maintain the attractiveness and usability of our current amenities such as benches, shade structures, playground and other recreational equipment, historic buildings and public art pieces through regular maintenance and repair B. Maintain the health and beauty of our natural amenities such as Milavec Lake, Bulrush Wetlands and other open space areas C. Maintain an inventory, condition assessment and maintenance program for both natural and man-made amenities within our community to help preserve them for future generations II. Plan, design and implement culture, park and trail improvements. <ul style="list-style-type: none"> A. Provide innovative, creative and interactive features in parks, trails and cultural amenities to promote learning and creativity B. Develop a clear and strategic Public Art Plan that features a variety of mediums that reflect the vibrancy of our community C. Develop effective funding alternatives for current and future amenities
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Our Strategic Goals

Our Strategic Goals are items that we aspire to accomplish within a one to ten-year timeline and beyond. These goals demonstrate our Vision, exemplify our Mission, and inspire us to live our Values as a community so many are proud to call home.

SHORT-TERM GOALS (0 - 3 year timeframe)

	<p>Improve street lighting throughout town.</p>
	<p>Assist in the development of a hotel / conference center.</p>
	<p>Use GPS to locate all used and unused utility lines within town.</p>
	<p>Complete a town-wide water service plan.</p>
	<p>Automate raw water meter readings (SCADA).</p>
	<p>Create an emergency plan for all town owned buildings.</p>
	<p>Implement a cross-connection control program for the town's water distribution system.</p>
	<p>Update the records management system in the Police department.</p>
	<p>Implement a succession planning program for all positions in the Town of Frederick.</p>
	<p>Improve drainage in the downtown area.</p>

MID-TERM GOALS (4 - 6 year timeframe)

	<p>Continue working on NISP and Windy Gap water projects.</p>
	<p>Improve parking in Downtown Frederick.</p>
	<p>MS4 Permitting.</p>
	<p>Continue to improve sidewalk and trail connectivity both east and west of I-25.</p>
	<p>Maintain our streets at a Remaining Service Life (RSL) of 13 or better.</p>
	<p>Create a plan/policy regarding affordable housing and senior housing options within Frederick.</p>
	<p>Rebrand all street signs in town with the new Frederick logo.</p>
	<p>Perform updates to the amenities in Crist Park.</p>
	<p>Install fitness stations/signage on trails throughout Frederick.</p>

LONG-TERM GOALS (7 - 10 year timeframe)

	<p>Create a Civic Center complex to house government offices.</p>
	<p>Work expansion of public transportation in and around Frederick.</p>
	<p>Build a cultural/performing arts/multi-use center.</p>
	<p>Move to raw water irrigation in all parks.</p>
	<p>Continue to encourage economic development and retail expansion in Frederick.</p>
	<p>Pave all gravel roads within the town limits.</p>
	<p>Widening of Hwy 52 - CDOT/Dacono partnership.</p>
	<p>ADA compliance for all streets, sidewalks, and other public right-of-ways throughout town.</p>

ON-GOING GOALS

These goals are a continuous focus for the Town of Frederick.

	<p>Ensure that all master plans are updated regularly.</p>
	<p>Keep town’s standards, codes, specs, etc. updated to ensure compliance with all local, state and federal laws.</p>
	<p>Maintain existing infrastructure and facilities. Ensure proper care and maintenance of all town assets.</p>
	<p>Ensure sidewalk and trail connectivity in all new developments in Frederick.</p>
	<p>Continue to seek state and federal grant funding opportunities.</p>
	<p>Explore affordable housing options within Frederick.</p>
	<p>Maintain a 100-day reserve fund balance in all funds, and a 150-day reserve fund balance in the general fund.</p>
	<p>Continued process improvement training for town staff, and continued work on succession planning.</p>
	<p>Continued focus on economic development and retail expansion in Frederick. Attract primary job providers.</p>
	<p>Continued emergency preparedness/EOC training.</p>
	<p>Maintain safe playgrounds and parks by maintaining landscaping and trees and performing regular playground safety checks.</p>
	<p>Focus on environmental protection by holding oil & gas companies accountable for following safety regulations and implementing public improvements.</p>

LONG RANGE PLAN

The Town of Frederick has completed a ten-year financial forecast in order to provide a long-term view of the General Fund's operating budget. The town uses this multi-year financial forecasting as a planning and communication tool. The revenue and expenditure assumptions are updated annually to reflect current decisions made by the Town Board as well indicate current economic trends while anticipating future outcomes based on continuous monitoring of the economic climate in the area. The financial forecast model combines projections of future revenues and expenditures based on historical analysis and economic factors with planned improvements, expected changes, expirations of grants and future changes in service delivery.

Forecast Assumptions

Revenues

- Sales tax revenues have been adjusted to include a one percent (1.0%) increase in the sales tax rate beginning in 2020.
- In 2021, we also anticipate that an economic development project consisting of 50 acres will begin construction generating additional sales and property tax revenues.

Expenditures

- The inflation factor used in the model for expenditures is 2.125 percent for 2020 through 2021.
- The inflation factor used in the model for expenditures is 2.875 percent for 2022 through 2025.
- The inflation factor used in the model for expenditures is 3.25 percent for 2026 through 2029.
- Capital expenditures have been projected based on our current equipment schedules. Annual expenditure changes as the result of capital purchases, such as increases in insurance premiums after adding new vehicles to the fleet, have been factored in on an annual basis.
- Staffing costs and staffing level increases have been projected based on the current level of growth in the community. For the financial plan, two full-time officers have been added each of the following years: 2020, 2021, 2023, 2025, 2026, and 2027. Other staffing assumptions include adding a full-time Deputy Town Clerk in 2024, changing a part-time staff accountant to a full-time position in 2021, adding an additional full-time Planner in 2021 and a new full-time Engineer in 2022.

Analysis

The plan as presented, depicts 2019 as the only year when expenditures and transfers exceed the revenues. In 2019, existing fund balance was utilized to balance the budget. In 2020, excess revenues to expenditures are transferred to the Capital Facilities Fund. This transfer is for future

capital improvement projects. Despite using fund balance to balance the budget in 2019, the Board objective of maintaining a minimum of 180 days of operating costs in reserves is still being met. This long-term projection helps to show the potential resources that may be available and identify areas where additional resources are likely needed if the local residential growth trends remain the same as they have been in the recent past.

General Fund	2018 Actual	2019 Adopted Budget	2019 Projected Budget	2020 Projected	2021 Projected	2022 Projected
Beginning Fund Balance	5,521,629	7,339,687	7,339,687	9,407,507	7,242,326	7,229,528
Revenues:						
Taxes & Fees	5,448,898	4,744,653	6,121,492	6,860,662	7,066,482	7,278,476
Licenses & Permits	1,442,963	822,500	1,560,123	998,500	1,028,455	1,059,309
Fines & Forfeitures	130,952	110,000	131,854	123,500	127,205	131,021
Earnings on Investment	49,376	12,600	57,000	56,800	58,504	60,259
Miscellaneous Revenue	670,548	248,000	274,369	323,657	333,367	343,368
Grants & Contributions	20,390	35,000	38,521	41,500	42,745	44,027
<i>Transfers In</i>	249,726	3,270,000	3,270,000	-	-	-
Total Operating Revenues	8,012,853	9,242,753	11,453,359	8,404,619	8,656,758	8,916,460
Operating Expenditures:						
Administration	1,332,016	1,116,183	535,478	1,817,427	1,856,047	1,909,409
Finance	152,226	193,255	127,458	229,468	234,344	241,082
Courts Division	118,612	135,915	117,478	146,005	149,108	153,394
Legislative	322,230	442,050	412,859	444,702	454,152	467,209
Engineering	171,306	209,345	409,896	461,623	471,432	484,986
Planning	391,404	381,905	302,145	396,326	404,748	416,384
Police	2,836,398	3,329,642	3,196,178	3,774,810	3,855,025	3,965,857
Public Works & Buildings	423,603	508,392	528,634	533,365	544,699	560,359
<i>Transfers Out</i>	69,000	2,665,000	2,665,000	2,570,529	40,000	40,000
Total Operating Expenditures	5,816,795	8,981,687	8,295,126	10,374,255	8,009,555	8,238,680
Net Operating Revenues (Loss)	2,196,058	261,066	3,158,233	(1,969,636)	647,202	677,780
Capital Expenditures:						
Administration	300,000	950,000	950,000	0	400,000	400,000
Finance	0	0	0	0	100,000	0
Courts Division	0	0	0	0	0	0
Legislative	0	0	0	0	0	0
Engineering	26,000	26,000	26,000	10,000	0	0
Planning	0	0	0	0	0	0
Police	42,000	49,800	49,800	185,545	160,000	100,000
Public Works & Buildings	10,000	64,613	64,613	0	0	0
Total Capital Expenditures	378,000	1,090,413	1,090,413	195,545	660,000	500,000
Net Change in Fund Balance	1,818,058	(829,347)	2,067,820	(2,165,181)	(12,798)	177,780
Ending Fund Balance	7,339,687	6,510,340	9,407,507	7,242,326	7,229,528	7,407,309

2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected
7,407,309	7,626,871	8,279,463	8,926,379	9,615,486	10,296,126	10,977,595
7,496,831	7,721,736	7,953,388	8,191,989	8,437,749	8,690,881	8,951,608
1,091,088	1,123,821	1,157,535	1,192,261	1,228,029	1,264,870	1,302,816
134,952	139,000	143,170	147,465	151,889	156,446	161,139
62,067	63,929	65,847	67,822	69,857	71,953	74,111
353,669	364,279	375,207	386,463	398,057	409,999	422,299
45,348	46,709	48,110	49,553	51,040	52,571	54,148
-	-	-	-	-	-	-
9,183,954	9,459,473	9,743,257	10,035,555	10,336,621	10,646,720	10,966,121
1,964,304	2,020,778	2,078,875	2,146,439	2,216,198	2,288,224	2,362,592
248,013	255,143	262,478	271,009	279,817	288,911	298,300
157,805	162,341	167,009	172,437	178,041	183,827	189,801
480,641	494,459	508,675	525,207	542,276	559,900	578,097
498,930	513,274	528,030	545,191	562,910	581,205	600,094
428,355	440,671	453,340	468,074	483,286	498,993	515,210
4,079,875	4,197,171	4,317,840	4,458,170	4,603,060	4,752,660	4,907,121
576,469	593,043	610,093	629,921	650,393	671,531	693,356
50,000	50,000	50,000	50,000	60,000	60,000	60,000
8,484,392	8,726,881	8,976,341	9,266,447	9,575,982	9,885,251	10,204,572
699,562	732,592	766,916	769,108	760,640	761,469	761,550
400,000	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
80,000	80,000	120,000	80,000	80,000	80,000	80,000
0	0	0	0	0	0	0
480,000	80,000	120,000	80,000	80,000	80,000	80,000
219,562	652,592	646,916	689,108	680,640	681,469	681,550
7,626,871	8,279,463	8,926,379	9,615,486	10,296,126	10,977,595	11,659,145

FUND SUMMARIES



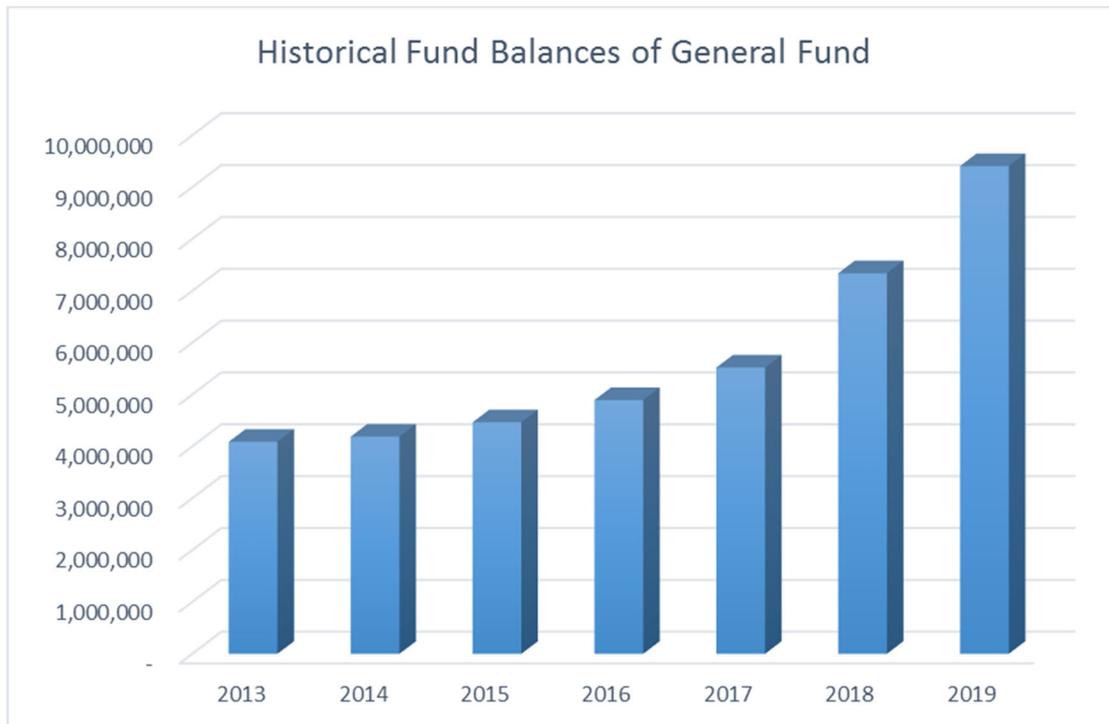
GENERAL FUND



GENERAL FUND

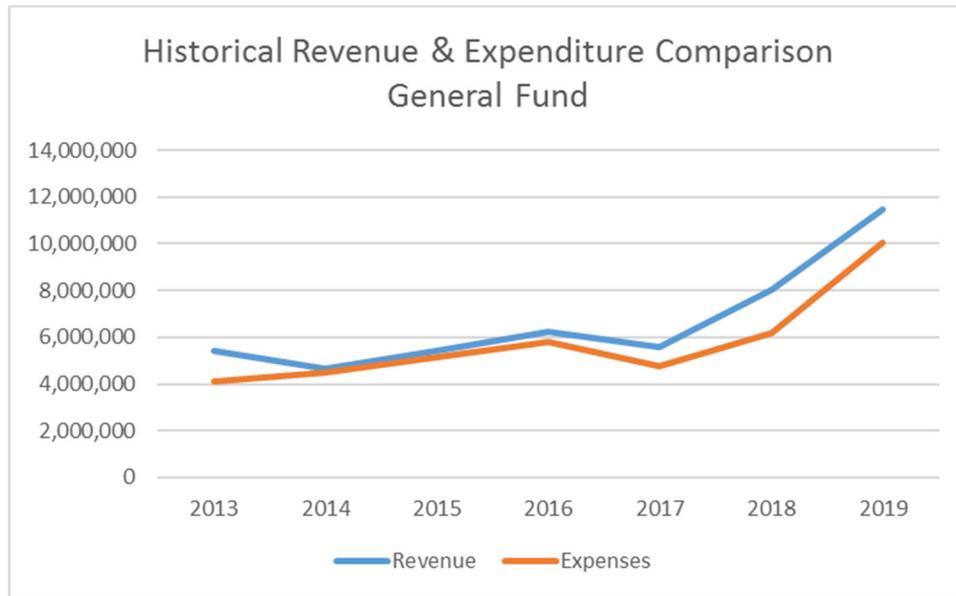
The General Fund accounts for all financial resources except those required by federal, state or local regulation to be accounted for in another fund. The revenues and expenditures in this fund are accounted for using a modified accrual basis. Services that are included in the General Fund include town administration, police protection, legal services, planning, engineering, human resources and facility maintenance.

One of the primary goals of the town is to maintain a healthy fund balance. In recent years, the revenue collected has exceeded expenditures, which has provided the town an opportunity to build cash reserves that can be used when needed. Currently, the 2020 budget as planned provides the town with reserves equivalent to 250 days of operating expenses. Prudent financial planning over the years has allowed the town to maintain its AA rating with the credit-rating agency Standard and Poor’s. The following graph depicts the changes in the funds balance for the town. The more recent economic rebound and resulting surpluses are also evident.



Note: The historical fund balance chart combines the fund balance for the General Fund, Art in Public Places Fund, Events Fund, And The Historical Preservation Fund. The audited financials combine the three (3) small governmental funds with the much larger general fund for reporting purposes.

The increases in fund balance in recent years are the result of budget surpluses. A budget surplus occurs when the revenue received is higher than the expenses incurred. As the following graph illustrates, the town has had budget surpluses in the General Fund every year since 2010.



While the economy is continuing to improve, the fund balance in 2020 is expected to decrease. Revenue projections for the year have been conservatively estimated and expenditures have been estimated with just over a 3.5 percent increase compared to 2019. Revenues for the General Fund are primarily tax based. Currently, the town has the fourth lowest mill levy and the sixth lowest sales tax rate in the county. When low taxes are combined with very rapid residential growth, demand for services increases faster than the revenue necessary to meet those expectations. A Town of Frederick resident with a home valued at \$250,000 currently pays \$117.08 in property taxes to the town. In the long-term, to meet the demand an in-depth analysis will be critical for this fund in terms of revenue streams, as well as service levels.

The 2020 Budget includes revenues of \$8,404,6193 and net transfers of 2,165,181 for a total of \$10,569,800, an increase of \$1,327,047 compared to the 2019 Budget. This increase is primarily due the transfers out. Additional increases in revenues are associated with sales tax revenues attributed to an increase of the sales tax rate by one percent to support Public Safety capital needs, building permit revenues and business licenses issuances. New businesses in the Town of Frederick have contributed to the increase in sales tax collections and strong economic growth in the area has resulted in higher building permit and business license revenues. The 2020 Budget includes expenditures of \$7,999,271, and transfers out of \$2,570,529. The transfers out include a \$2,357,470 transfer to the Capital Facilities Fund for future capital improvements, \$40,000 to the Events Fund, a \$1,000 transfer to the Art in Public Places Fund, and \$172,059 to the Golf Course Fund for maintenance and capital needs. The actual expenditures amount is \$497,700 higher than

what was budgeted in 2019. The increase is primarily due to the transfer amount to the Capital Facility Fund.



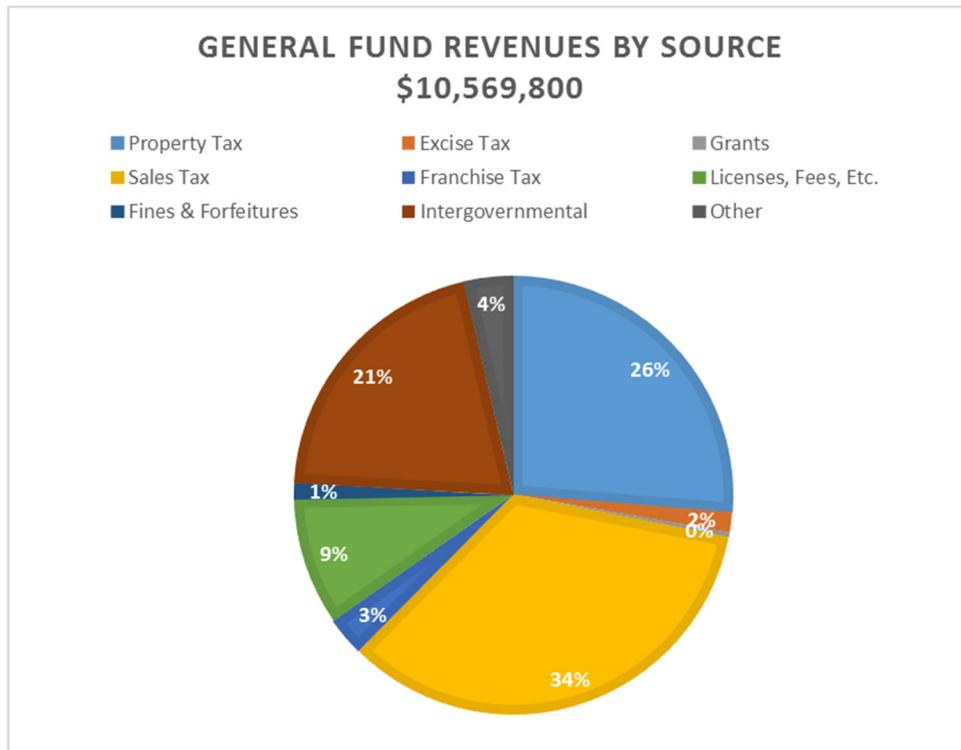
1 - Town Hall - Administration Building

GENERAL FUND BUDGET

General Fund	2018 Actuals	2019 Adopted Budget	2019 Year-End Estimates	2020 Proposed Budget
Beginning Fund Balance	5,521,629	7,339,684	7,339,684	9,407,504
<u>Revenues:</u>				
Taxes & Fees	5,448,898	4,744,653	6,121,492	6,860,662
Licenses & Permits	1,442,963	822,500	1,560,123	998,500
Fines & Forfeitures	130,952	110,000	131,854	123,500
Earnings on Investment	49,376	12,600	57,000	56,800
Miscellaneous Revenue	670,548	248,000	274,369	323,657
Grants & Contributions	20,390	35,000	38,521	41,500
<i>Transfers In</i>	249,726	3,270,000	3,270,000	-
Total Operating Revenues	8,012,851	9,242,753	11,453,359	8,404,619
<u>Expenditures:</u>				
Administration	1,632,016	2,066,183	1,485,478	1,817,427
Finance	152,226	193,255	127,458	229,468
Courts Division	118,612	135,915	117,478	146,005
Legislative	322,230	442,050	412,859	444,702
Engineering	197,306	235,345	435,896	471,623
Planning	391,404	381,905	302,145	396,326
Police	2,878,398	3,379,442	3,245,978	3,960,355
Public Works & Buildings	433,603	573,005	593,247	533,365
<i>Transfers Out</i>	69,000	2,665,000	2,665,000	2,570,529
Total Expenditures	6,194,796	10,072,100	9,385,539	10,569,800
Excess (Deficiency) of Revenues and Other Sources over Expenditures	1,818,056	(829,347)	2,067,820	(2,165,181)
Ending Fund Balance	7,339,684	6,510,337	9,407,504	7,242,323

General Fund Revenues

General Fund revenues are primarily made up of property taxes, excise taxes, licenses, fees, fines, grants, franchise taxes, donations, interest and other intergovernmental funds. Taxes make up 65 percent (65%) of the total revenues projected for 2020. Typically, taxes make up approximately 82 percent of the total revenues, but the \$2,165,181 in transfers in in 2020 have dramatically shifted that percentage. The chart below shows the proportion of each major revenue source to the total General Fund Revenues.



The General Fund Revenue Sources table below lists the major revenue sources, as well as the amounts that are projected for 2020.

General Fund Revenue Sources		
Source	Amount	% of Total
Property Tax	2,779,274	26%
Excise Tax	155,000	1%
Grants	37,500	0%
Sales Tax	3,625,248	34%
Franchise Tax	301,140	3%
Licenses, Fees, Etc.	998,500	9%
Fines & Forfeitures	123,500	1%
Intergovernmental	2,165,181	20%
Other	384,457	4%

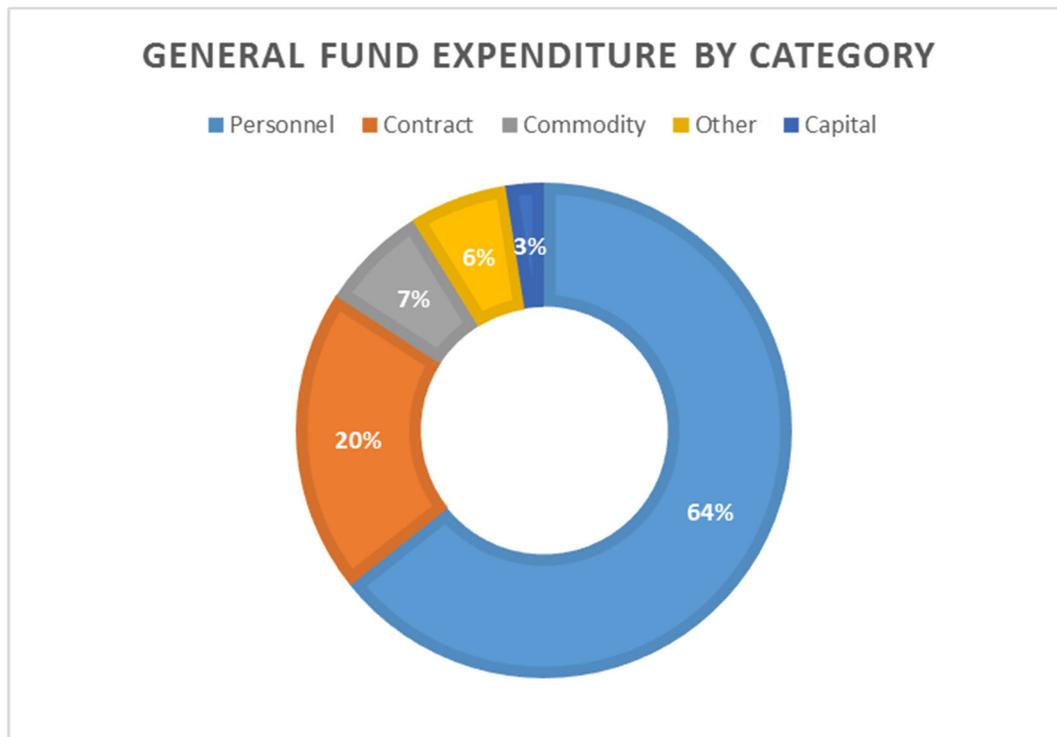
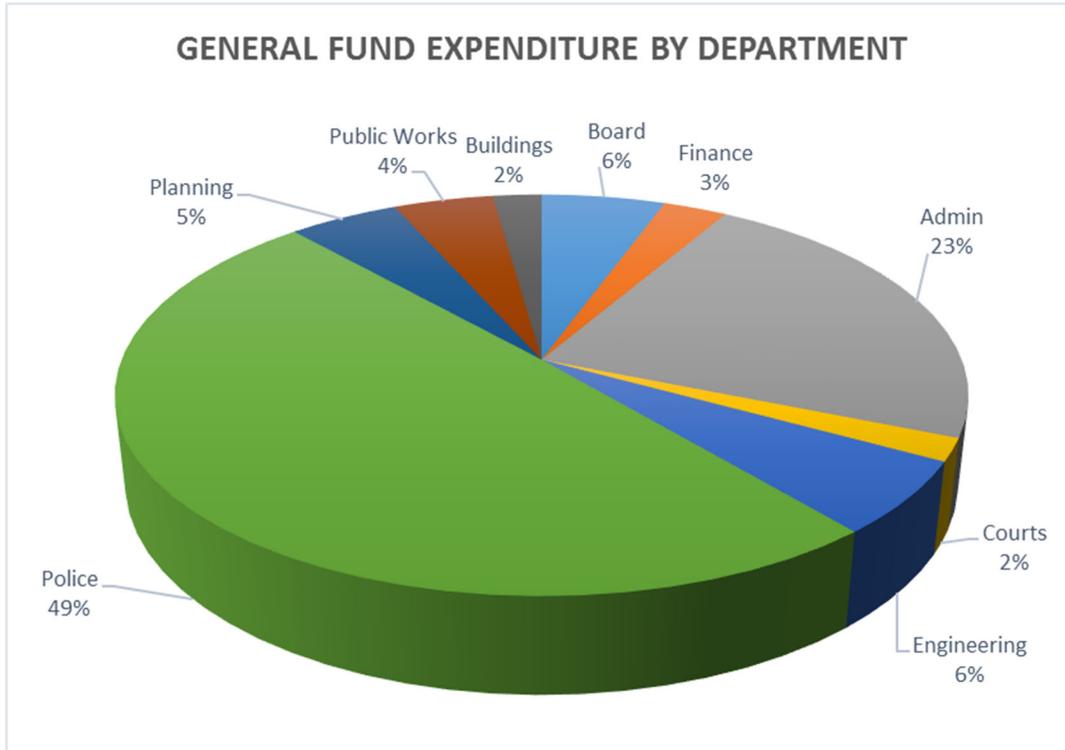
General Fund Expenditures

Expenditures in the General Fund are separated by department and/or division and then by category. The departments/divisions that exist in the General Fund are the Town Board, General Administration, Finance, Courts, Engineering, Police, Planning, Public Works and Buildings. The expense categories that are used include personnel services, contract services, commodity, other charges, capital outlay and debt service. Capital outlay for the 2020 Budget includes an expense of \$185,545 for police vehicle and equipment replacements and \$10,000 for engineering department office remodeling.

GENERAL FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Board	15,752	282,250	7,500	139,200	444,702	---	---	444,702
Finance	186,368	9,250	29,360	4,490	229,468	---	---	229,468
General Admin	740,831	632,008	279,040	165,548	1,817,427	---	---	1,817,427
Courts	84,180	57,200	2,000	2,625	146,005	---	---	146,005
Engineering	224,699	219,500	10,674	6,750	461,623	10,000	---	471,623
Police	3,303,283	168,527	179,400	123,600	3,774,810	185,545	---	3,960,355
Planning	286,846	79,870	18,850	10,760	396,326	---	---	396,326
Public Works	274,461	31,460	27,100	25,410	358,431	---	---	358,431
Building	26,184	111,000	5,000	32,750	174,934	---	---	174,934
Totals	\$5,142,604	\$1,591,065	\$558,924	\$511,133	\$7,803,726	\$195,545	\$0	\$7,999,271
Total Cash Available								\$ 11,944,117
Ending Fund Balance								3,944,846
% of Total Budget	64.29%	19.89%	6.99%	6.39%	97.56%	2.44%	0.00%	100.00%

The services that are provided by the General Fund are very labor intensive, especially with regard to police services and the expenditures reflect this with personnel costs making up sixty-four percent (64%) of the costs. The charts below detail the expenditures for the General Fund by department and by category.



GENERAL FUND DEPARTMENT SUMMARIES

ADMINISTRATION

	2018	2019	2019	2020
<u>Administration Budget</u>	Actual	Approved Budget	Year End Projections	Budget
Personnel Services	508,055	686,160	601,627	740,831
Contract Services	81,301	204,171	120,600	632,008
Commodity	74,980	93,102	128,599	279,040
Other Charges	116,403	132,750	79,930	165,548
Total Operating	780,739	1,116,183	930,756	1,817,427
Capital Outlay	271,168	950,000	950,000	-
Debt Service	-	-	-	-
Total Expenditures	1,051,907	2,066,183	1,880,756	1,817,427
FTE's	5.20	5.55	5.55	5.55

Overview and Description

The Town of Frederick Administration office is made up of the Town Manager, Town Clerk, Human Resources, Communications, and Information Technology (IT). Below is an overview of the specific tasks and responsibilities within Administration. This is the first year that IT has been its own division in the Administration budget so there is an increase in costs to accommodate that shift.

Town Manager

The Town Manager is appointed by the Mayor and Board of Trustees and serves at the pleasure of the Town Board. The Town Manager's office, which consists of the Town Manager and Deputy Town Manager, is responsible for managing and coordinating the day to day operations of the town and responsible for the enforcement of all policies, laws and ordinances. The Town Manager implements the Town Board goals and objectives and is responsible for the coordination of all municipal programs and services and making recommendations to the Mayor and Town Board as appropriate concerning the operation, affairs and future needs of the town. The Town Manager participates in Town Board meetings without the right to vote to keep the Town Board advised on the operation, financial condition and needs of the town.

A duty that is the direct responsibility of the Town Manager is the preparation of the town's annual budget. The budget reflects the expected revenue and projected expenses for the ensuing year, and is the subject of public hearings. The Town Manager, in carrying out the responsibilities of fiscal planning and of other areas of town government, has the authority to appoint the heads of the various departments and divisions.

Town Manager Goals and Key Performance Indicators (KPI)

Strategic Foundation: Fiscal Responsibility & Operational Excellence

Objective:

Maintain fiscal sustainability and flexibility

Strategy:

Manage debt responsibly by borrowing only for substantial long-term assets

Measure	2017	2018	2019	Comments
<i>Performance:</i>				
Bond Rating	AA	AA	AA	

Strategic Foundation: Economic & Community Vitality

Objective:

Economic Development

Strategy:

Diversify the economic revenue based by establishment of a new commercial retail development

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
No. of potential investors communicated with, annually	N/A	N/A	4	
<i>Performance:</i>				
No. of commercial retail development project applications submitted	N/A	0	5	

Strategic Foundation: Economic & Community Vitality

Objective:

Community Vitality

Strategy:

Partner with special districts and other outside agencies to strengthen our position as a regional cultural and recreational destination

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
No. of community partner and local business contacts, annually	193	150	176	

Strategic Foundation: Fiscal Responsibility & Operational Excellence

Objective:

Enhance public trust and confidence

Strategy:

Provide value and excellence to our customers by effectively balancing efficiency and cost containment with innovation and customer convenience

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of eligible cross-trained positions	N/A	N/A	43	
<i>Performance:</i>				
Successes realized from succession planning	3	1	7	

Strategic Foundation: Economic & Community Vitality

Objective:

Economic Development

Strategy:

Invest in public improvements, and encourage business, residential, and land owners to do the same

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of grants applied for	N/A	N/A	10	New KPI
<i>Performance:</i>				
Amount of grant awards, dollars	N/A	N/A	\$35,556	New KPI

Communications and Engagement

Communications and Engagement serves the communications, community programming and events function for the Town of Frederick. This includes public relations (PR) and media relations duties such as press releases, articles, press kits, press events (i.e. park openings, art dedications, etc.) and creating other communications for residents such as social media, the weekly email newsletter and the monthly newsletter that is included with utility bills. It also includes community programming such as the Community Tour and Talks and the Adopt a Place Program. The Communications and Engagement Manager, along with the Communications & Engagement Specialist, is responsible for all facets of web design, implementation, project coordination, site appearance, navigation, search engine optimization, ongoing maintenance, content management and workflow. The Communications and Engagement department is also responsible for the extension and protection of the new brand which includes marketing materials (the Community Spotlight, the general information brochure, etc.), local and regional advertising and advising other departments on the successful implementation of the brand in necessary projects as well as advocating for the proper use of the brand. Communications and Engagement also coordinates and manages all of the town's community events such as Miners Day, Frederick in Flight, DIY Day, Chainsaws and Chuckwagons, Finale Fridays, and the Frederick Festival of Lights tree lighting in December. It also serves as chair of the Miners Day Committee and is responsible for coordinating youth programming throughout the community. Communications and Engagement also supports other departments by creating communications, marketing materials, and advising from a communications perspective on necessary projects.

Communications and Engagement Goals and Key Performance Indicators (KPI)

Strategic Foundation: Economic and Community Vitality				
Objective:				
Neighborhood Livability				
Strategy:				
Cultivate partnerships with residential neighborhoods and HOA's that foster quality neighborhoods				
Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of Community BBQ Tour stops	12	12	12	
<i>Performance:</i>				
Number of residents attending	1067	1154	1191	

Strategic Foundation: Economic and Community Vitality

Objective:

Community Vitality

Strategy:

Actively engage with residents and other community members to promote awareness of and participation in town-sponsored and other community events and amenities

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of Facebook posts	377	369	475	
<i>Performance:</i>				
Number of Facebook Engagements	99,652	373,455	138,977	2018 had spike in increase due to high visibility PD case.

Strategic Foundation: Fiscal Responsibility and Operational Excellence

Objective:

Enhance public trust and confidence

Strategy:

Provide services in an open, honest and forthright manner, and encourage public engagement in local government

Measure	2017	2018	2019	Comments
<i>Workload</i>				
Average Number of hours spent on the website per week	N/A	N/A	N/A	
<i>Performance:</i>				
Website Readability Score	9.1	9.3	9.2	
<i>Performance:</i>				
Visits to Website	168,399	219,858	223,436	

Strategic Foundation: Fiscal Responsibility and Operational Excellence

Objective:

Enhance public trust and confidence

Strategy:

Provide services in an open, honest and forthright manner, and encourage public engagement in local government

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of Frederick Flash editions	50	49	49	
<i>Performance:</i>				
Number of Frederick Flash subscribers	1,064	1,270	1,503	
<i>Performance:</i>				
Percentage of Frederick Flash clicks	7.16%	7.71%	6.30%	

Human Resources

The Human Resources department is responsible for the day to day management and the overall direction of the town’s Human Resources programs and activities. The Human Resources Director oversees all activities surrounding employee pay, benefits, performance evaluation, worker’s compensation, safety and risk management, personnel policies and procedures, recruiting, training, staffing and general liability insurance for the town.

Human Resources Goals and Key Performance Indicators (KPI)

Strategic Foundation: Fiscal Responsibility and Operational Excellence				
Objective:				
Deliver efficient, effective and innovative government services.				
Strategy:				
Optimize the use of technology to drive efficiency and productivity.				
Measure:	2017	2018	2019	Comments
<i>Workload:</i>				
Number of payroll checks issued	1880	1976	2210	
<i>Performance:</i>				
Percent of payroll checks issued correctly, with no errors	97%	97%	98%	
Strategic Foundation: Fiscal Responsibility and Operational Excellence				
Objective:				
Deliver efficient, effective and innovative government services				
Strategy:				
Promote a values-driven organizational culture that reinforces ethical behavior, encourages ongoing professional development, and empowers our employees to provide excellent internal and external customer service				
Measure:	2017	2018	2019	Comments
<i>Workload:</i>				
Number of trainings made available to employees	1	1	1	
<i>Performance:</i>				
Percent of employees who participated in Town-sponsored training	100%	100%		

Strategic Foundation: Fiscal Responsibility and Operational Excellence

Objective:

Deliver efficient, effective and innovative government services

Strategy:

Continue to develop and implement safety initiatives to achieve safety goals, and continue to focus on employee health and wellness

Measure:	2017	2018	2019	Comments
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Workload:

Number of hours dedicated to risk management efforts	400	500	600	
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Performance:

Score obtained on the CIRSA property / casualty audit. Passing score is 80%	92%	92%	94%	
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Strategic Foundation: Fiscal Responsibility and Operational Excellence

Objective:

Deliver efficient, effective and innovative government services

Strategy:

Continue to develop and implement safety initiatives to achieve safety goals, and continue to focus on employee health and wellness

Measure:	2017	2018	2019	Comments
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Workload:

Number of Worker's Compensation claims	16	10	5	
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Performance:

Average number of days to submit an injury to workers compensation insurance once the injury has been reported to Human Resources	1	1	0.4	
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Town Clerk

The Frederick Town Clerk is the official keeper of all town documents. This includes maintaining records, implementing the State Archive approved record retention and record retrieval. The clerk’s office utilizes an electronic filing program that enables staff to access information easily. The clerk’s office is responsible for completing all open records requests in a timely manner and managing the process in which said requests are completed.

The clerk’s office is also responsible for assembling the packets for the Town Board meetings. In addition to assembling packets for the meetings, the clerk is responsible for documenting all meetings of the Board of Trustees. This includes minute preparation and recording of meetings. The clerk is responsible for the publication and recording of all documents.

The clerk’s office also administers all municipal regular and coordinated elections as well as handles all business and liquor licensing for the town.

Town Clerk Goals and Key Performance Indicators (KPI)

Strategic Foundation: Fiscal Responsibility and Organizational Excellence				
Objective:				
Enhance Public Trust and Confidence				
Strategy:				
Provide services in an open, honest, and forthright manner; and encourage public engagement in local government				
Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of Open Records Requests received	44	49	74	
<i>Performance:</i>				
Percentage of Open Records Requests closed within 3 day timeframe	44	49	73	
<i>Performance:</i>				
Percentage of open records requests completed	100	100	100	

Strategic Foundation: Fiscal Responsibility and Organizational Excellence

Objective:

Enhance public trust and confidence

Strategy:

Provide services in an open, honest, and forthright manner; and encourage public engagement in local government

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of meeting minutes processed	35	33	34	
<i>Performance:</i>				
Percentage of meeting minutes presented for adoption at the following meeting	100	100	100	

Strategic Foundation: Fiscal Responsibility and Organizational Excellence

Objective:

Enhance public trust and confidence

Strategy:

Provide services in an open, honest, and forthright manner; and encourage public engagement in local government

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of Agendas Processed	89	54	62	Board, FURA, LLA, FMD
<i>Performance:</i>				
Percentage of agendas distributed at least 3 days prior to meeting	100	100	100	

Strategic Foundation: Fiscal Responsibility and Organizational Excellence

Objective:

Enhance public trust and confidence

Strategy:

Provide services in an open, honest, and forthright manner; and encourage public engagement in local government

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of ordinances adopted and eligible for codification and/or indexing	28	22	27	
<i>Performance:</i>				
Percentage of ordinances codified and/or indexed	100	100	100	

Strategic Foundation: Fiscal Responsibility and Organizational Excellence

Objective:

Enhance public trust and confidence

Strategy:

Provide services in an open, honest, and forthright manner; and encourage public engagement in local government

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of Liquor License Applications received	14	15	17	Includes temporary use applications
<i>Performance:</i>				
Percentage of Liquor License Applications Processed/Completed within 90 Days	14	15	16	

Information Technology

The Information Technology (IT) division is a newly formed division for the Town of Frederick. IT refers to anything related to computing technology such as networking, hardware, software, the Internet and the people that work with these technologies. It is the use of computers to store, retrieve, transmit and manipulate data or information. Prior to 2019, this function existed primarily within the Planning Department in the General Fund with commodity costs being shared by all departments.

Information Technology Goals and Key Performance Indicators (KPI)

Strategic Foundation: Fiscal Responsibility & Operational Excellence

Objective:

Deliver efficient, effective and innovative government services.

Strategy:

Optimize the use of technology to drive efficiency and productivity and continue to seek innovative way to improve performance.

Measure:	2017	2018	2019	Comments
<i>Workload:</i>				
Number of Network Support Tickets Requested	682	646	721	
<i>Performance:</i>				
Tickets Solved	682	644	703	
Percent Reopened	13%	13%	10%	
Percent Resolved	100%	100%	98%	

Strategic Foundation: Fiscal Responsibility & Operational Excellence

Objective:

Deliver efficient, effective and innovative government services.

Strategy:

Optimize the use of technology to drive efficiency and productivity and continue to seek innovative way to improve performance.

Measure:	2017	2018	2019	Comments
<i>Workload:</i>				
Number of Large IT projects	4	5	8	
<i>Performance:</i>				
Completed on time and on our under budget	100%	100%	100%	

Strategic Foundation: Fiscal Responsibility & Operational Excellence

Objective:

Deliver efficient, effective and innovative government services.

Strategy:

Optimize the use of technology to drive efficiency and productivity and continue to seek innovative way to improve performance.

Measure:	2017	2018	2019	Comments
<i>Workload:</i>				
Number of Public Facing Mapping Applications/Data	13	39	71	
<i>Performance:</i>				
Total views	12,713	19,905	35,980	

Strategic Foundation: Fiscal Responsibility & Operational Excellence

Objective:

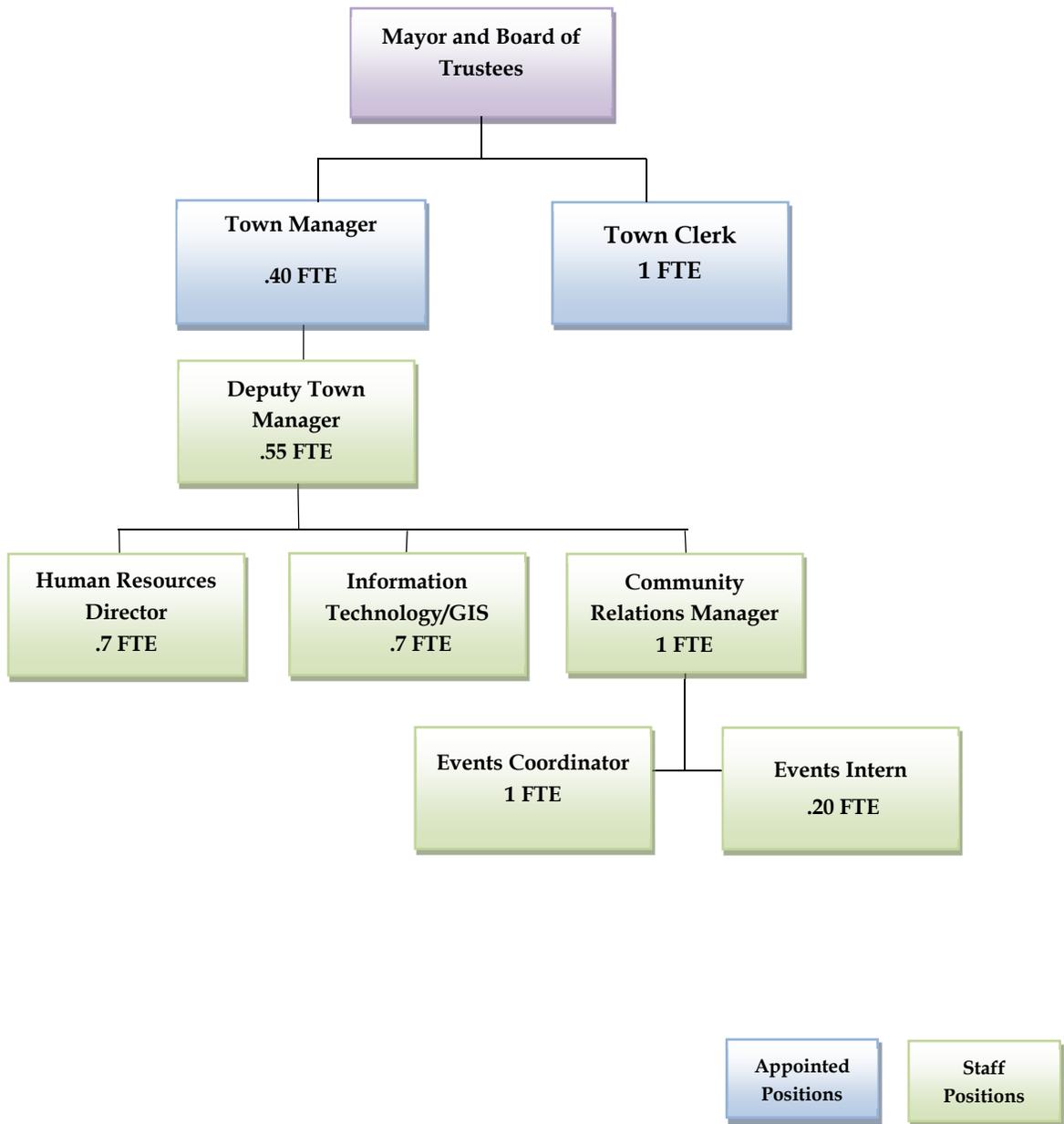
Deliver efficient, effective and innovative government services.

Strategy:

Optimize the use of technology to drive efficiency and productivity and continue to seek innovative way to improve performance.

Measure:	2017	2018	2019	Comments
<i>Workload:</i>				
Website Response Time				
Number of page views	371,182	419,346	358,315	
Number of total searches	16,538	20,570	19,643	
<i>Performance:</i>				
Average generation time	.88s	.9s	.71s	

**ORGANIZATIONAL CHART
ADMINISTRATION DEPARTMENT - 5.55 FTE***



*Note: FTE's that are less than one indicate that position is allocated between more than one fund.

TOWN BOARD

	2018	2019	2019	2020
Town Board Budget	Actual	Approved Budget	Year End Projections	Budget
Personnel Services	16,254	17,200	16,375	15,752
Contract Services	219,766	287,150	260,850	282,250
Commodity	11,157	2,020	18,700	7,500
Other Charges	75,053	135,680	116,980	139,200
Total Operating	322,230	442,050	412,905	444,702
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	322,230	442,050	412,905	444,702
FTE's	0.00	0.00	0.00	0.00

Overview and Description

The Frederick Town Board is elected by the citizens of Frederick and serves at the pleasure and with honor as the elected body representing the citizens' and the town's best interests. The Board is comprised of a Mayor and six (6) Trustees. The Mayor does not vote on items taken up for consideration during the regular board meetings unless there is a tie in which the Mayor will break the tie. Terms are four (4) years for each position and are staggered to ensure continuity and transfer of knowledge from previous Boards to standing Boards. Due to Colorado law, members of the Board shall serve no more than eight (8) consecutive years in one position at which time the individual shall be term-limited. The Board of Trustees are responsible for setting the direction of the town and adoption of the laws and policies of the town. It is the task of the Town Manager to ensure this direction and the objectives of the Board are carried out.

The Board appoints the following positions:

Town Manager
Town Attorney
Town Treasurer

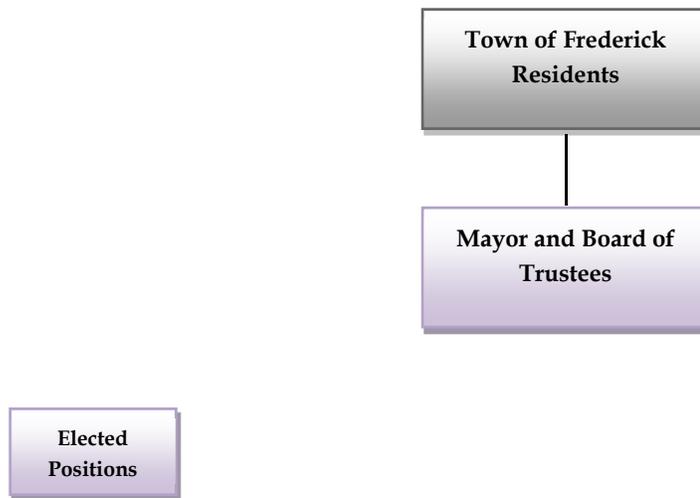
Town Clerk
Municipal Judge

The 2020 Budget for the Town Board reflects a flat budget compared to 2019. The Town Board budget includes legal expenses, election expenses and miscellaneous expenses which includes the Community Tour and Talks. The Community Tour and Talks schedule for 2020 is as follows:

Date	Location
May 20, 2020	Wyndham Hill Clubhouse
June 3, 2020	Prairie Greens Clubhouse
June 17, 2020	Crist Park
July 8, 2020	Johnson Farm Park
July 22, 2020	Rinn Valley Park
August 5, 2020	Eagle Valley Park
August 19, 2020	Savannah Park
September 2, 2020	Countryside Park

ORGANIZATIONAL CHART

TOWN BOARD - 0 FTE



FINANCE

	2018	2019	2019	2020
<u>Finance Budget</u>	Actual	Approved Budget	Year End Projections	Budget
Personnel Services	119,408	157,100	102,346	186,368
Contract Services	249	17,200	15,000	9,250
Commodity	28,313	12,055	15,300	29,360
Other Charges	3,572	6,900	6,500	4,490
Total Operating	151,542	193,255	139,146	229,468
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	151,542	193,255	139,146	229,468
FTE's	1.45	1.75	1.75	1.75

Overview and Description

The Finance Department provides a wide range of comprehensive financial support services to the Mayor and Board of Trustees, Town Manager and all town departments. These services include accounting, financial administration and reporting, budgeting, internal audits, treasury/cash management, investments, grant management, external audit management, asset management, billing and accounts receivable, accounts payable, purchasing, reception and cashing. Additionally, the finance department provides support to the Frederick Urban Renewal Authority (FURA) by assisting with the long-term projections, performing tax increment financing analysis, managing tax collections and disbursements in accordance with various contracts with other taxing districts. The 2020 Budget reflects increases in personnel costs as a result of changes in allocations due to the sale of Frederick Power and Light.

Finance Goals and Key Performance Indicators (KPI)

Strategic Foundation: Fiscal Responsibility and Operational Excellence				
Objective:				
Enhance public trust and confidence				
Strategy:				
Provide services in an open, honest and forthright manner.				
Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Did Comprehensive Annual Financial Report meet the requirements for the Certificate of Excellence from GFOA.	Yes	Yes	Yes	
<i>Performance:</i>				
Consecutive years that the Comprehensive Annual Financial Report received the Certificate of Excellence	4	5	N/A	
Strategic Foundation: Fiscal Responsibility and Operational Excellence				
Objective:				
Enhance public trust and confidence				
Strategy:				
Provide value and excellence to our customers by effectively balancing efficiency and cost containment.				
Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Produce a budget that shows long term sustainability and is eligible for GFOA's Distinguished Budget Award.	Yes	Yes	Yes	
<i>Performance:</i>				
Consecutive number of years Budget document received GFOA Distinguished Budget Award	1	2	3	
Strategic Foundation: Fiscal Responsibility and Operational Excellence				
Objective:				
Deliver efficient, effective, innovative government services.				
Strategy:				
Optimize the use of technology to drive efficiency and productivity				
Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of shut-off calls placed	1,463	1,365	1,292	
<i>Performance:</i>				
Percent of shut-off calls successfully delivered	84.0%	87.0%	90.0%	

Strategic Foundation: Fiscal Responsibility and Operational Excellence

Objective:

Deliver efficient, effective, innovative government services.

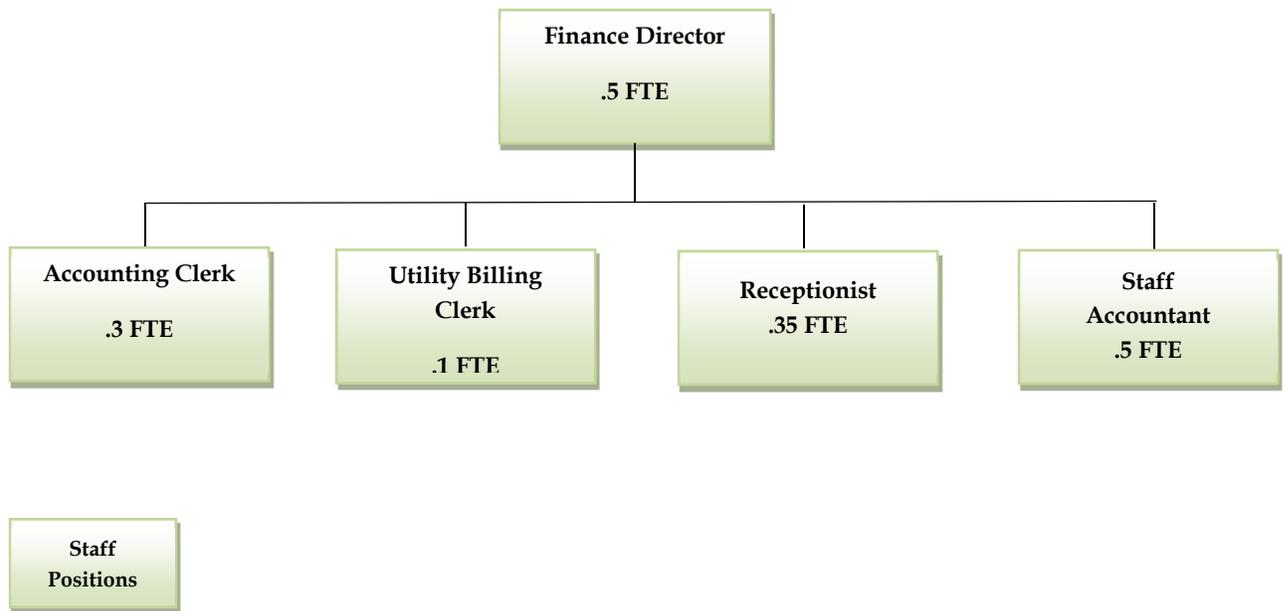
Strategy:

Optimize the use of technology to drive efficiency and productivity

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of AP invoices processed	3,452	3,231	3,807	
<i>Performance:</i>				
Percentage of AP checks issued correctly the first time	98%	99%	99%	

ORGANIZATIONAL CHART

FINANCE DEPARTMENT - 1.75 FTE*



*Note: FTE's that are less than one indicate that position is allocated between more than one fund.

MUNICIPAL COURT

	2018	2019	2019	2020
<u>Municipal Court Budget</u>	Actual	Approved Budget	Year End Projections	Budget
Personnel Services	76,957	82,600	80,228	84,180
Contract Services	33,432	46,850	42,000	57,200
Commodity	6,486	5,295	9,050	2,000
Other Charges	980	1,170	1,200	2,625
Total Operating	117,855	135,915	132,478	146,005
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	117,855	135,915	132,478	146,005
FTE's	1.00	1.00	1.00	1.00

Overview and Description

The Frederick Municipal Court is dedicated to providing an environment that instills confidence in, and respect for the judicial system in general and the Frederick Municipal Court specifically. It is the mission of the court to ensure there is an accessible and open court process where due process of law and fundamental fairness are afforded to all who appear before the court, and that customer service by administrative staff is of the highest priority.

The Town of Frederick Municipal Court convenes the first and second Thursdays of the month at the Town of Frederick Police Station/Municipal Court. Currently, Jeff Cahn presides as the town's municipal judge. The judge is appointed by the Town Board. The role of court is to adjudicate cases, protect the rights of parties and impose sentences consistent with community values.

The 2020 budget reflects changes in salaries and health insurance costs as well as increases in contract service costs for legal fees and the addition of court room audio upgrades.

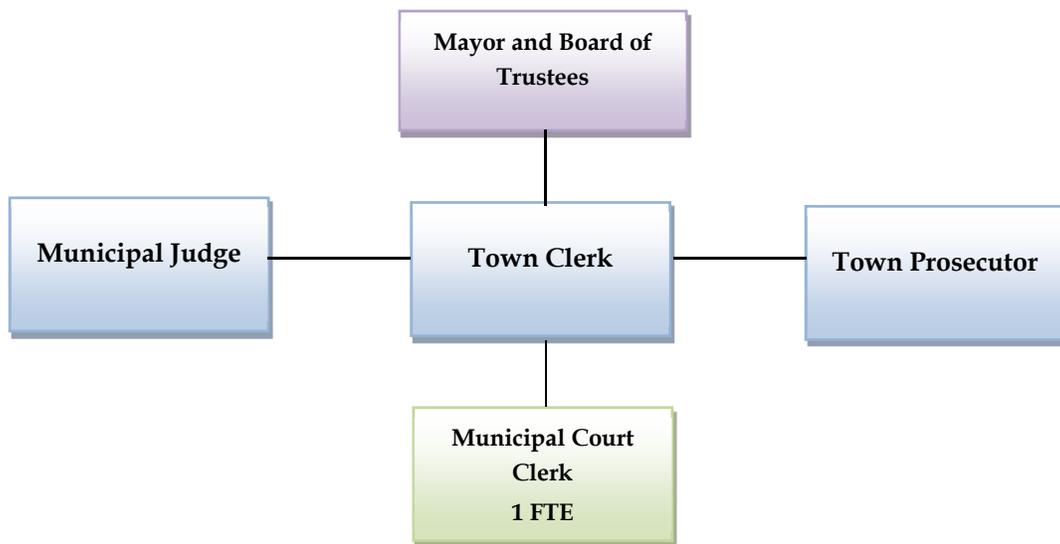
Municipal Court Goals and Key Performance Indicators (KPI)

Strategic Foundation: Community Safety				
Objective:				
Provide and maintain public safety in our community				
Strategy:				
Enhance the public's perception of the importance of community safety through both formal and informal channels.				
Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of cases that were eligible for and offered the opportunity to participate in the restorative justice	N/A	1	3	
<i>Performance:</i>				
Number of participants that completed the program	N/A	1	0	
Strategic Foundation: Fiscal Responsibility and Operational Excellence				
Objective:				
Deliver efficient, effective and innovative government services				
Strategy:				
Continue to seek innovative ways to improve performance across all areas of the organization.				
Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of cases	N/A	811	804	
<i>Performance:</i>				
Percentage of cases closed within 90 days	N/A	N/A	85%	
Strategic Foundation: Fiscal Responsibility and Operational Excellence				
Objective:				
Deliver efficient, effective and innovative government services				
Strategy:				
Continue to seek innovative ways to improve performance across all areas of the organization.				
Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of files maintained	N/A	811	804	
<i>Performance:</i>				
Percentage of files that can be retrieved in less than 15 minutes that meet established standards for completeness and accuracy	N/A	N/A	98%	

Strategic Foundation: Fiscal Responsibility and Operational Excellence				
Objective:				
Deliver efficient, effective and innovative government services				
Strategy:				
Continue to seek innovative ways to improve performance across all areas of the organization.				
Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Total number of cases with fines assessed	N/A	N/A	743	
<i>Performance:</i>				
Percentage of cases collected within the designated timeframe	N/A	N/A	85%	

ORGANIZATIONAL CHART

MUNICIPAL COURTS DIVISION - 1.0 FTE



Appointed Positions

Staff Positions

ENGINEERING

	2018	2019	2019	2020
<u>Engineering Budget</u>	Actual	Approved Budget	Year End Projections	Budget
Personnel Services	132,286	157,600	123,484	224,699
Contract Services	13,270	27,330	243,000	219,500
Commodity	22,879	19,040	23,540	10,674
Other Charges	4,137	5,375	5,476	6,750
Total Operating	172,572	209,345	395,500	461,623
Capital Outlay	24,106	26,000	25,500	10,000
Debt Service	-	-	-	-
Total Expenditures	196,678	235,345	421,000	471,623
FTE's	1.60	1.90	1.90	1.90

Overview and Description

The Engineering Department includes the Building Division that manages the building permit process, and the Engineering Division that reviews development proposals and inspects construction of public improvements for compliance with adopted codes, construction standards and master plans. This department also manages transportation operations and pavement management/preservation programs; storm water and floodplain issues; and the Bulrush Wetlands.

Enterprise funds managed by the Engineering Department are the water utility, including both potable and raw water irrigation supply and distribution, and the storm water utility. These enterprise funds are self-supportive, funded entirely by impact fees assessed on new development and rates charged to customers for services that are provided to them.

The Building Division's top priority is to apply the town's adopted building codes properly in order to ensure a safe building environment for our citizens and businesses. Public education is paramount, coupled with timely plan review and appropriate building code application and enforcement.

The Engineering Division ensures that existing and future residents and businesses served by the town's transportation system and utilities receive safe, reliable and efficient services. The division develops, updates, and implements master plans for each of these areas. This requires coordination with surrounding municipal, special district, county and state agencies. It also includes compliance with local, state and federal regulations.

Engineering Goals and Key Performance Indicators (KPI)

Strategic Foundation: Community Safety

Objective:

Provide and maintain public safe infrastructure in our community

Strategy:

Require building inspections for both new construction and existing remodels in order to ensure standards are met

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Pending permit applications	N/A	30	45	
<i>Performance:</i>				
Average days from permit application submittal to permit issued (commercial/residential)	N/A	4	3	

Strategic Foundation: Facilities & Infrastructure

Objective:

Provide a high quality and reliable water supply and manage drainage appropriately

Strategy:

Ensure new development provides system improvements that meet Town standards

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of Development Applications received	N/A	45	37	
<i>Performance:</i>				
Average number of days to review and complete submittals	N/A	3	3	

Strategic Foundation: Community Safety

Objective:

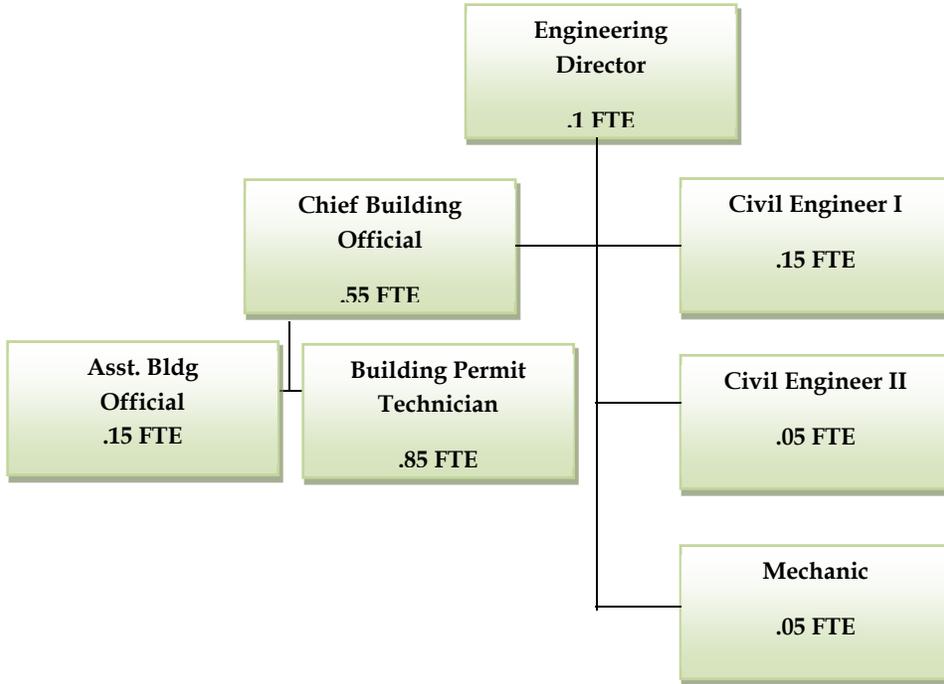
Provide and maintain safe infrastructure in our community

Strategy:

Require building inspections for both new construction and existing remodels in order to ensure standards are met

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Document the number of calls/emails regarding building permit questions	N/A	500	610	
<i>Performance:</i>				
Percentage of calls/emails returned within a 24 hour period.	N/A	100	98	

**ORGANIZATIONAL CHART
ENGINEERING DEPARTMENT - 1.90 FTE***



**Staff
Positions**

*Note: FTE's that are less than one indicate that position is allocated between more than one fund.

PLANNING

	2018	2019	2019	2020
<u>Planning Budget</u>	Actual	Approved Budget	Year End Projections	Budget
Personnel Services	321,692	278,600	265,504	286,846
Contract Services	17,034	74,220	25,000	79,870
Commodity	44,942	23,495	35,115	18,850
Other Charges	5,754	5,590	5,105	10,760
Total Operating	389,422	381,905	330,724	396,326
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	389,422	381,905	330,724	396,326
FTE's	3.30	2.70	2.70	2.70

Overview and Description

The Planning Department currently has the following positions: Planning Director, Planner II and Planner I. The department administers amendments to the Land Use Code and Comprehensive Plan. These amendments may be driven by developers, citizens, staff, the Board of Trustees or Planning Commission. Accordingly, the department processes all land use applications for the town. This includes annexations, zoning, concept plans, sketch plans, preliminary plats, final plats, conditional use plans, site plans, subdivision amendments, variances and waivers, minor modifications, as well as preliminary and final development plans. These applications may be developer or citizen driven.

Contacts to the department include requests for specific information related to ongoing developments, zoning inquiries/verifications, address verification, setback information, permitted use inquiries, questions of jurisdiction and developers looking for property that will suit their vision. Staff spends considerable time coordinating elements of applications with the applicant and other staff/agencies reviewing the application.

Various fees and deposits are collected for applications and specific requests such as a zoning verification letter or temporary use. Application fees are set fees to cover administrative costs that are not tracked for each project such as Town Clerk and Planning Commission secretary time for processing of packets and coordinating signatures on final documents. Additionally, the Town Clerk spends time coordinating final documentation prior to recording all necessary documents. Application deposits are established to estimate the cost of processing an application. Applicants sign an agreement for payment that establishes the understanding that they, the applicant, are responsible for paying for any town staff time for review of the project. The deposit is simply an estimate of what the application might cost. If the project review costs less than the deposit, the

town refunds the difference. If the project review costs more than the deposit, the applicant is responsible for paying all costs above the deposit. The Finance Department processes a statement on a monthly basis to let applicants know the status of their deposit. When necessary, bills are generated for applicants.

The Planning Department administers the town’s GIS system in coordination with the Administration Department. The addresses within the GIS system are used to populate both the Building Permit software as well as the utility billing software. Specific mapping is completed to assist the Court, Police Department, Town Clerk, Engineering, Communications and Engagement, Public Works and others as needed. An extensive set of online interactive mapping system has been implemented and continues to be updated to offer additional resources. The online map provides a variety of useful information to citizens, staff, land development and real estate professionals.

The Planning Department is also responsible for providing staff to the Planning Commission and Parks, Open Space and Trails Commission. These commissions are responsible for enacting the Comprehensive Plan and the Parks, Open Space and Trails Master Plan and Downtown Plan. Coordination with the Engineering and Public Works Departments are essential for these plans to be successful.

Significant work is also spent managing the data related to town owned properties such as parks and open space. New parks projects are generally designed and managed through Planning.

Planning Goals and Key Performance Indicators (KPI)

Strategic Foundation: Economic and Community Vitality				
Objective:				
Neighborhood Livability.				
Strategy:				
Direct and guide growth in the community through appropriate annexation, zoning, planning, and land use development.				
Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Total development applications submitted	50	54	61	
<i>Performance:</i>				
Average number of days for planning department's first application review	21	17	21	

Strategic Foundation: Economic and Community Vitality

Objective:

Neighborhood Livability.

Strategy:

Direct and guide growth in the community through appropriate annexation, zoning, planning and land use development

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of Land Use Code and Comprehensive Plan Amendments	7	2	2	
<i>Performance:</i>				
Number of Land Use Code and Comprehensive Plan Amendments approved by the Board	6	2	2	

Strategic Foundation: Economic and Community Vitality

Objective:

Neighborhood Livability.

Strategy:

Direct and guide growth in the community through appropriate annexation, zoning, planning, and land use development.

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of annexation applications submitted.	2	3	1	Each annexation plat is counted as an individual annexation
<i>Performance:</i>				
Number of annexation applications approved.	1	3	1	Each annexation plat is counted as an individual annexation

Strategic Foundation: Economic and Community Vitality

Objective:

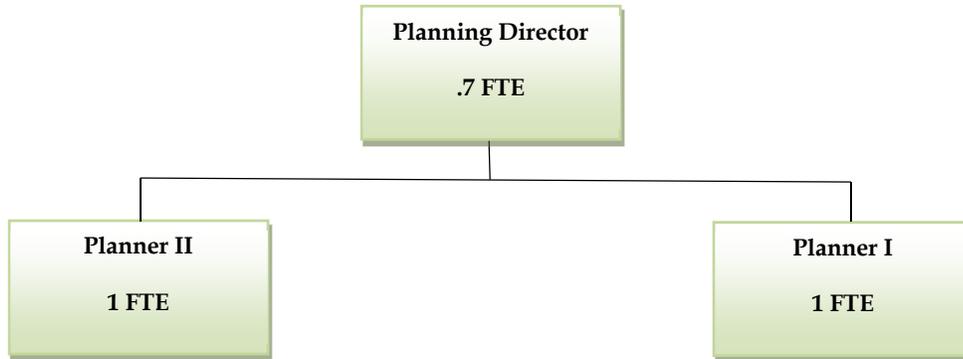
Community Vitality.

Strategy:

Actively engage with residents and other community members to promote awareness of and participation in town-sponsored and other community events and amenities.

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of temporary use applications submitted.	20	10	23	
<i>Performance:</i>				
Average number of days for resolution	20	22	33	

ORGANIZATIONAL CHART
PLANNING DEPARTMENT - 2.7 FTE*



Staff
Positions

*Note: FTE's that are less than one indicate that position is allocated between more than one fund.

POLICE

	2018	2019	2019	2020
<u>Police Budget</u>	Actual	Approved Budget	Year End Projections	Budget
Personnel Services	2,250,591	2,808,460	2,595,613	3,303,283
Contract Services	76,315	171,427	115,327	168,527
Commodity	339,328	230,260	278,100	179,400
Other Charges	106,917	119,495	104,200	123,600
Total Operating	2,773,151	3,329,642	3,093,240	3,774,810
Capital Outlay	90,204	49,800	45,062	185,545
Debt Service	-	-	-	-
Total Expenditures	2,863,355	3,379,442	3,138,302	3,960,355
FTE's	24.90	26.90	26.90	29.90

Overview and Description

The police department has an authorized strength of twenty-two police officers, a part-time police officer, two full-time community service officers, one full-time records supervisor/evidence technician, one part-time secretary, and three seasonal crossing guards.

There is at least one police officer on duty at all times every day. Schedules are structured to provide more officers during times of the day known for more calls for service. Due to staff schedules, it frequently happens that there is only one Frederick police officer on duty, particularly on weekends and during the early hours of the morning. It has long been the practice for officers from all of the departments in this area, including the sheriff's office and the state patrol, to back each other up when needed. That sometimes means that a Frederick officer will respond to Firestone or Dacono to handle a call when officers in either of those jurisdictions are busy. In turn, the same assistance is provided to Frederick by officers from other agencies. All officers in this area, except the state patrol, operate on the same radio network and are in constant contact with each other and with the Weld County Regional Communications Center, also known as dispatch.

Dispatch services are provided to all law enforcement agencies in Weld County, including all fire protection districts, by the Weld County Regional Communications Center. This provides for all agencies to have the ability to communicate quickly with each other when handling emergencies. This also provides for good coordination between agencies in the day to day provision of services to the public. The cost to agencies such as Frederick is low; much lower than the town could do on its own.

Much of the work done by officers can be reviewed by citizens on the town website by looking at the case reports for the police department. The case reports are thumbnail summaries of reports

completed by the officers and they are posted weekly. Maps showing the locations of reported crimes are posted each month.

Patrol services are the majority of the work done by the department. Patrol officers are on duty twenty-four hours a day, seven days a week. These officers respond to calls for service and take proactive enforcement measures on their own.

Many reports of crime require additional investigation – to determine what happened, to identify those responsible, to recover stolen property, to gather evidence, to compile affidavits for filing in court, to serve search and arrest warrants and to document all of it. The department has two detectives to do this additional work in order to leave the patrol officers sufficient time to handle calls for service.

When fully staffed, the community services unit of the department has two community service officers. Their schedule provides that at least one is on duty seven days a week mainly during daylight hours. These officers are not armed and they are not police officers under Colorado law. They receive a variety of training. They enforce municipal ordinances that regulate such things as weeds, rubbish, junk cars and stray dogs. They usually are the ones who transport impounded dogs to the Longmont Humane Society. They assist at school crossings when crossing guards are absent. The St. Vrain Valley School District provides compensation to the town for the crossing guards.

The department also provides certain fee-based services. Dog and cat licenses, vehicle identification number checks, fingerprints, sex offender registration, warrant service, clearance letters, color copies and sign retrieval all have nominal fees.

The town has an agreement with the St. Vrain Valley School District to provide police officers at Frederick High School and Thunder Valley K-8 School during the school year. The school district pays for a portion of the officers' annual compensation for services as School Resource Officers. This is the busiest and one of the most important assignments for a police officer in this department.

The Police Department's 2020 budget shows increases in costs as a result of two full-time officer positions and one full-time sergeant being added, increased contractual costs for Emergency Operations Management, increased software and hardware costs and police vehicle and related emergency vehicle equipment replacements.

Police Goals and Key Performance Indicators (KPI)

Strategic Foundation: Community Safety				
Objective:				
Provide and maintain public safety in our community				
Strategy:				
Be responsive and effective in dealing with reported crime.				
Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of criminal offenses (not traffic, code or service calls)	439	424	404	
<i>Performance:</i>				
Average number of days for a case to be reviewed and closed or released to another jurisdiction	N/A	N/A	N/A	
Strategic Foundation: Community Safety				
Objective:				
Provide and maintain public safety in our community				
Strategy:				
Enhance public perception of the importance of community safety through formal and informal channels.				
Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of Community Outreach events attended by PD	N/A	N/A	58	
<i>Performance:</i>				
Number of officer hours participating in outreach programs	N/A	N/A	433	
Strategic Foundation: Community Safety				
Objective:				
Provide and maintain public safety in our community				
Strategy:				
Respond to quality of life issues impacting the citizens of Frederick				
Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of code warnings issued	1,073	651	491	
<i>Performance:</i>				
Number of property abatements – non-voluntary compliance	2	1	11	
<i>Performance:</i>				
Number of warnings brought into compliance within 30 days - voluntary compliance	2	1	7	

Strategic Foundation: Community Safety

Objective:

Provide and maintain public safety in our community

Strategy:

Ensure that the Frederick Police Department has the necessary personnel training to provide safety and protection.

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Maintain Colorado POST required minimum training standards	24hrs/5	24 hrs/5	24hrs/5	
<i>Performance:</i>				
Percentage of officers to complete POST required training	100%	100%	100%	

Strategic Foundation: Community Safety

Objective:

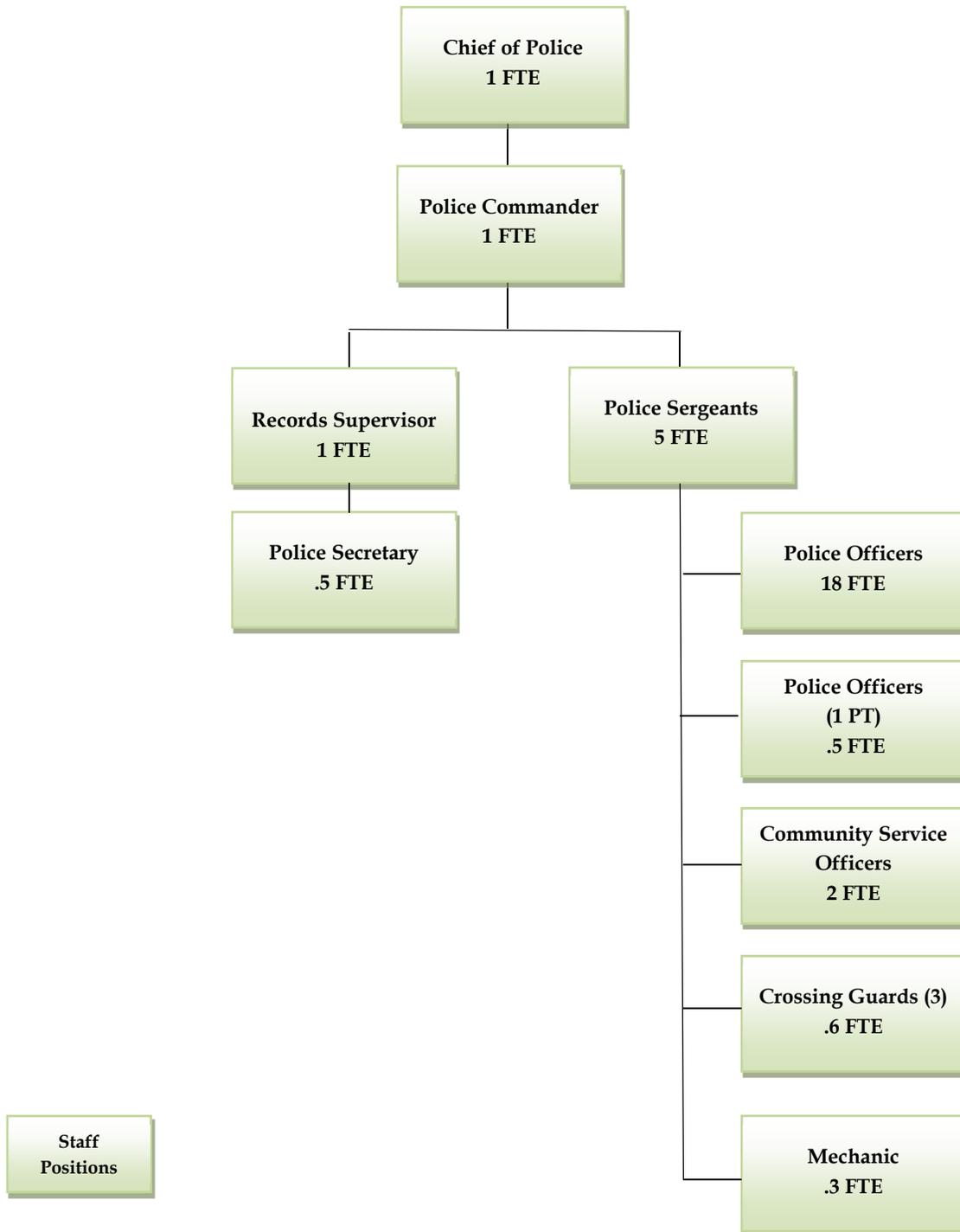
Provide and maintain public safety in our community

Strategy:

Be responsive and effective in dealing with reported crime.

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of calls for service		887	9,988	10,855
<i>Performance:</i>				
Written reports		N/A	N/A	N/A

ORGANIZATIONAL CHART
POLICE DEPARTMENT - 29.90 FTE



PUBLIC WORKS

	2018	2019	2019	2020
<u>Public Works Budget</u>	Actual	Approved Budget	Year End Projections	Budget
Personnel Services	151,814	233,330	186,050	274,461
Contract Services	14,251	46,300	20,600	31,460
Commodity	32,366	35,552	42,025	27,100
Other Charges	25,984	27,250	25,420	25,410
Total Operating	224,415	342,432	274,095	358,431
Capital Outlay	-	64,613	64,613	-
Debt Service	-	-	-	-
Total Expenditures	224,415	407,045	338,708	358,431
FTE's	1.70	2.25	2.25	2.25

Overview and Description

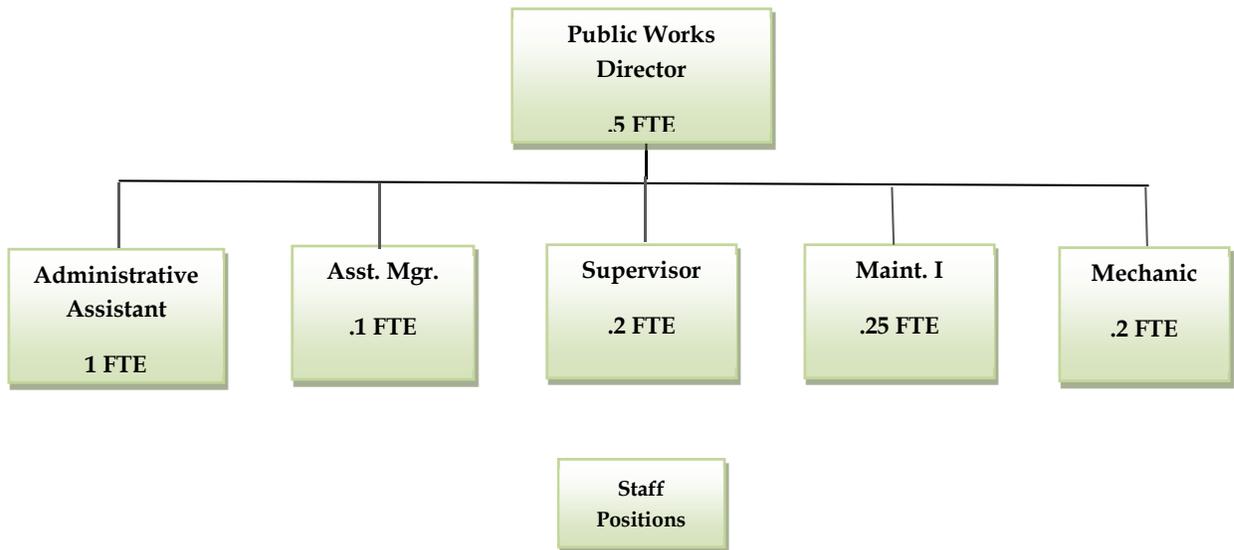
The Town of Frederick Public Works Department is responsible for the operations and maintenance of all town streets, (paved and unpaved), road right-of-ways, parks, open space, trails, water distribution system, storm water system and all town-owned buildings. To complete these priorities, the department is comprised of a Public Works Director, two supervisors, twelve full-time maintenance employees, one full-time mechanic, one full-time mechanic supervisor and one full-time Administrative Assistant. The Public Works Director and his supervisory staff coordinate these efforts to ensure the services delivered by the department are carried out and a high level of service is attained. The administrative assistant within the department assists these efforts by handling calls and requests for services, coordinating service and work orders and administrative duties for the director and supervisory staff. The remaining balance of the department is allocated within the various enterprise and general funds which they assist.

Public Works Goals and Key Performance Indicators (KPI)

Strategic Foundation:	Facilities and Infrastructure			
Objective:	New and existing buildings and facilities			
Strategy:	Ensure proper maintenance, upkeep and security for all Town owned and leased assets.			
Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of scheduled preventative maintenance services	N/A	N/A	18	
<i>Performance:</i>				
Percentage of completed preventative maintenance services	N/A	N/A	100%	
<i>Workload:</i>				
Number of unscheduled/emergency maintenance/repairs services	N/A	N/A	30	
<i>Performance:</i>				
Percentage of unscheduled/emergency repairs completed within 48 hours	N/A	N/A	75%	

ORGANIZATIONAL CHART

PUBLIC WORKS DEPARTMENT - 2.25 FTE*



*Note: FTE's that are less than one indicate that position is allocated between more than one fund.

BUILDINGS

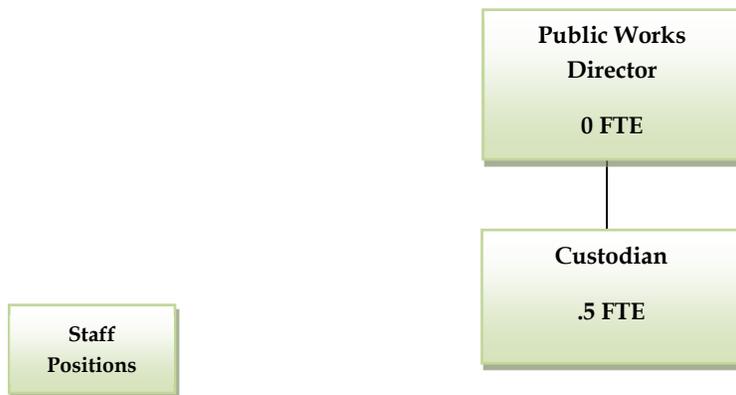
	2018	2019	2019	2020
<u>Buildings Budget</u>	Actual	Approved Budget	Year End Projections	Budget
Personnel Services	22,921	26,375	24,135	26,184
Contract Services	113,604	102,000	117,600	111,000
Commodity	7,050	6,000	6,000	5,000
Other Charges	64,737	31,585	98,750	32,750
Total Operating	208,312	165,960	246,485	174,934
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	208,312	165,960	246,485	174,934
FTE's	0.50	0.50	0.50	0.50

Overview and Description

The Building Fund is designed to handle the administrative, maintenance and utility costs within all of the facilities of the town. The Building Fund also can handle the development and construction of new facilities as necessary. The 2020 Budget has increased primarily as a result of increases in costs for utility services.

ORGANIZATIONAL CHART

BUILDINGS DEPARTMENT - .5 FTE*



*Note: FTE's that are less than one indicate that position is allocated between more than one fund.

SPECIAL REVENUE FUNDS



STREET AND ALLEY FUND



STREET AND ALLEY FUND

The Fund is responsible for the maintenance and preservation of over 91 centerline miles of paved roadways, Manual on Uniform Traffic Control Devices (MUTCD) compliance of regulatory and street signs, snow plowing, pest control and gravel road maintenance. The fund accomplishes these widespread tasks through a cooperative effort between the Public Works and Engineering Departments.

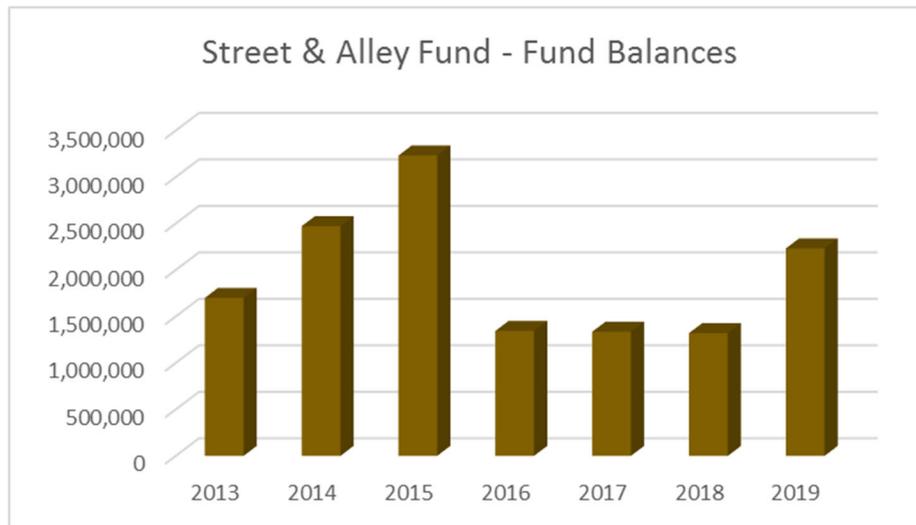
The Street and Alley Fund receives the majority of its funding from the collection of taxes and fees by Weld County and the State of Colorado including the Highway User Tax Funds (HUTF). These taxes and fees are collected by the County and then forwarded to the town on a monthly basis. Also included in the Street and Alley Fund are revenues and expenditures associated with residential trash collection services and road impact fees. Impact fees are collected at the time builders apply for a building permit for a new residence or business. The town allows builders to defer these impact fees until the time that final inspection occurs. These fees are used for the widening of arterial streets, improving intersections, installing traffic signal controls or other improvement to Frederick's transportation system driven by the increased demand of customers and areas served by Frederick. Impact fees are managed by the Engineering Department to make improvements in conjunction with new development and as the need for more capacity on an arterial street or at a specific intersection increases.

The Town is currently working to improve not only the streets in Frederick, but also the downtown alleys. In 2016, a seven year paving program to pave the existing alleys began. Funding has been appropriated to continue the program in 2020.

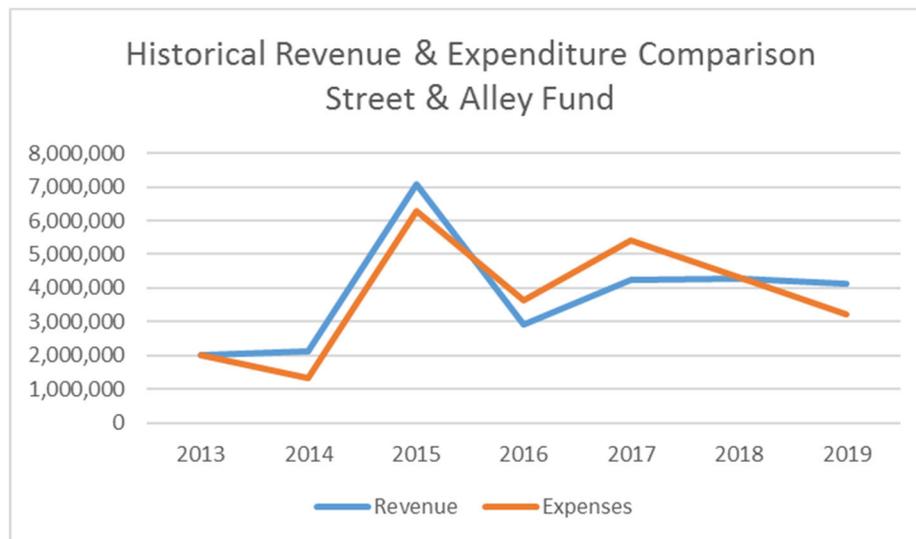


2 - Concrete Alley Project

Street and Alley Fund - Fund Balance and Fund Summary



The increase in fund balance in recent years is the result of budget surpluses. As the following graph illustrates, the town has had budget surpluses in the Street and Alley Fund in 2013 - 2015, and 2019.



Fund balance in 2020 is expected to decrease from the 2018 levels as revenues do not include any grant funding for capital projects.

The 2020 budget for the Street and Alley Fund includes revenues of \$2,957,000 a decrease of \$133,400 compared to the 2019 Budget. This decrease is primarily a result of lower grant revenues than in 2020. In 2020, the town budgeted for \$0 in grant funding. The 2020 Budget includes expenditures of \$3,263,335 and transfers of \$14,000, for a total of \$3,277,335. This amount is

\$470,798 lower than what was budgeted in 2019. The decrease is attributed to less in debt service payments and a decrease in general operations costs. In 2020, the town's capital projects are approximately \$1,271,000 and include alley paving, street pavement improvements, and a secure exterior storage at the Public Works facility.



3 - Westview subdivision street, curb, and gutter



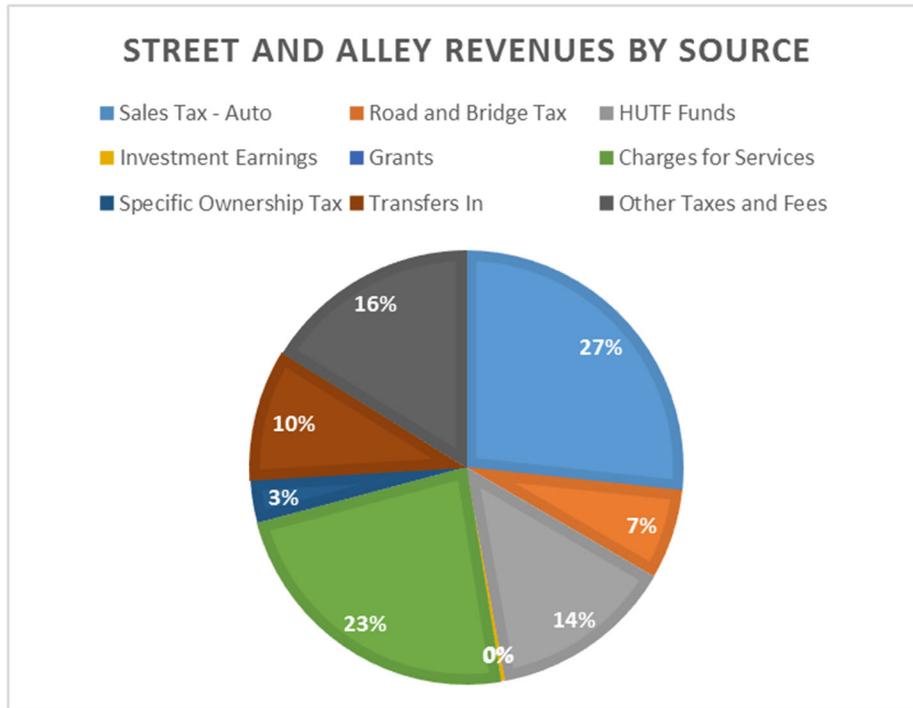
4 - 5th and Colorado Blvd. Round-a-bout

Street and Alley Fund Budget

Street & Alley Fund	2018 Actuals	2019 Adopted Budget	2019 Year-End Estimates	2020 Proposed Budget
Beginning Fund Balance	1,335,671	1,320,326	1,320,326	2,232,099
<u>Revenues:</u>				
Taxes & Fees	2,769,157	1,974,000	2,847,957	2,212,000
Charges for Services	688,300	692,900	694,589	705,000
Earnings on Investment	33,315	7,500	15,000	10,000
Miscellaneous Revenue	100,075	416,000	575,582	30,000
<i>Transfers In</i>	707,000	-	-	-
Total Operating Revenues	4,297,847	3,090,400	4,133,128	2,957,000
<u>Expenditures:</u>				
Operations	1,905,578	2,259,103	1,753,875	1,584,485
Capital	1,743,318	824,050	802,500	1,271,000
Debt Service	405,400	411,850	411,850	407,850
<i>Transfers Out</i>	258,896	253,130	253,130	14,000
Total Expenditures	4,313,192	3,748,133	3,221,355	3,277,335
Excess (Deficiency) of Revenues Over Expenditures	(15,345)	(657,733)	911,773	(320,335)
Ending Fund Balance	1,320,326	662,593	2,232,099	1,911,764

Street and Alley Fund Revenues

Street and Alley Fund revenues are primarily made up of motor vehicle related taxes, impact fees and grants. The chart below shows the proportion of each major revenue source to the total Street and Alley Fund revenues.



The Street and Alley Fund Revenue Sources table below lists the major revenue sources, as well as the amounts that are projected for 2020.

Street and Alley Fund Revenue Sources		
Source	Amount	% of Total
Sales Tax - Auto	875,000	27%
Road and Bridge Tax	220,000	7%
HUTF Funds	450,000	14%
Investment Earnings	10,000	0%
Grants	0	0%
Charges for Services	767,000	23%
Specific Ownership Tax	105,000	3%
Transfers In	320,335	10%
Other Taxes and Fees	530,000	16%

Street and Alley Fund Expenditures

The Street and Alley Fund contains operating expenses of \$1,584,485, debt service expense of \$407,850 and capital outlay of \$1,271,000, all of which is non-recurring. The non-recurring capital outlay will fund alley pavement, pavement improvements, and secure exterior storage at the Public Works facility.

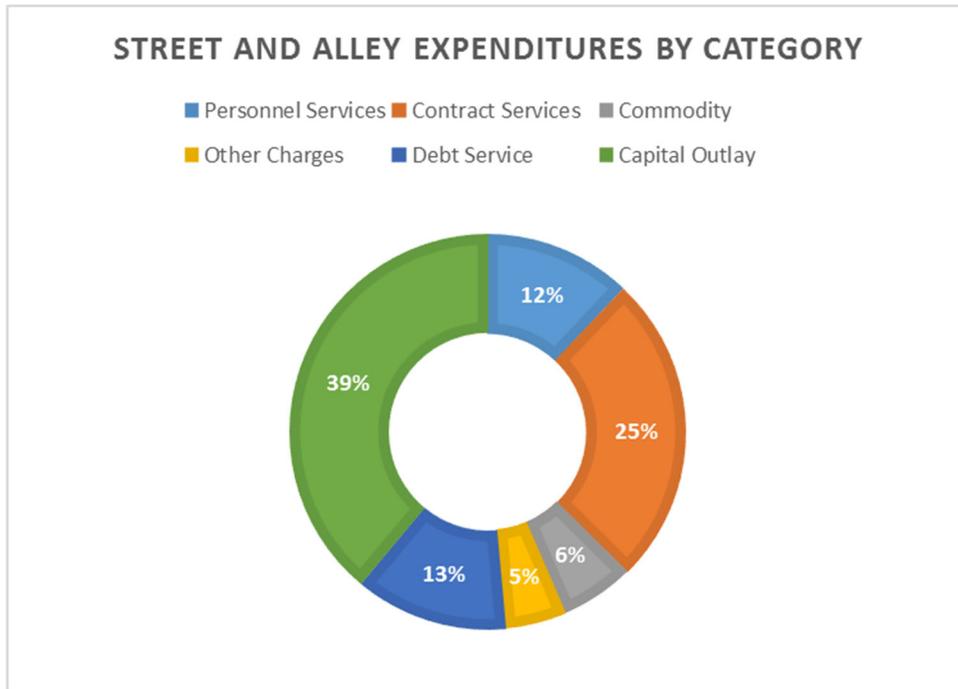
STREETS FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Engineering	0	95,000	1,300	51,500	147,800	1,128,000	---	1,275,800
Public Works	0	737,000	195,850	98,750	1,031,600	143,000	---	1,174,600
General Operations	392,715	0	0	12,370	405,085	---	407,850	812,935
Totals	\$392,715	\$832,000	\$197,150	\$162,620	\$1,584,485	\$1,271,000	\$407,850	\$3,263,335
Total Cash Available								\$ 3,605,594
Ending Fund Balance								342,259
% of Total Budget	12.03%	25.50%	6.04%	4.98%	48.55%	38.95%	12.50%	100.00%

Projects Funded in 2020 Budget

- Downtown alley improvements
- Pavement maintenance program
- Concrete maintenance program
- Street sign replacement program
- Contractual road obligations
- Exterior storage building at Public Works facility
- Public Works vehicle and trailer replacements

The chart below details the expenditures for the Street and Alley Fund by category. In 2020, the largest expenditure will be contract services which includes infrastructure maintenance costs and refuse collection and electronic recycling costs. Capital projects include the construction of an exterior storage building at the Public Works facility, street sign replacements, pavement improvements and the concrete alleys program.



Street and Alley Fund Full Time Employees

Department	No. of Full Time Employees
Administration	.85
Operations	4.00
Total	4.85

Street and Alley Fund Goals and KPIs

In addition to the projects that have been funded in the 2020 Budget, the Street and Alley Fund establishes goals and key performance indicators that tie back to our strategic plan and are detailed below.

Street and Alley Fund Goals and Key Performance Indicators (KPI)

Strategic Foundation:		Community Safety			
Objective:					
Provide and maintain public safety in our community					
Strategy:					
Respond to quality of life issues impacting the citizens of Frederick.					
Measure	2017	2018	2019	Comments	
<i>Workload:</i>					
Number of calls/emails regarding transportation concerns	N/A	40	37		
<i>Performance:</i>					
Percentage of transportation related calls/emails responded to in 48 hour period	N/A	97%	98%		
Strategic Foundation:		Facilities and Infrastructure			
Objective:					
Maintain an adequate and safe transportation system					
Strategy:					
Maintain acceptable levels of accessibility and service life for all roads within Town Limits.					
Measure	2017	2018	2019	Comments	
<i>Workload:</i>					
Completed annual inspection and updates to the town's roadway rating system	N/A	Yes	No		
<i>Performance:</i>					
Percentage of roads/streets that have a remaining service life greater than or equal to 13	N/A	67%	25%		
Strategic Foundation:		Facilities and Infrastructure			
Objective:					
Maintain an adequate and safe transportation system					
Strategy:					
Maintain acceptable levels of accessibility and service life for all roads within Town Limits.					
Measure	2017	2018	2019	Comments	
<i>Workload:</i>					
Number of street right-of-way permit applications submitted	N/A	44	41		
<i>Performance:</i>					
Average number of days to complete the review	N/A	2	2		

Strategic Foundation:		Facilities and Infrastructure			
Objective:					
Maintain an adequate and safe transportation system					
Strategy:					
Maintain acceptable levels of accessibility and service life for all roads within Town limits.					
Measure	2017	2018	2019	Comments	
<i>Workload:</i>					
Miles of roads scheduled for crack-sealing	26	26	26		
<i>Performance:</i>					
Miles of roads that were crack-sealed	26	26	26		
<i>Workload:</i>					
Number of pothole service orders received	N/A	8	13		
<i>Performance:</i>					
Average days to complete pot hole service orders	N/A	1	1		
Strategic Foundation:		Facilities and Infrastructure			
Objective:					
New and existing buildings and facilities					
Strategy:					
Ensure proper maintenance, upkeep and security for all Town owned and leased assets.					
Measure	2017	2018	2019	Comments	
<i>Workload:</i>					
Number of scheduled preventative maintenance services	N/A	18	18		
<i>Performance:</i>					
Percentage of completed preventative maintenance services	N/A	100%	100%		
<i>Workload:</i>					
Number of unscheduled/emergency maintenance/repairs services	N/A	30	30		
<i>Performance:</i>					
Percentage of unscheduled/emergency repairs completed within 48 hours	N/A	75%	75%		

Strategic Foundation:		Facilities and Infrastructure		
Objective:				
Maintain an adequate and safe transportation system				
Strategy:				
Maintain acceptable levels of accessibility and service life for all roads within Town limits.				
Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Miles of streets in Town to be serviced by street sweeper	76	78	78	
<i>Performance:</i>				
Average number of times each street is swept per year	N/A	5	5	

CONSERVATION TRUST FUND



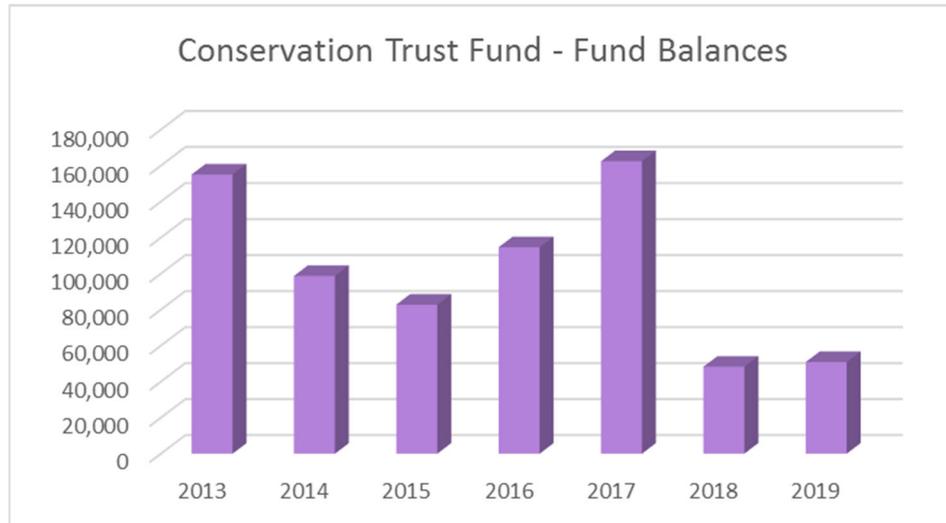
CONSERVATION TRUST FUND

The Conservation Trust Fund was established so that the town is eligible to receive funds from state lottery proceeds. These revenues are distributed quarterly, on a per capita basis by the Department of Local Affairs (DOLA). These funds are restricted in their use and can only be used for the acquisition, development, improvement and maintenance of new conservation sites, or for recreational purposes on a publicly owned site such as a park.

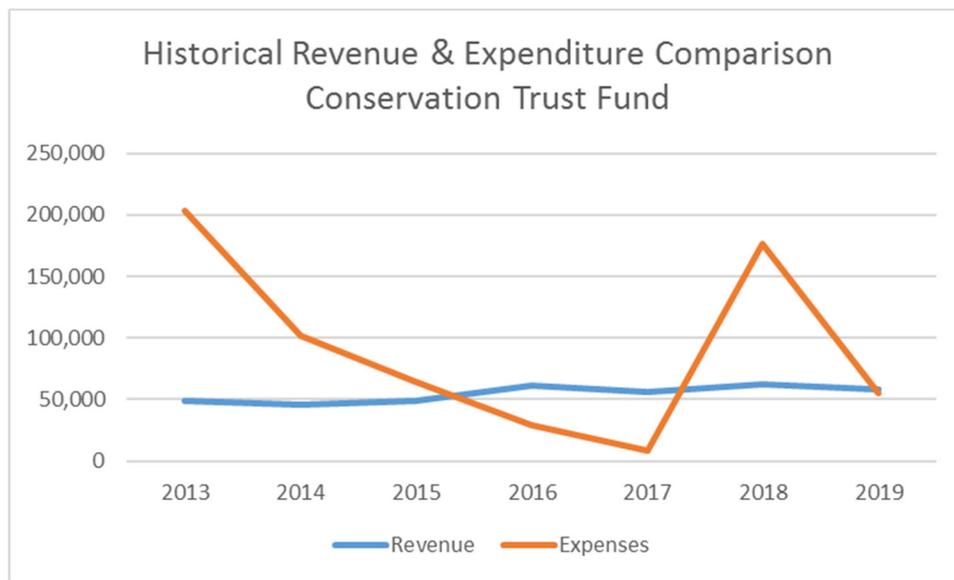


5 - Pour in Place Playground - Coalridge

Conservation Trust Fund - Fund Balance and Fund Summary



The decreases in fund balance in are the result of planned park improvements that were funded during those years. As the following graph illustrates, the town has had budget surpluses in the Conservation Trust Fund in years' smaller capital projects were identified. Due to the nature of the revenues in this fund, revenues remain fairly stable from one year to the next.



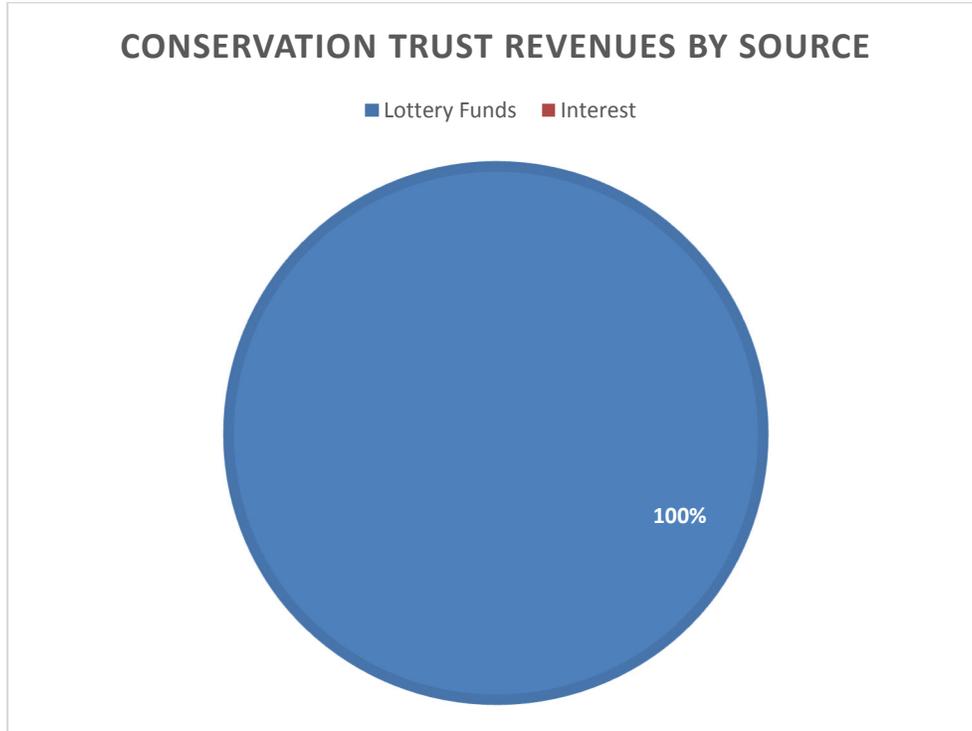
The 2020 Budget for the Conservation Trust Fund includes revenues of \$53,250, an increase of \$2,010 compared to the 2019 Budget. This increase is primarily due to an increased population in Frederick. The 2020 Budget includes expenditures of \$90,250. This amount is \$20,000 higher than what was budgeted in 2019.

Conservation Trust Fund Budget

Conservation Trust Fund	2018 Actuals	2019 Adopted Budget	2019 Year-End Estimates	2020 Proposed Budget
Beginning Fund Balance	162,447	48,300	48,300	50,893
<u>Revenues:</u>				
Intergovernmental	61,810	51,200	57,773	53,200
Earnings on Investment	70	40	70	50
Total Operating Revenues	61,880	51,240	57,843	53,250
<u>Expenditures:</u>				
Other	13,026	15,000	-	10,000
Capital Outlay	163,000	55,250	55,250	80,250
Total Expenditures	176,026	70,250	55,250	90,250
Excess (Deficiency) of Revenues and Other Sources over Expenditures	(114,146)	(19,010)	2,593	(37,000)
Ending Fund Balance	48,300	29,290	50,893	13,893

Conservation Trust Fund Revenues

Conservation Trust Fund revenues come from State lottery proceeds and the interest that is earned on those funds as is illustrated below.



The Conservation Trust Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2019.

Conservation Trust Fund Revenue Sources		
Source	Amount	% of Total
Lottery Proceeds	53,200	100%
Interest	50	0%

Conservation Trust Fund Expenses

The Conservation Trust Fund does not have any normal operating costs as this fund is primarily used for capital improvements. The capital outlay in this fund is \$80,250 which is nonrecurring and will be used to install a pour-in-place at Coal Ridge Park and to plant new trees in the parks.

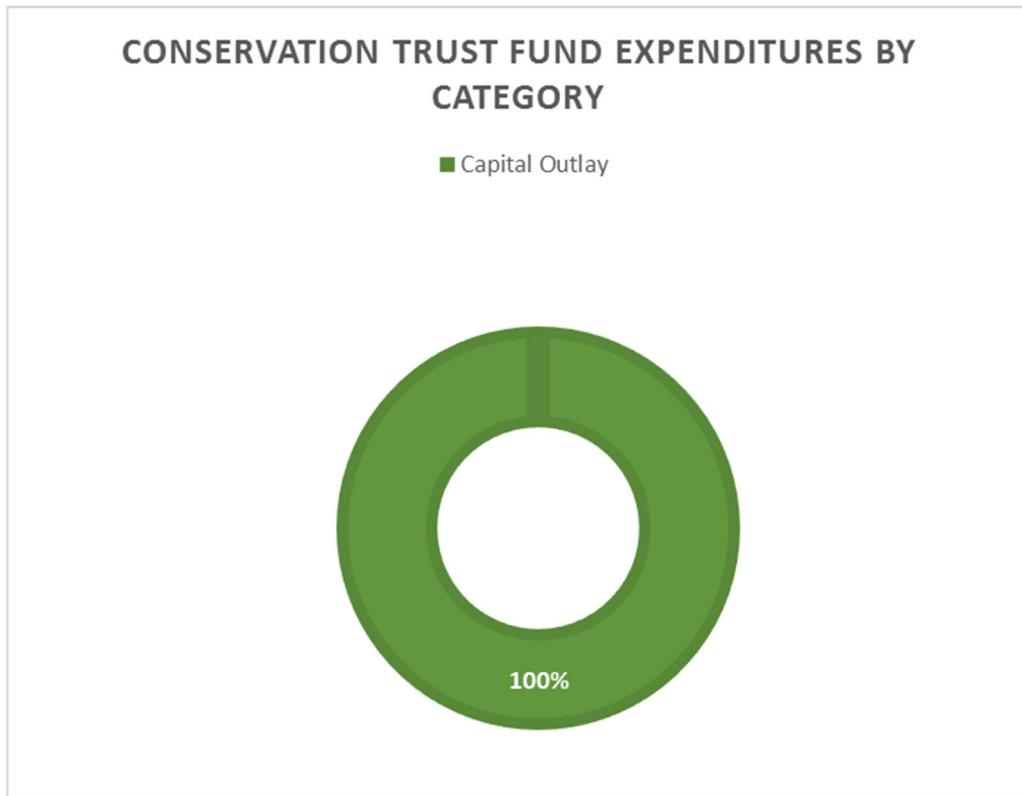
CONSERVATION TRUST FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Operations	0	10,000	0	0	10,000	80,250	---	90,250
Totals	\$0	\$10,000	\$0	\$0	\$10,000	\$80,250	\$0	\$90,250
Total Cash Available								\$ 92,540
Ending Fund Balance								2,290
% of Total Budget	0.00%	11.08%	0.00%	0.00%	11.08%	88.92%	0.00%	100.00%

Projects Funded in 2020 Budget

- Coalridge Park pour-in-place improvements
- Tree program

The chart below details the expenditures for the Conservation Trust Fund by category. The only category of expenditure will be capital outlay which includes the costs for playground improvements, and the planting of new trees.



Conservation Trust Fund Full Time Employees

Department	No. of Full Time Employees
Administration & Operations	0
Total	0

Conservation Trust Fund Goals and KPIs

In addition to the projects that have been funded in the 2020 Budget, the Conservation Trust Fund does establish goals and key performance indicators that tie back to our strategic plan and are detailed below.

Conservation Trust Fund Goals and Key Performance Indicators**Strategic Foundation: Community Amenities****Objective:**

Maintain and enhance the current culture, park and trail system

Strategy:

Maintain the attractiveness and usability of our current amenities such as benches, shade structures, and playgrounds.

Measure	2017	2018	2019	Comments
<i>Performance:</i>				
Number of capital improvement projects budgeted	2	1	1	
<i>Performance:</i>				
Number of capital projects completed within the budgetary cycle	2	1	1	

PARK IMPROVEMENT FUND



PARK IMPROVEMENT FUND

The Park Improvement Fund was created for the purchase, development and maintenance of parks throughout the town.

In 2010, the Parks, Open Space and Trails Master Plan was completed. This plan provides a roadmap to achieve the goals established by the Board of Trustees. The Parks, Open Space and Trails Commission, a committee composed of citizens, uses the master plan to provide recommendations to the Board of Trustees on the topics of parks, open space and trail development and maintenance. The Commission recommends a number of projects for completion. They are:

- Execution of master plan
- Hiring maintenance staff with knowledge of and responsibility for care of trees and landscaping
- Replacing dead trees with new trees
- Installing shrubs in the parks to meet park standards
- Improving ADA accessibility at parks
- Improving maintenance of play bays that currently have Engineered Wood Fiber (EWF)
- Creating an overall maintenance plan

Currently the town maintains over 319 acres of parks. The facilities/parks that the town maintains are shown in the chart below.

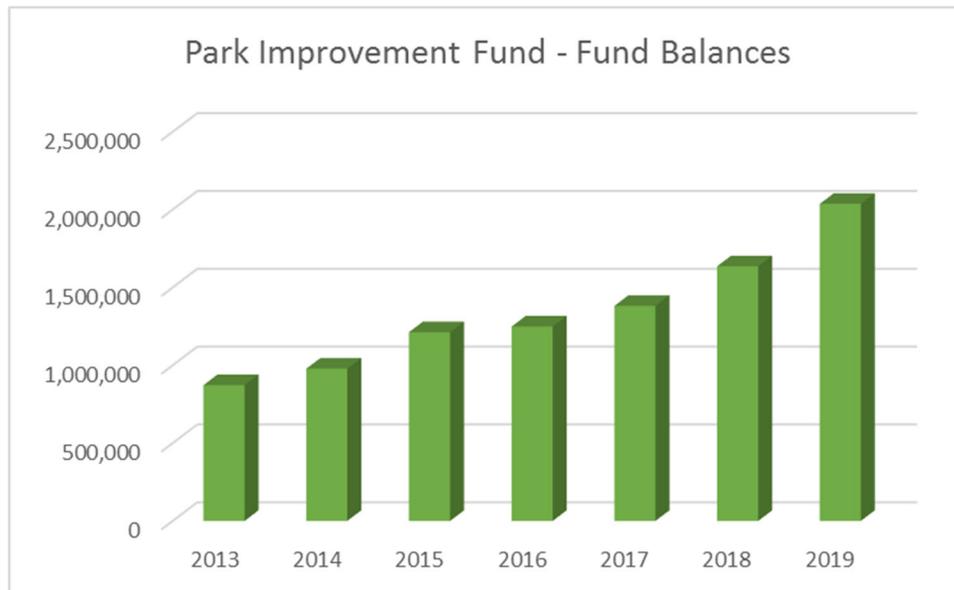
Facility Name	Location	Amenities
Bulrush Wetland Park	6140 Wetland Park Rd.	47 acres of parkland, trails, outdoor classroom, educational signs, bird watching
Centennial Park	630 8 th Street	Benches, picnic tables, picnic shelters, playground, restrooms, trails, art features, boulder climbing area, multi-use field, fitness stations
Coal Ridge Park	305 ½ Warwick St.	Benches, picnic shelter, picnic tables, multi-use field, playground
Confluence Park	5549 Drake Way	Picnic shelters, picnic tables
Countryside Park	5730 Russell Cir.	Benches, multi-use field
Creekway	5724 Wetland Loop	Picnic shelters, picnic tables
Crist Park	105 5 th St.	Picnic shelters, picnic tables, splash pad, playground, gazebo, benches, art features, restrooms, bocce courts
Eagle Valley Park	4819 Osprey Cir.	Benches, multi-use field, picnic shelters, picnic tables, playground, trails
Firefighters' Park	11 Walnut St.	Picnic shelters, picnic tables, playground, sport court

Facility Name	Location	Amenities
Fox Run Park	5365 Fox Run Blvd.	Benches, picnic shelter, picnic tables, playground, basketball court, swings, trails, pickle ball court
Frederick Entryway Park	6016 Colorado Blvd.	Art features, benches, trails, water feature
Frederick Recreation Area	8201 Colorado Blvd.	129 acres of parkland, basketball court, benches, trails, dog park, fishing, horseshoe pits, non-motorized boating, pavilion, picnic shelters, picnic tables, restrooms, sport court
No Name Creek West Park	9120 Harlequin Cir.	Picnic shelters, picnic tables, slide, playground, benches, sport court, volleyball
No Name Eagle Park	5750 Pintail Way	Benches, picnic shelters, picnic tables, playground
Rinn Valley Park	3390 Rinn Valley Dr.	Multi-use field, picnic shelters, picnic tables, playground, trails
Savannah Park	6201 ½ Ralston St.	Benches, multi-use field, picnic shelters, picnic tables, playground
Summit View Estates Park	5134 ½ Mount Pawnee Av.	Picnic shelters, picnic tables, playground, sport court

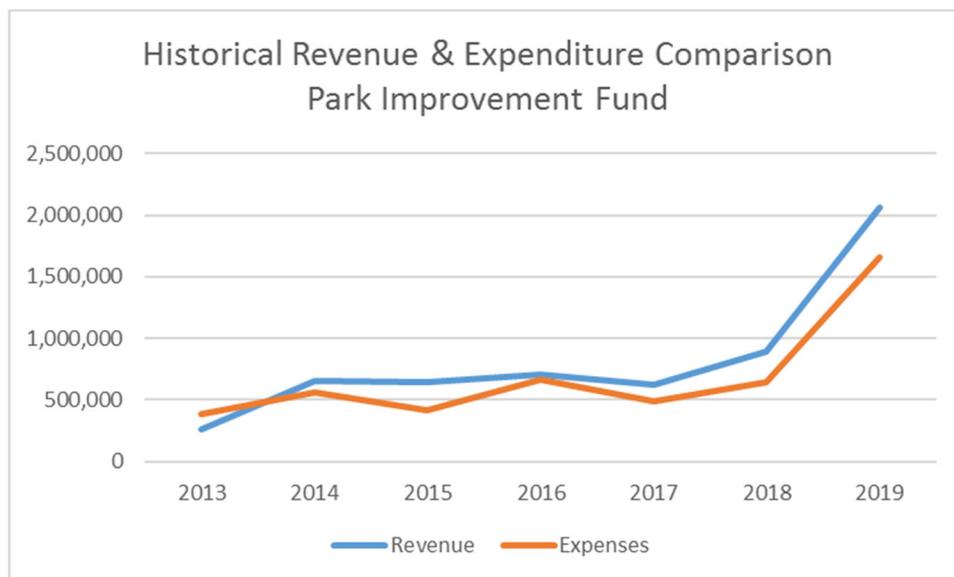


6 - Frederick Recreation Area

Park Improvement Fund - Fund Balance and Fund Summary



As the following graph illustrates, the town has had budget surpluses in the Park Improvement Fund in from 2013 through 2019.



Note: This fund relies on revenues and transfers in - both are included as revenues in this chart.

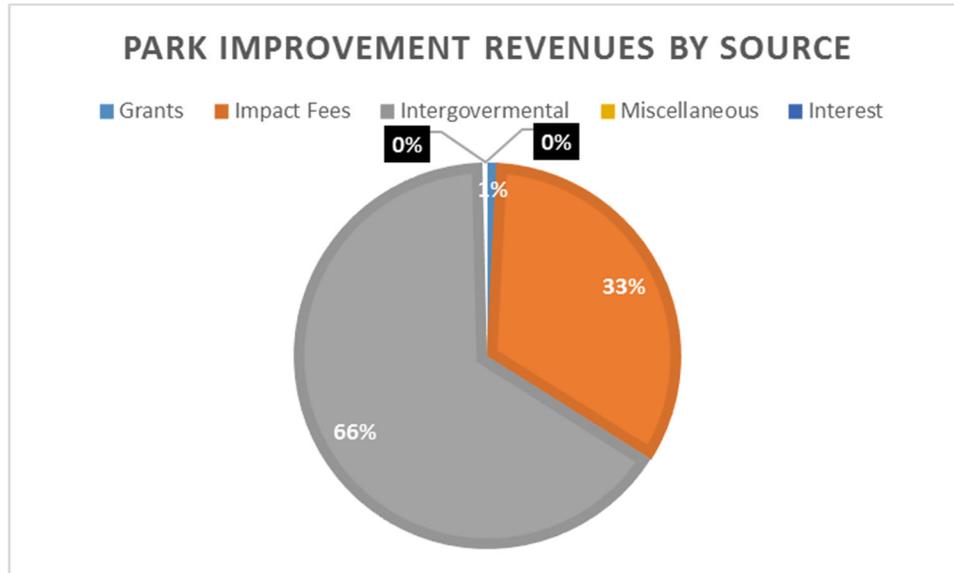
The 2020 Budget for the Park Improvement Fund includes revenues of \$414,800, a decrease of \$1,790,050 compared to the 2019 Budget. The 2019 Budget originally included revenues that were associated with the skate park construction which did not occur in 2019. The 2020 Budget includes expenditures of \$1,207,163. This amount is \$1,713,411 lower than what was budgeted in 2019. The decrease in budgeted expenditures is attributed to several capital projects.

Park Improvement Fund Budget

Park Improvement Fund	2018 Actuals	2019 Adopted Budget	2019 Year-End Estimates	2020 Proposed Budget
Beginning Fund Balance	1,381,582	1,635,678	1,635,678	2,037,224
<u>Revenues:</u>				
Licenses and Permits	414,948	902,800	941,187	413,300
Earnings on Investment	17,748	1,200	10,000	1,500
Miscellaneous Revenue	5,000	220,000	33,358	-
<i>Transfers In</i>	455,850	1,080,850	1,080,850	-
Total Operating Revenues	893,546	2,204,850	2,065,395	414,800
<u>Expenditures:</u>				
Operations & Maintenance	623,979	952,574	770,870	726,663
Capital Lease	-	-	-	-
Capital Outlay	15,471	1,951,000	875,979	465,000
<i>Transfers Out</i>	-	17,000	17,000	15,500
Total Expenditures	639,450	2,920,574	1,663,849	1,207,163
Excess (Deficiency) of Revenues and Other Sources over Expenditures	254,096	(715,724)	401,546	(792,363)
Ending Fund Balance	1,635,678	919,954	2,037,224	1,244,861

Park Improvement Fund Revenues

Revenues for this fund are primarily impact fees, grants and transfers from other funds.



The Park Improvement Fund Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2020.

Park Improvement Fund Revenue Sources		
Source	Amount	% of Total
Grants	10,000	1%
Impact Fees	400,000	33%
Intergovernmental	792,363	66%
Miscellaneous	3,300	0%
Interest	1,500	0%

Park Improvement Fund Expenditures

The Park Improvement Fund shows operating expenses of \$726,663 and capital outlay of \$465,000. The services provided by this fund are labor intensive as illustrated below. The non-recurring capital outlay of \$465,000 will fund the capital projects detailed below.

PARK IMPROVEMENT FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Planning	0	0	0	10,000	10,000	345,000	---	355,000
Public Works	0	156,730	50,500	17,460	224,690	120,000	---	344,690
General Operations	491,973	0	0	0	491,973	---	---	491,973
Totals	\$491,973	\$156,730	\$50,500	\$27,460	\$726,663	\$465,000	\$0	\$1,191,663

Total Cash Available \$ 1,319,254

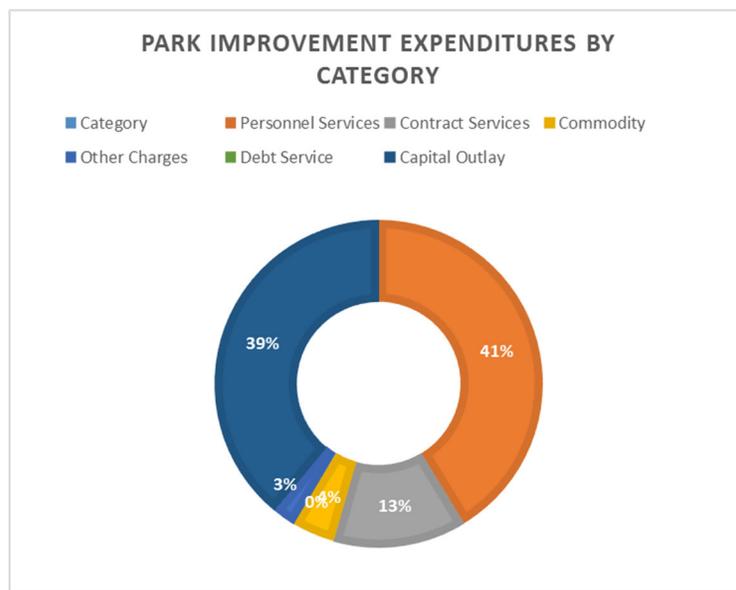
Ending Fund Balance 127,591

% of Total Budget 41.28% 13.15% 4.24% 2.30% 60.98% 39.02% 0.00% 100.00%

Projects Funded in 2020 Budget

- Construction of a skate park
- Coalridge playground improvements
- Trail development
- Centennial Park improvements
- Automatic door locks at park restrooms
- Frederick Recreation Area and Johnson Farm Park improvements
- Installation of bike parking at parks – ten sites

The chart below details the expenditures for the Park Improvement Fund by category. In 2020, the biggest expenditure will be capital outlay which includes the costs for construction of a skate park.



Park Improvement Fund Full Time Employees

Department	No. of Full Time Employees
Administration	.60
Operations	8.80
Total	9.40

Park Improvement Fund Goals and KPIs

In addition to the projects that have been funded in the 2020 Budget, the Park Improvement Fund establishes goals and key performance indicators that tie back to our strategic plan and are detailed below.

Park Improvement Fund Goals and Key Performance Indicators (KPI)**Strategic Foundation: Economic and Community Vitality****Objective:**

Community Vitality.

Strategy:

Provide and maintain park and trail systems within and between neighborhoods.

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of park improvement projects planned	N/A	1	4	
<i>Performance:</i>				
Percentage of projects completed on schedule	N/A	100	1	

Strategic Foundation: Community Amenities**Objective:**

1. Maintain and enhance the current culture, park and trail system

Strategy:

A. maintain the attractiveness and usability of our current amenities such as benches, shade structures, playgrounds

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Acres of parks	319	319	319	
<i>Performance:</i>				
Average star rating of the parks	3	3.2	3.5	
<i>Performance:</i>				
Hours spent maintaining parks and park related equipment	N/A	N/A	904	

OPEN SPACE FUND



OPEN SPACE FUND

The Open Space Fund was created for the purchase, development and maintenance of open space. The fund receives revenue from two sources: an open space fee that is assessed with each building permit for new construction and a one-half (.5) cent per dollar sales and use tax which became effective January 1, 2000.

The use of the Open Space Fund is defined in Section 4.93 of the Municipal Code as being used for open space acquisition, development and maintenance. As open space is intended to be “open”, development of open space is limited.

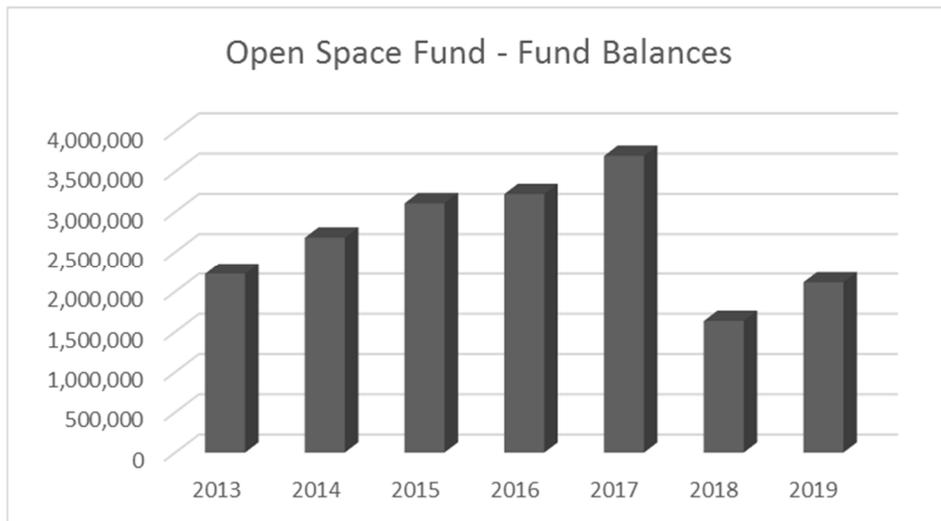
Trails - At the end of the 2019 fiscal year, there were 15.95 miles of town-owned trails.

Open Space - The town currently owns approximately 593 acres of open space which is spread throughout town.

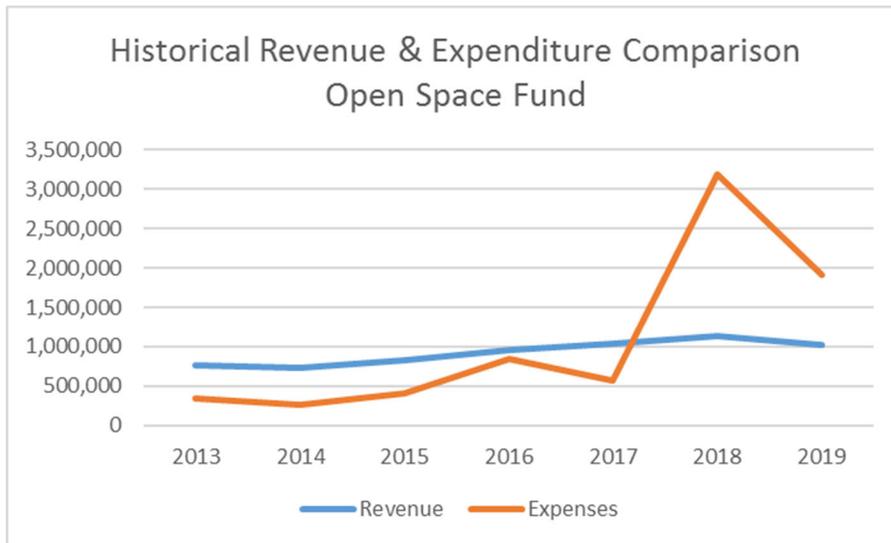


7 - Bulrush Open Space

Open Space Fund - Fund Balance and Fund Summary



The decreases in fund balance in 2018 and 2019 are the result of increased expenditures during those years. As the following graph illustrates, the town has had budget surpluses in the Open Space Fund from 2013 through 2017.



Note: This fund relies on revenues and transfers in - both are included as revenues in this chart.

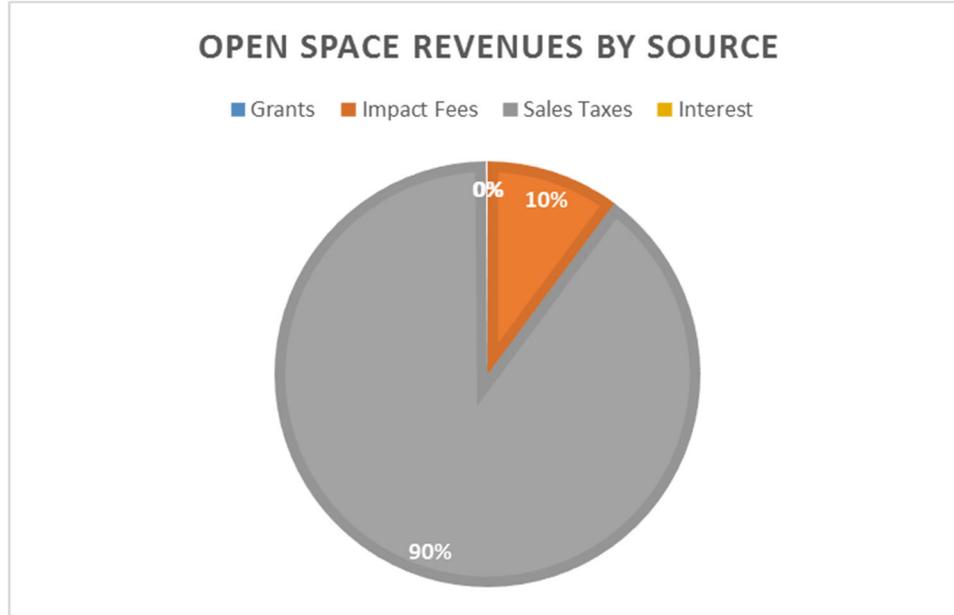
The 2020 Budget for the Open Space Fund includes revenues of \$836,000, an increase of \$185,500 compared to the 2019 Budget. The 2020 Budget includes expenditures of \$1,092,772. This amount is \$818,399 lower than what was budgeted in 2019. In 2019, expenditures were higher because there was money appropriated for additional capital projects.

Open Space Fund Budget

Open Space Fund	2018 Actuals	2019 Adopted Budget	2019 Year-End Estimates	2020 Proposed Budget
Beginning Fund Balance	3,696,748	1,634,771	1,634,771	2,116,163
<u>Revenues:</u>				
Taxes & Fees	1,113,792	717,000	905,852	835,000
Grants & Contributions	-	-	-	-
Earnings on Investment	13,537	1,000	6,500	1,000
Miscellaneous Revenue	-	303,500	-	-
Total Operating Revenues	1,127,329	1,021,500	912,352	836,000
<u>Expenditures:</u>				
Operations & Maintenance	278,056	444,780	327,960	344,272
Capital Outlay	2,908,643	1,405,793	103,000	746,000
<i>Transfers Out</i>	2,609	60,598	-	2,500
Total Expenditures	3,189,307	1,911,171	430,960	1,092,772
Excess (Deficiency) of Revenues and Other Sources over Expenditures	(2,061,978)	(889,671)	481,392	(256,772)
Ending Fund Balance	1,634,771	745,100	2,116,163	1,859,391

Open Space Fund Revenues

Revenues for this fund come from a one-half (.5) cent sales tax, impact fees, grants, transfers in and other miscellaneous sources. In the previous table, the miscellaneous category includes transfers in from other funds.



The Open Space Fund Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2020.

Open Space Fund Revenue Sources		
Source	Amount	% of Total
Grants	0	0%
Impact Fees	85,000	10%
Sales Taxes	750,000	90%
Interest	1,000	0%

Open Space Fund Expenditures

Expenditures in the Open Space Fund include operating costs of \$344,272 and capital outlay of \$746,000. The capital outlay includes funds for the Safe Routes to School project and vehicle and equipment replacements.

OPEN SPACE IMPROVEMENT FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Planning	0	35,000	0	0	35,000	234,000	---	269,000
Public Works	0	47,700	40,000	8,510	96,210	512,000	---	608,210
General Operations	213,062	0	0	0	213,062	---	---	213,062
Totals	\$213,062	\$82,700	\$40,000	\$8,510	\$344,272	\$746,000	\$0	\$1,090,272

Total Cash Available \$ 1,993,600

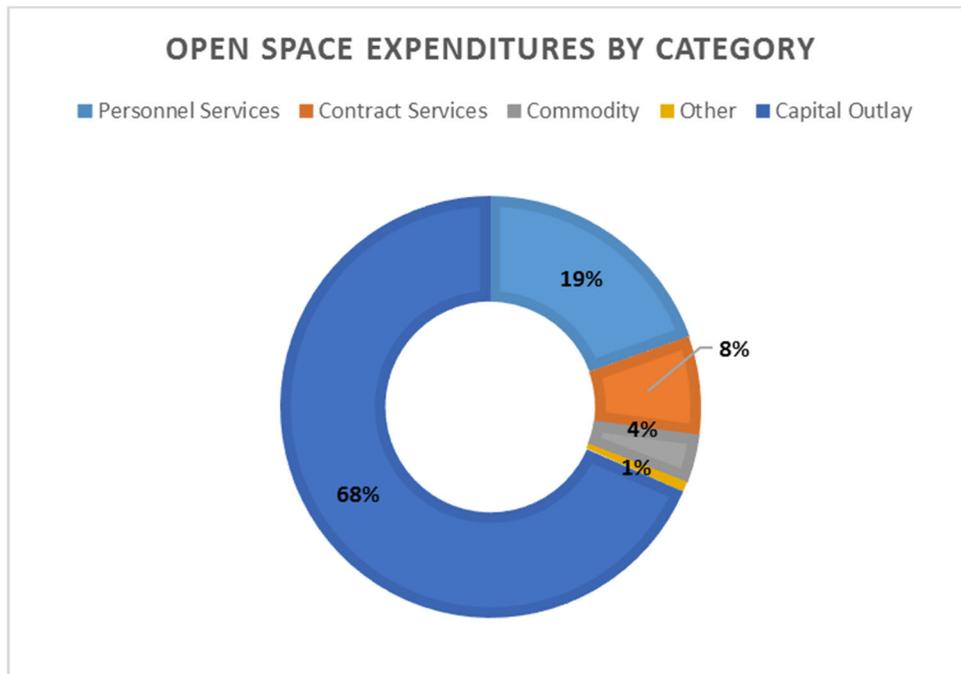
Ending Fund Balance 903,328

% of Total Budget 100.00%

Projects Funded in 2020 Budget

- Safe Routes to School trail
- Trail development
- Bulrush maintenance improvements
- Public Works vehicle and equipment replacements
- Skate park construction

The chart below details the expenditures for the Open Space Fund by category. In 2020, the biggest expenditure will be capital outlay, which includes the costs for the Safe Routes to School trail, skate park construction and trail expansion, and vehicle and equipment replacements.



Open Space Fund Full Time Employees

Department	No. of Full Time Employees
Administration	.65
Operations	3.15
Total	3.80

Open Space Fund Goals and KPI's

In addition to the projects that have been funded in the 2020 Budget, the Open Space Fund establishes goals and key performance indicators that tie back to our strategic plan and are detailed below.

Open Space Fund Goals and Key Performance Indicators (KPI)**Strategic Foundation: Economic and Community Vitality****Objective:**

Community Vitality.

Strategy:

Provide and maintain park and trail systems within and between neighborhoods.

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Linear feet of trails added.	100	1013.5	0	
<i>Performance:</i>				
Percent of trail projects completed on time and budget.	65%	100%	0%	

Strategic Foundation: Community Amenities**Objective:**

1. Maintain and enhance the current culture, park and trail system

Strategy:

A. maintain the attractiveness and usability of our current amenities such as benches, shade structures, playgrounds

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Acres of Open Space/Wetlands to maintain	406	406	406	
<i>Workload:</i>				
Miles of trails to maintain	15.5	15.95	15.95	

EVENTS FUND



EVENTS FUND

The Events Fund is responsible for the execution of the town's community events such as Miners Day, Frederick in Flight, DIY Day, Chainsaws and Chuckwagons, Tiny Terror Town, Finale Fridays and the Frederick Festival of Lights tree lighting in December. Frederick prioritizes community events as a way to engage the community, bring neighbors together and give businesses the opportunity to connect with their community. Creating and enhancing unique events also creates a regional draw to showcase the Town of Frederick and further brand recognition with a regional audience. They also provide entertainment for residents in a growing community where typical entertainment venues haven't taken root yet. With many of the events occurring downtown, they are also an integral strategy for downtown revitalization.

The Events Fund is a relatively new fund as it was created in October 2013. Revenues are derived primarily from donations and transfers from other funds.

FREDERICK DIY DAY - MAY 16

DIY Day is an event where local professionals and local experts come out and share their knowledge and expertise and help our residents learn something new. This event is intended to reinforce our Built on What Matters brand and encourage folks to roll up their sleeves and expand their talents.



FREDERICK IN FLIGHT - JUNE 26 - 28

Frederick in Flight is one of our biggest festivals, drawing folks from all over the region to see over thirty balloons take to the sky at once. Balloons launch in the mornings Friday, Saturday and Sunday and there is a balloon glow Saturday evening.



CHAINSAWS & CHUCKWAGONS - JULY 15 - 18

Chainsaws & Chuckwagons is a fun, unique event that features a four-day carving competition where professional chainsaw carvers transform large logs into works of art. There are food trucks, live entertainment, and quick carve auctions.



MINERS DAY - SEPTEMBER 19

This year marks the 17th year that Miner's Day will bring the community together to celebrate our history with entertainment, food and fun! The parade kicks off the day's events at 10:00 am and the fun continues all day with live music, kid's events, food trucks, a beer garden and vendor booths. The day ends with an amazing fireworks show that begins around 9:30 pm.



TINY TERROR TOWN - OCTOBER 24

Tiny Terror Town is the Town's annual Halloween event where the community can discover the tiniest frights on the Front Range, including the world's tiniest haunted house! This is a family friendly event that serves as a safe place for kids and families to trick-or-treat and enjoy Halloween activities.

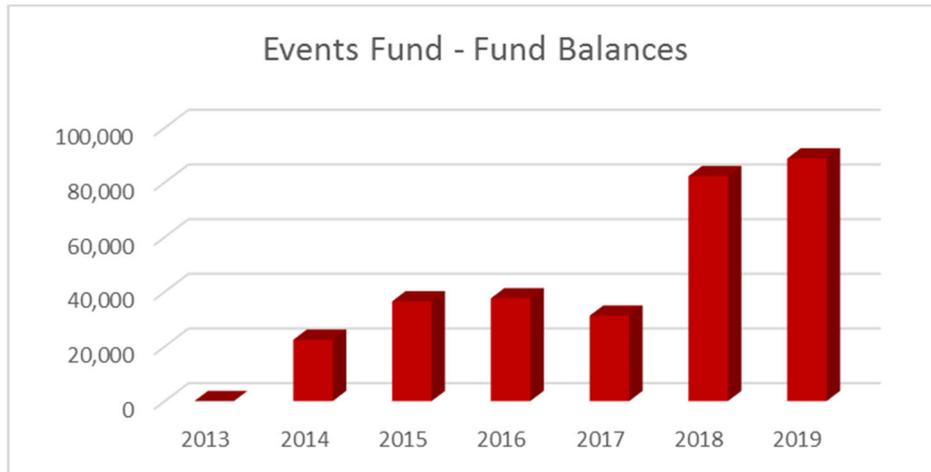


FESTIVAL OF LIGHTS - DECEMBER 5

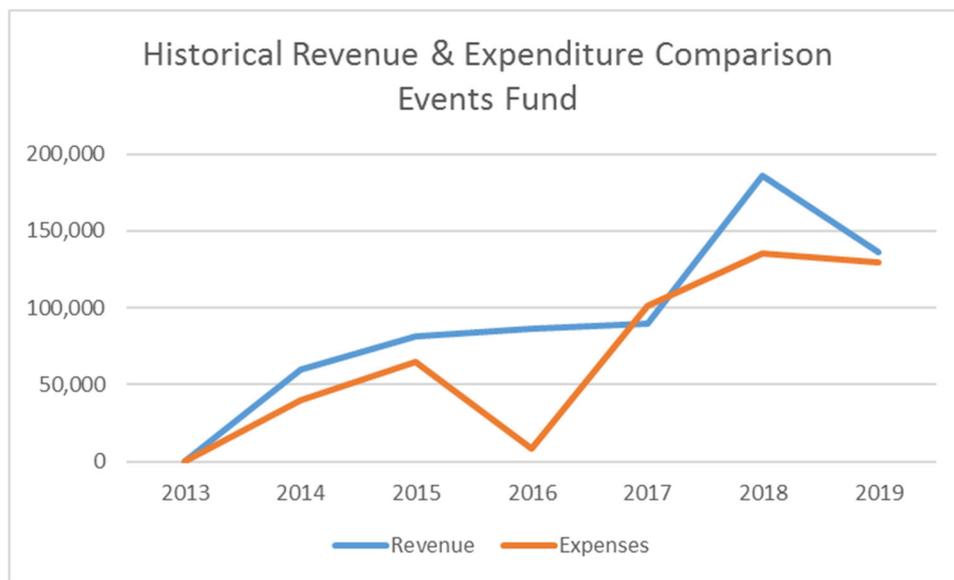
The annual tree lighting ceremony will include traditional festival fun including horse-drawn carriage rides, hot cocoa, ice carving, live music, parade and photos with Santa. It's an amazing start to the holiday season.



Events Fund - Fund Balance and Fund Summary



As the following graph illustrates, the town has had mostly budget surpluses since the fund’s inception in 2013.



Note: This fund relies on revenues and transfers in - both are included as revenues in this chart.

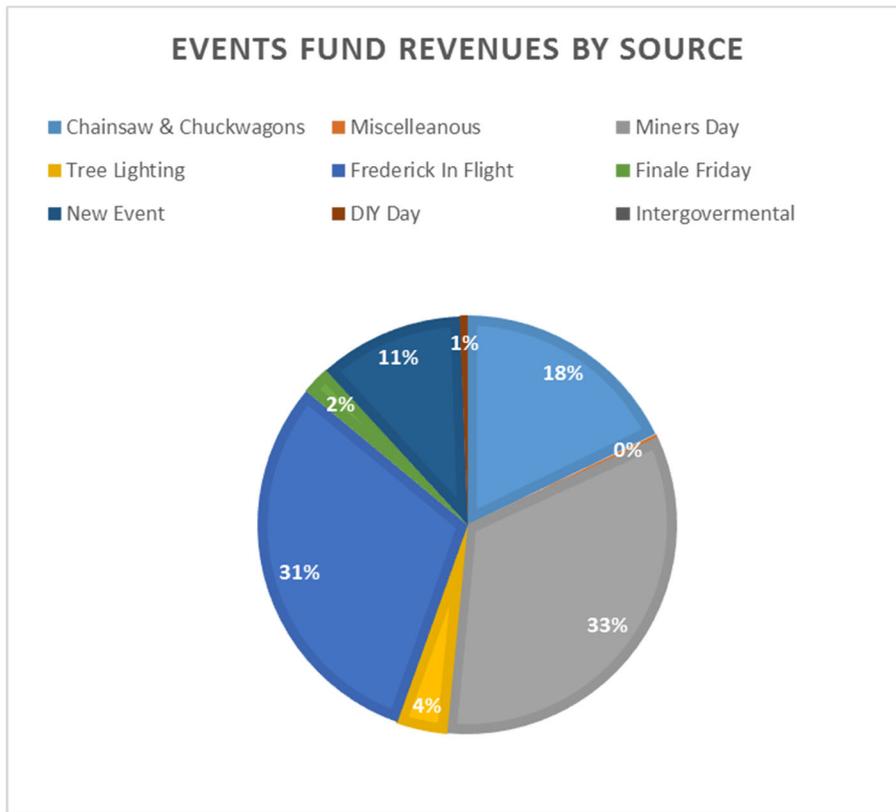
The 2020 Budget for the Events Fund includes revenues of \$91,250 and transfers in of \$40,000, an increase of \$14,350 compared to the 2019 Budget. The 2019 Budget includes expenditures of \$186,000. This amount is \$59,500 higher than what was budgeted in 2019. Individual events budgets increased in 2020 and there is a slight increase in capital in 2020.

Events Fund Budget

Events Fund	2018 Actuals	2019 Adopted Budget	2019 Year-End Estimates	2020 Proposed Budget
Beginning Fund Balance	31,232	82,270	82,270	88,747
<u>Revenues:</u>				
Grants & Contributions	117,380	76,900	96,053	91,250
Miscellaneous Revenue	-	-	-	-
<i>Transfers In</i>	69,000	40,000	40,000	40,000
Total Operating Revenues	186,380	116,900	136,053	131,250
<u>Expenditures:</u>				
Operations	127,836	126,500	129,576	183,500
Capital Outlay	7,507	-	-	2,500
<i>Transfers Out</i>	-	-	-	-
Total Expenditures	135,342	126,500	129,576	186,000
Excess (Deficiency) of Revenues and Other Sources over Expenditures	51,038	(9,600)	6,477	(54,750)
Ending Fund Balance	82,270	72,670	88,747	33,997

Events Fund Revenues

Revenues for this fund come from event sponsorships, donations and transfers in from other funds.



The Events Fund Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2020.

Events Fund Revenue Sources		
Source	Amount	% of Total
Tiny Terror Town	1,500	1%
Chainsaw & Chuckwagons	16,000	12%
Miscellaneos	250	0%
Miners Day	30,000	23%
Tree Lighting	3,500	3%
Frederick In Flight	27,500	21%
Finale Friday	2,000	2%
New Event	10,000	8%
DIY Day	500	0%
Intergovernmental	40,000	30%

Events Fund Expenditures

The Events Fund contains operating expenses related to hosting community events. The fund rarely has any capital or debt-related expenses.

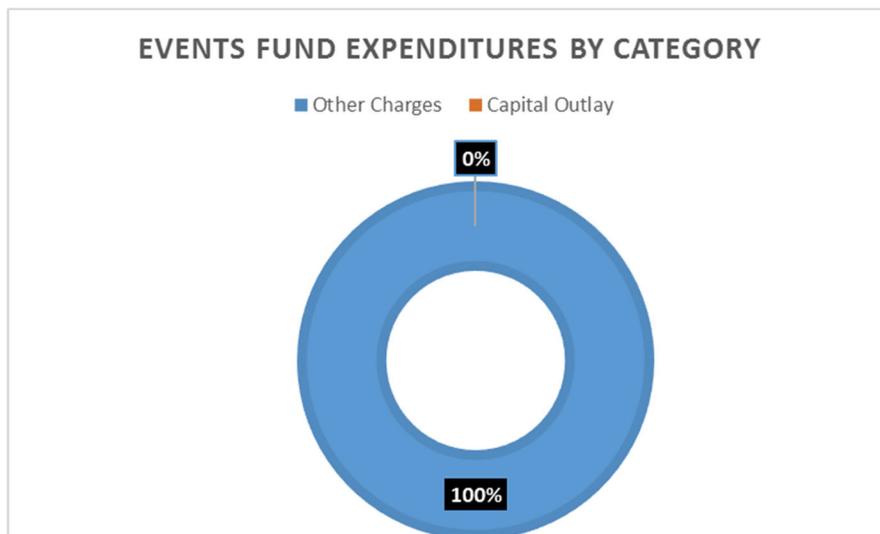
EVENTS FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Events	0	0	0	186,000	186,000	---	---	186,000
Totals	\$0	\$0	\$0	\$186,000	\$186,000	\$0	\$0	\$186,000
Total Cash Available								\$ 203,920
Ending Fund Balance								17,920
% of Total Budget	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%	100.00%

Projects Funded in 2020 Budget

- Miners Day
- Frederick in Flight
- Chainsaws and Chuckwagons
- Tree Lighting
- DIY Day
- Tiny Terror Town
- New Town Event

The chart below details the expenditures for the Events Fund by category.



Events Fund Full Time Employees

Department	No. of Full Time Employees
Administration	0
Operations	0
Total	0

Events Fund Goals and KPIs

In addition to the projects that have been funded in the 2020 Budget, the Events Fund establishes goals and key performance indicators that tie back to our strategic plan and are detailed below.

Events Fund Goals and Key Performance Indicators (KPI)

Strategic Foundation: Economic and Community Vitality

Objective:
Community Vitality

Strategy:
Actively engage with residents and other community members to promote awareness of and participation in town-sponsored and other community events and amenities

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of Events offered	24	25	19	
<i>Performance:</i>				
Number of Volunteer Hours	280	796	1134	

Strategic Foundation: Economic and Community Vitality

Objective:
Community Vitality

Strategy:
Partner with special districts and other outside agencies to strengthen our position as a regional cultural and recreational destination

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Hours spent on Sponsorship Recruitment	N/A	N/A	230	
<i>Performance:</i>				
Sponsorship Dollars	\$60,575	\$116,895	\$137,103.00	

CAPITAL FACILITIES FUND



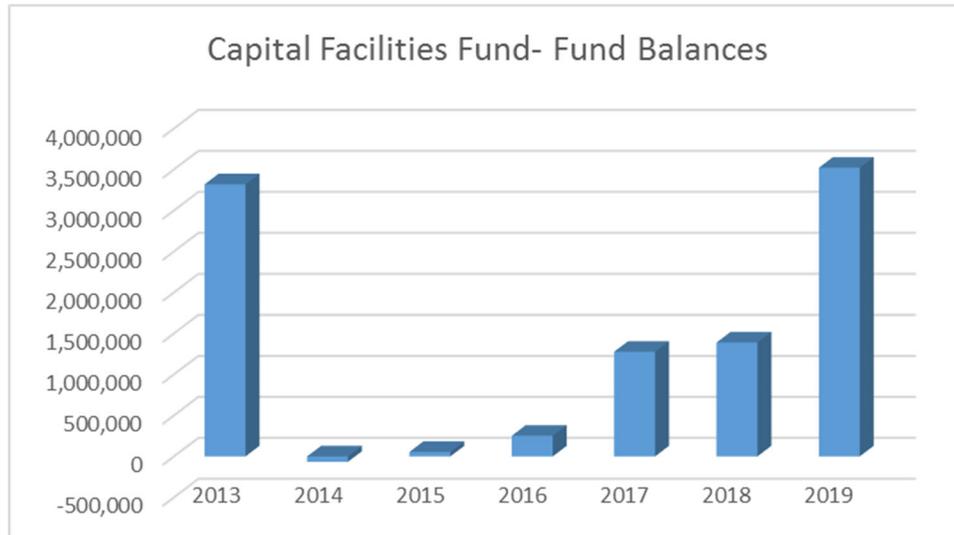
CAPITAL FACILITIES FUND

The Capital Facilities Fund was created to account for resources used for the acquisition, construction, and maintenance of assets and major capital facilities other than those financed by proprietary funds and trust funds. This fund was established to maintain a separate accounting of specific capital projects.

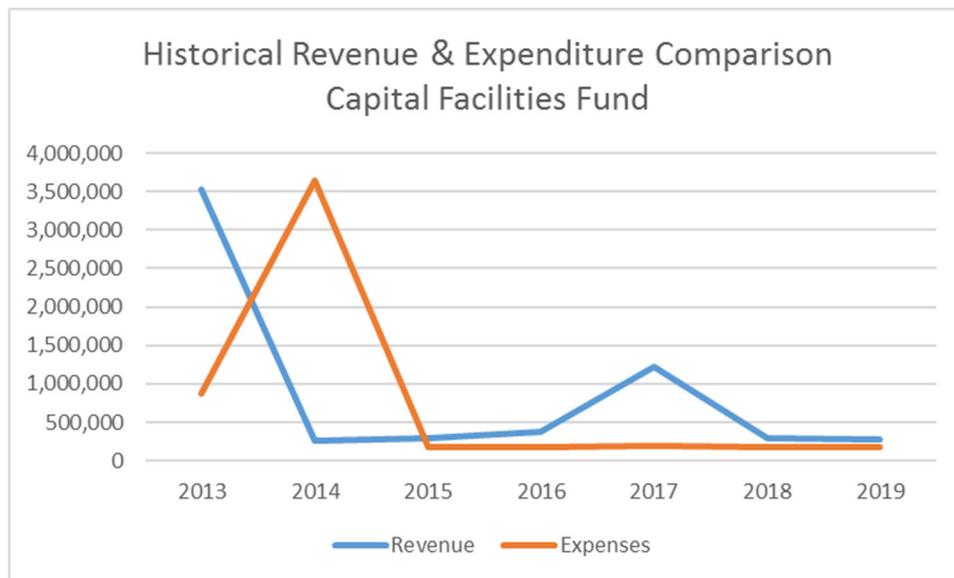


7 - Public Works Facility

Capital Facilities Fund – Fund Balance and Fund Summary



As the following graph illustrates, the town generally has small budget surpluses each year. The construction of a new public works facility impacted the revenues and expenditures in 2013 and 2014, and transfers in for 2019 are for future capital facility needs.



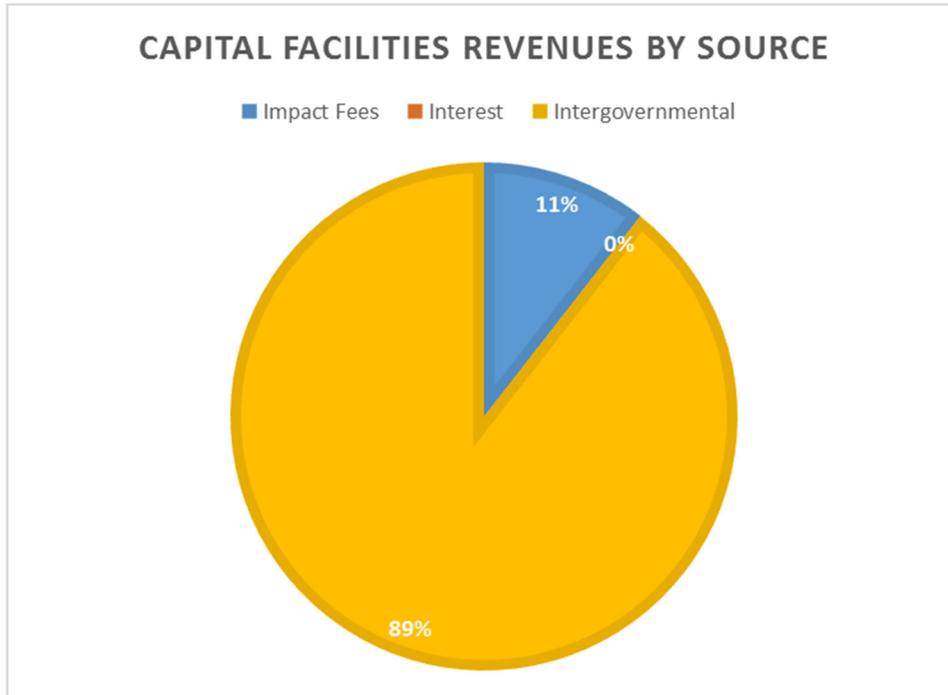
The 2020 Budget for the Capital Facilities Fund includes revenues of 278,500 and transfers in of \$2,177,291, an increase of \$153,409 compared to the 2019 Budget. The transfer into the fund is intended to be used on future capital facilities projects. The 2020 Budget includes expenditures of \$170,800. This amount is flat to what was budgeted in 2019.

Capital Facilities Fund Budget

Capital Facilities Fund	2018 Actuals	2019 Adopted Budget	2019 Year-End Estimates	2020 Proposed Budget
Beginning Fund Balance	1,277,190	1,389,915	1,389,915	3,520,997
<u>Revenues:</u>				
Taxes and Fees	266,191	226,400	349,682	278,000
Grants & Contributions	-	-	-	-
Miscellaneous Revenue	25,504	500	2,200	500
<i>Transfers In</i>	-	1,950,000	1,950,000	2,177,291
Total Operating Revenues	291,696	2,176,900	2,301,882	2,455,791
<u>Expenditures:</u>				
Capital Outlay	178,970	170,800	170,800	170,800
<i>Transfers Out</i>	-	-	-	-
Total Expenditures	178,970	170,800	170,800	170,800
Excess (Deficiency) of Revenues and Other Sources over Expenditures	112,725	2,006,100	2,131,082	2,284,991
Ending Fund Balance	1,389,915	3,396,015	3,520,997	5,805,988

Capital Facilities Fund Revenues

Revenues for this fund come primarily from impact fees, interest and transfers in from other funds.



The Capital Facilities Fund Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2020.

Capital Facilities Fund Revenue Sources		
Source	Amount	% of Total
Impact Fees	277,500	11%
Interest	1,000	0%
Intergovernmental	2,357,470	89%

Capital Facilities Fund Expenditures

The expenditures in this fund are related to capital outlay and debt service only. Currently, there is only debt service expense related to the lease purchase for the construction of the public works building.

CAPITAL FACILITIES FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Capital Facilities	0	0	0	1,000	1,000	---	169,800	170,800
Totals	\$0	\$0	\$0	\$1,000	\$1,000	\$0	\$169,800	\$170,800

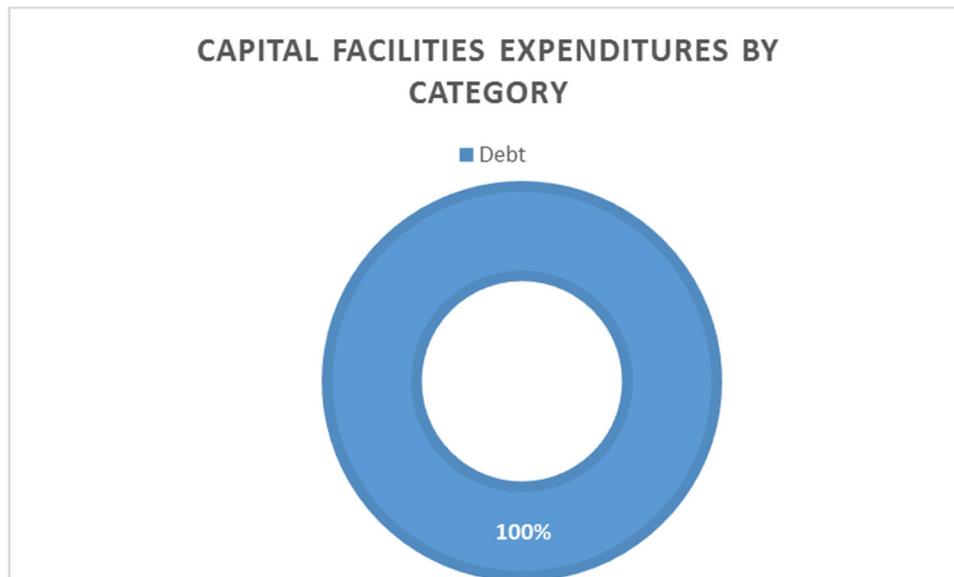
Total Cash Available \$ 6,031,985

Ending Fund Balance 5,861,185

Items Funded in 2020 Budget

- Debt payments associated with capital facilities

The chart below details the expenditures for the Capital Facilities Fund by category. Due to the nature of this fund, the only expenditure category in 2020 is debt service.



When projects are funded by the Capital Facilities Fund, goals and key performance indicators are assigned that tie back into our strategic plan. Currently, this fund does not have any new projects being funded in 2020.

GOLF COURSE FUND



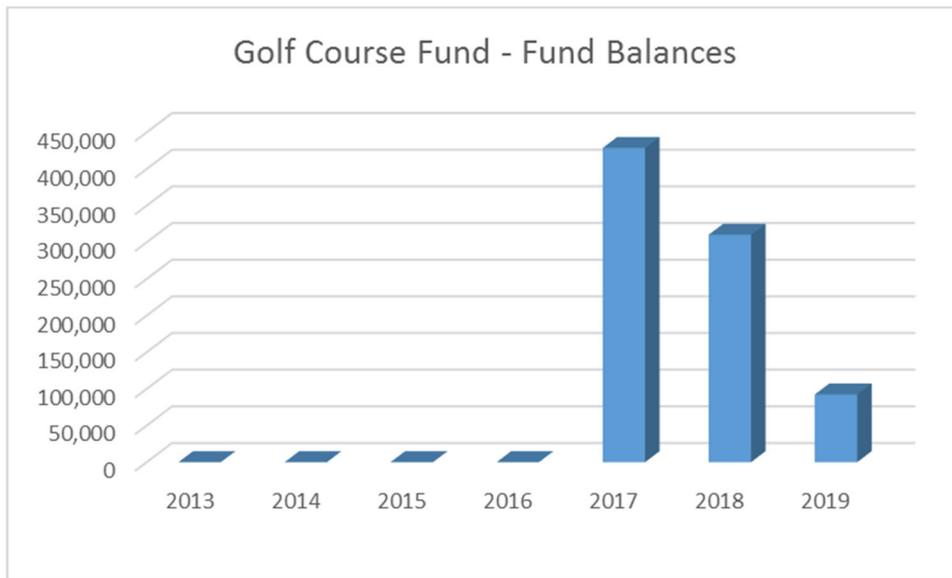
GOLF COURSE FUND

The Golf Course Fund was created in 2017 to account for the operation of the town owned Bella Rosa Golf Course, which was previously included in the Park Improvement Fund. Bella Rosa is a regulation nine-hole golf course. The facility includes the golf course, a pro shop, and a restaurant. The course is open year round and offers residents and visitors with an opportunity to get out and get some exercise and social time. The Golf Course offers a Men's League, a Women's League and Youth programming focused on getting the next generation excited about the sport of golf. Beginning in 2018, Bella Rosa started hosting many new events focusing on introducing a new audience to the sport. Some of these events include glow ball, family golf day, Craft Beer and Nine and Wine and Nine.

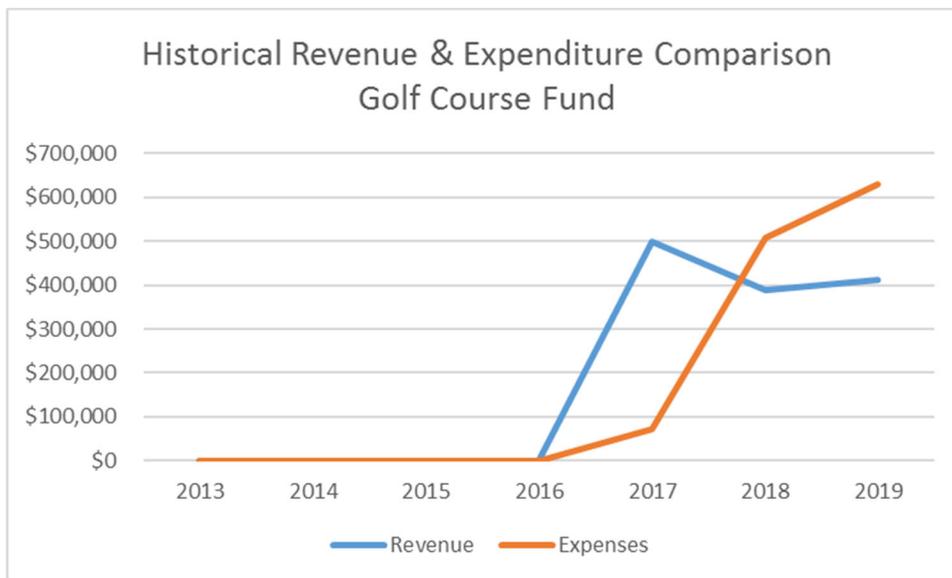


8 Bella Rosa Golf Course

Golf Course Fund - Fund Balance and Fund Summary



As a new fund for the Town of Frederick, the Golf Course Fund has limited historical data to report. The fund was started in 2017 using a transfer of funds from the General Fund.



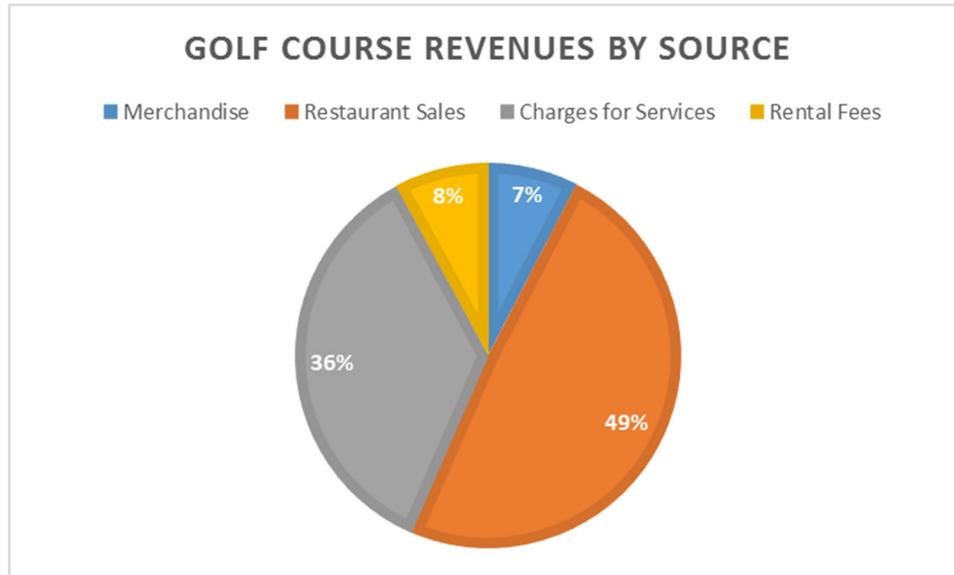
The 2020 Budget for the Golf Course Fund includes revenues of \$714,597 and expenditures of \$979,025.

Golf Course Fund Budget

Golf Fund	2018 Actuals	2019 Adopted Budget	2019 Year-End Estimates	2020 Proposed Budget
Beginning Fund Balance	428,627	310,208	310,208	92,369
<u>Revenues:</u>				
Grants & Contributions	-	-	-	-
Miscellaneous Revenue	389,041	450,715	412,376	714,597
<i>Transfers In</i>	-	-	-	172,059
Total Operating Revenues	389,041	450,715	412,376	886,656
<u>Expenditures:</u>				
Operations & Maintenance	507,460	632,680	618,015	937,483
Capital Outlay	-	12,200	12,200	41,542
<i>Transfers Out</i>	-	20,000	-	-
Total Expenditures	507,460	664,880	630,215	979,025
Excess (Deficiency) of Revenues and Other Sources over Expenditures	(118,419)	(214,165)	(217,839)	(92,369)
Ending Fund Balance	310,208	96,043	92,369	(0)

Golf Course Fund Revenue

Revenues for this fund come from green fees, the driving range, club rentals, cart rental, merchandise sales, restaurant sales, lessons and other miscellaneous sources.



The Golf Course Fund Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2020.

Golf Course Revenue Sources		
Source	Amount	% of Total
Merchandise	54,000	8%
Restaurant Sales	349,797	49%
Charges for Services	254,800	36%
Rental Fees	56,000	8%

Golf Course Fund Expenditures

The expenditures in this fund are all related to the operation and maintenance of Bella Rosa Golf Course and its new restaurant ‘The Back 9 at Bella Rosa’. As this is the third year that the town is operating the course, and first full year of restaurant operations, all of the expenses are fairly new and the 2020 Budget expenditures were projected based on existing contracts for items such as the golf carts and projected restaurant costs. The capital expenditures of \$41,542 are for purchases of equipment.

GOLF FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Golf Course	316,156	136,874	124,750	9,165	586,945	29,692	---	616,637
Golf Restaurant	211,166	19,457	111,700	8,215	350,538	11,850	---	362,388
Totals	\$527,322	\$156,331	\$236,450	\$17,380	\$937,483	\$41,542	\$0	\$979,025

Total Cash Available \$ 979,025

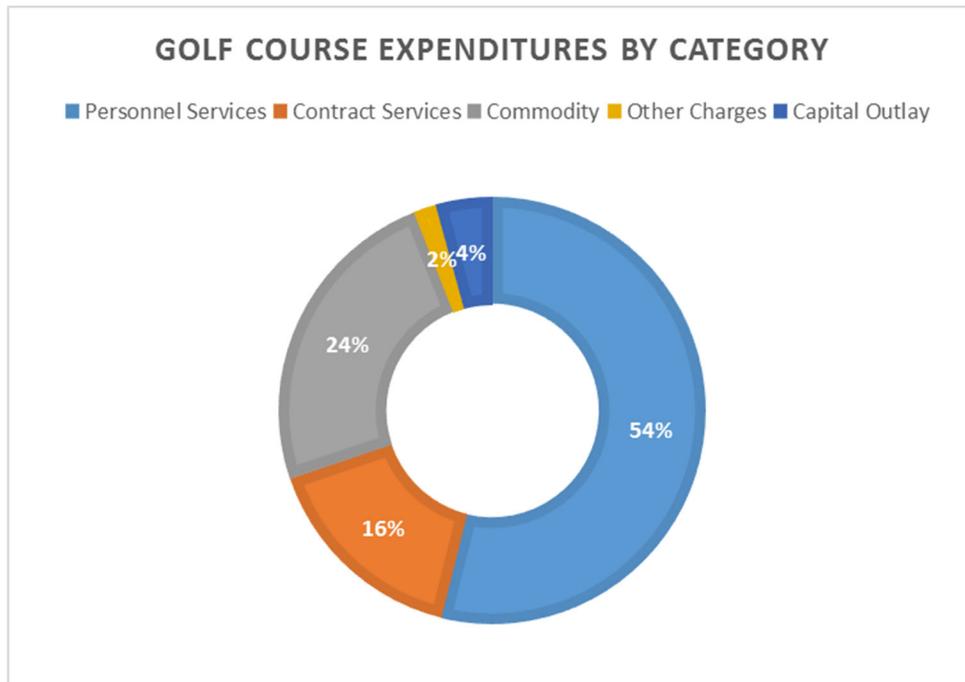
Ending Fund Balance 0

% of Total Budget 53.86% 15.97% 24.15% 1.78% 95.76% 4.24% 0.00% 100.00%

Projects Funded in 2020 Budget

- Golf cart leases
- Security system and cameras
- Equipment - Beverage cart and utility cart

The chart below details the expenditures for the Golf Course Fund by category.



Golf Course Fund Full Time Employees

Department	No. of Full Time Employees
Golf Course Operations	4.70
Golf Course Restaurant	4.10
Total	8.80

Golf Course Fund Goals and KPIs

In addition to the projects that have been funded in the 2020 Budget, the Golf Course Fund establishes goals and key performance indicators that tie back to our strategic plan and are detailed below.

Golf Course Fund Goals and Key Performance Indicators (KPI)**Strategic Foundation: Community Amenities****Objective:**

Plan, design and implement culture, park and trail improvements

Strategy:

Provide amenities to promote learning and creativity

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Juniors signed up for junior golf	N/A	100	110	
<i>Performance:</i>				
Juniors that completed junior program	N/A	98	107	

Strategic Foundation: Economic & Community Vitality**Objective:**

Community Vitality

Strategy:

Actively engage with residents to promote participation in town-sponsoerd and other community events and amenitie

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of golf outings rounds scheduled	N/A	525	620	
<i>Performance:</i>				
Number of golf outing rounds played	N/A	410	515	

Strategic Foundation: Economic & Community Vitality

Objective:

Community Vitality

Strategy:

Promote a healthy community by providing for community members to lead healthy and active lifestyles

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of annual passes sold	N/A	55	58	.
<i>Performance:</i>				
Annual pass revenue	N/A	\$ 27,540	\$29,050	

Performance:

Average number of rounds played by each annual passholder	N/A	22	\$30	
---	-----	----	------	--

Strategic Foundation: Economic & Community Vitality

Objective:

Community Vitality

Strategy:

Promote a healthy community by providing for community members to lead healthy and active lifestyles

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of punch cards sold	N/A	83	87	
<i>Performance:</i>				
Punch card revenues	N/A	\$ 6,460	\$6,699	

ART IN PUBLIC PLACES FUND



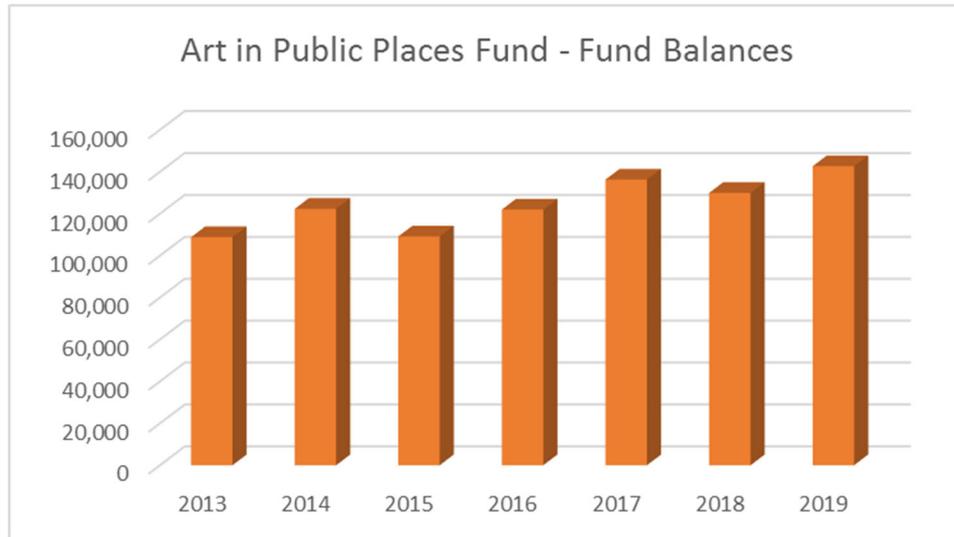
ART IN PUBLIC PLACES FUND

The Art in Public Places Program was created in 1999 to enhance the image of the town through the creation and placement of art within the community. The fund was established in November 2012 by Ordinance 1107, to account for the dedicated revenues for the acquisition of works of art, maintenance and repair of works of art, and the expenses for the administration of Art in Public Places. Revenues for this fund are primarily transfers from other funds. The transfers are based on one percent of construction costs for capital projects costing more than \$25,000.

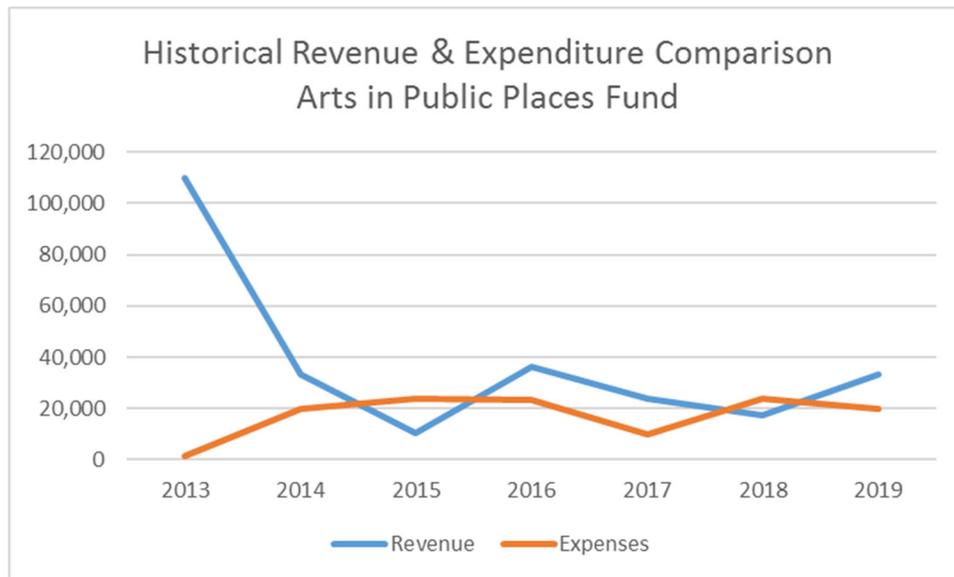
The Art in Public Places program is administered by the Frederick Arts Commission. The Commission is appointed by the Board of Trustees. One of the commission's core functions is to suggest placement of public art in the community. The Commission seeks to place interesting a unique pieces of art throughout the community such as wood sculpture, bronze sculpture, murals of various mixed media, modern sculpture and interactive pieces.



Art in Public Places Fund - Fund Balance and Fund Summary



As the following graph illustrates, the town revenues for this fund fluctuate a great deal. Historical expenditures have been fairly consistent, however, since there is a substantial fund balance in this fund, more art projects can be funded and higher expenditures are likely in the near future.



Note: This fund relies on revenues and transfers in - both are included as revenues in this chart.

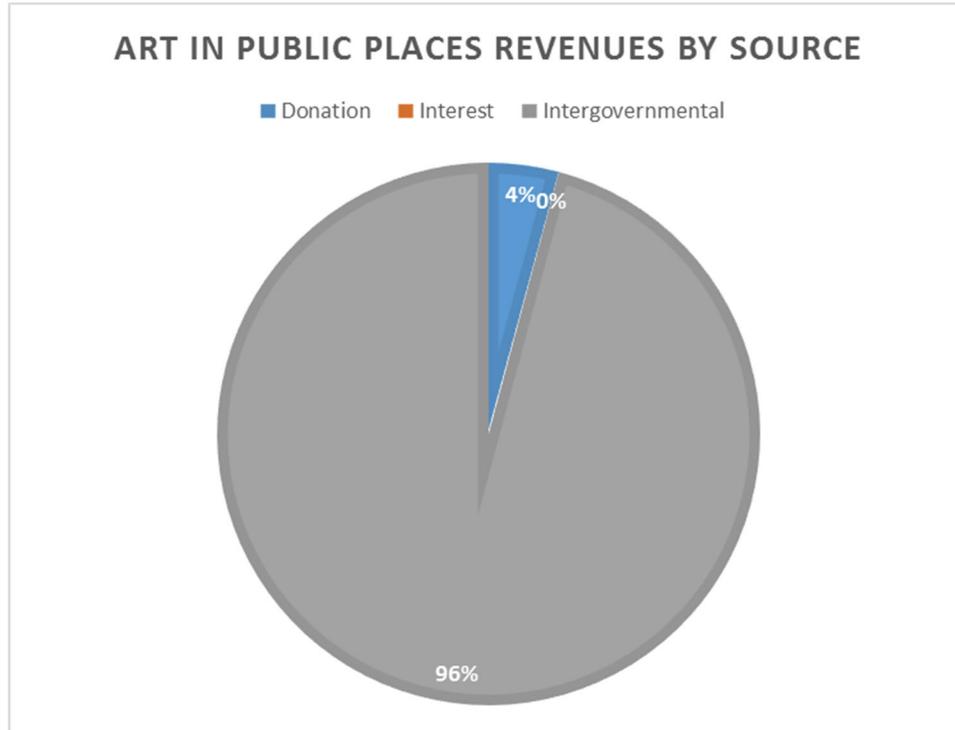
The 2020 Budget for the Art in Public Places Fund includes revenues of \$1,000 and transfers in of \$23,000, a decrease of \$9,478 compared to the 2019 Budget. The 2020 Budget includes expenditures of \$20,000. This amount is \$120,500 lower than what was budgeted in 2019. The primary budgeted project that was included in the 2019 budget was funding for art for the skate park which has been shifted to 2020 due to skate park construction.

Art in Public Places Budget

Art in Public Places Fund	2018 Actuals	2019 Adopted Budget	2019 Year-End Estimates	2020 Proposed Budget
Beginning Fund Balance	136,243	129,916	129,916	142,644
<u>Revenues:</u>				
Grants & Contributions	-	-	-	-
Miscellaneous Revenue	1,172	1,000	250	1,000
<i>Transfers In</i>	16,264	32,478	32,478	23,000
Total Operating Revenues	17,436	33,478	32,728	24,000
<u>Expenditures:</u>				
Operations & Maintenance	-	20,000	2,500	10,000
Capital Outlay	23,762	120,500	17,500	10,000
<i>Transfers Out</i>	-	-	-	-
Total Expenditures	23,762	140,500	20,000	20,000
Excess (Deficiency) of Revenues and Other Sources over Expenditures	(6,326)	(107,022)	12,728	4,000
Ending Fund Balance	129,916	22,894	142,644	146,644

Art in Public Places Revenue

Revenues for this fund come from donations, art shows, and transfers from other funds. The transfers from other funds is by far the biggest revenue source. The municipal code in Frederick requires a contribution to the Art in Public Places Fund for all construction projects funded by the town. The contribution amount is equal to one percent of the construction costs for all projects with a value that exceeds \$25,000.



The Art in Public Places Fund Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2020.

Art in Public Places Fund Revenue Sources		
Source	Amount	% of Total
Donation	1,000	4%
Interest	0	0%
Intergovernmental	23,000	96%

Art in Public Places Fund Expenditures

This fund has expenditures that are related to art projects. The \$20,000 in expenditures are classified as nonrecurring capital outlay and contract services for maintenance.

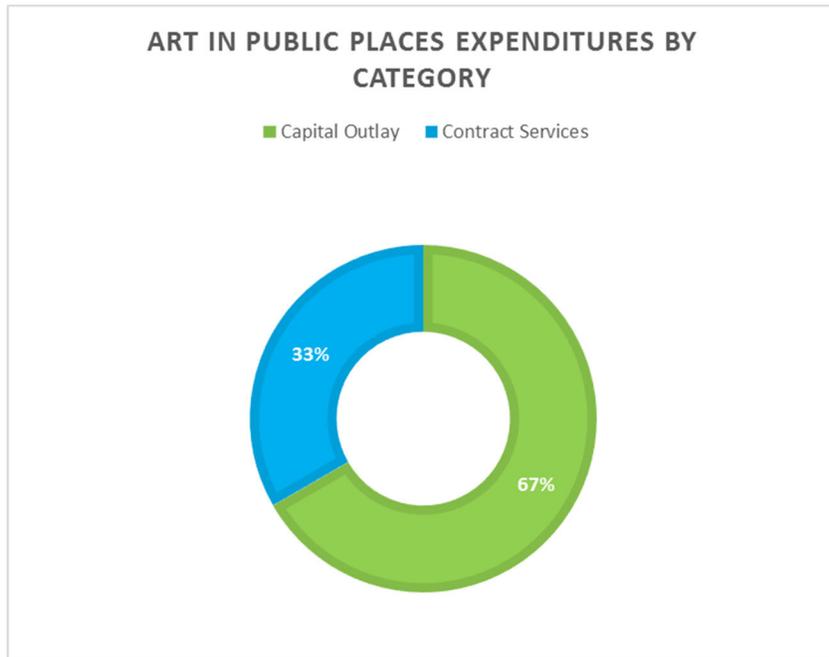
ARTS FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Art in Public Places	0	10,000	0	0	10,000	10,000	---	20,000
Totals	\$0	\$10,000	\$0	\$0	\$10,000	\$10,000	\$0	\$20,000
Total Cash Available								\$ 46,894
Ending Fund Balance								26,894
% of Total Budget	0.00%	50.00%	0.00%	0.00%	50.00%	50.00%	0.00%	100.00%

Projects Funded in 2020 Budget

- Skate park art piece

The chart below details the expenditures for the Art in Public Places Fund by category. Due to the nature of this fund, the only expenditure category in 2020 is capital outlay.



Art in Public Places Fund Goals and KPIs

In addition to the projects that have been funded in the 2020 Budget, the Art in Public Places Fund establishes goals and key performance indicators that tie back to our strategic plan and are detailed below.

Art in Public Places Fund Goals and Key Performance Indicators (KPI)

Strategic Foundation: Community Amenities

Objective:

Plan, design and implement culture, park and train improvements

Strategy:

Provide innovative, creative and interactive features in parks, trails, and cultural amenities to promote learning and cre:

Measure:	2017	2018	2019	Comments
<i>Workload:</i>				
Number of new art pieces placed in the community	14	14	10	
<i>Performance:</i>				
Number of new art pieces placed within 90 days of completion of the piece	10	4	0	

Strategic Foundation: Community Amenities

Objective:

Maintain and enhance the current culture, park and trail systems

Strategy:

Maintain condition assessment and maintenance program for man-made amenities

Measure:	2017	2018	2019	Comments
<i>Workload:</i>				
Number of art pieces that received regular maintenance	41	35	46	
<i>Performance:</i>				
Percentage of art pieces that needed maintenance and received it	100%	100%	100%	

HISTORIC PRESERVATION FUND



HISTORIC PRESERVATION FUND

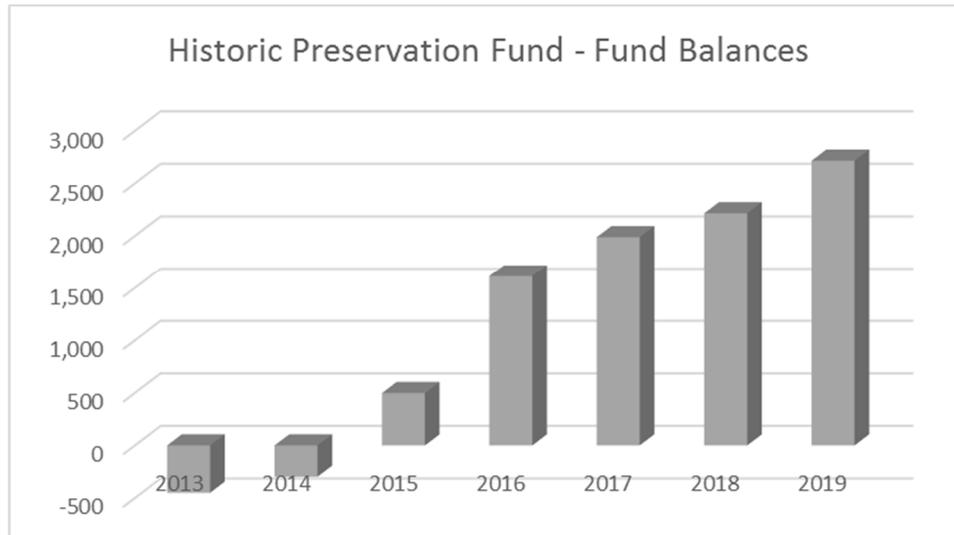
The Historic Preservation Fund was established September of 2013. In 2013 Historic Preservation Commission Member W. Sean Scott authored *Around Frederick* a history book about Frederick. Mr. Scott requested that the royalty payments from the sale of his book be given to the town. This fund is used to account for those royalties and any expenses deemed appropriate.

The Historic Fund is utilized by the Historic Preservation Advisory Commission. The Commission is appointed by the Board of Trustees and works to preserve the rich history of the Town of Frederick. To this end, the Commission assists in the management of the Frederick Museum which is the only museum in the Carbon Valley area. The commission focuses on preservation of documents, cataloging and inventorying the town's collection of historic items and assisting town staff in the preservation in areas of historical significance.

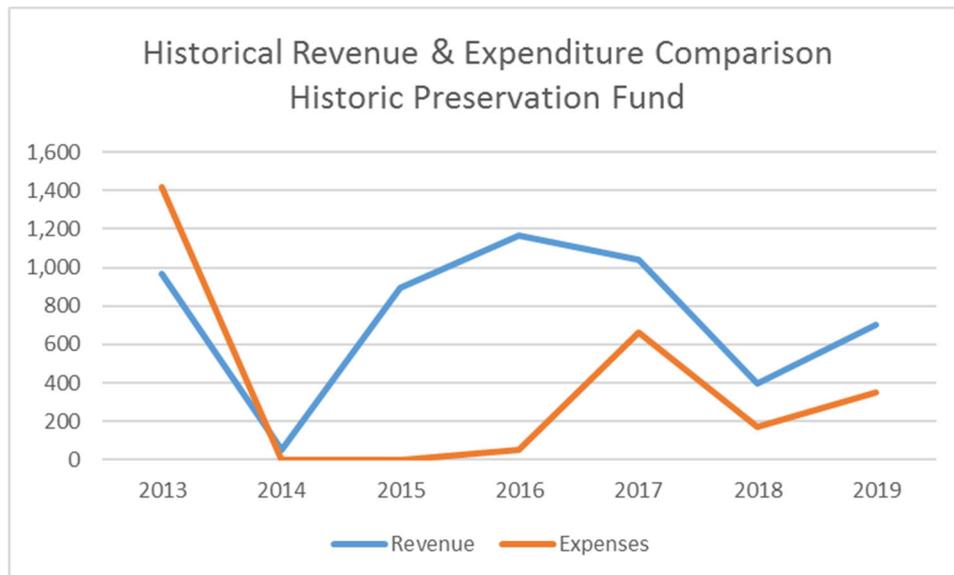


9 - Historic City Hall in Crist Park

Historic Preservation Fund - Fund Balance and Fund Summary



This is a fairly small fund with relation to fund balance and as the following graph illustrates, the town revenues for this fund fluctuate a great deal as do the expenditures.



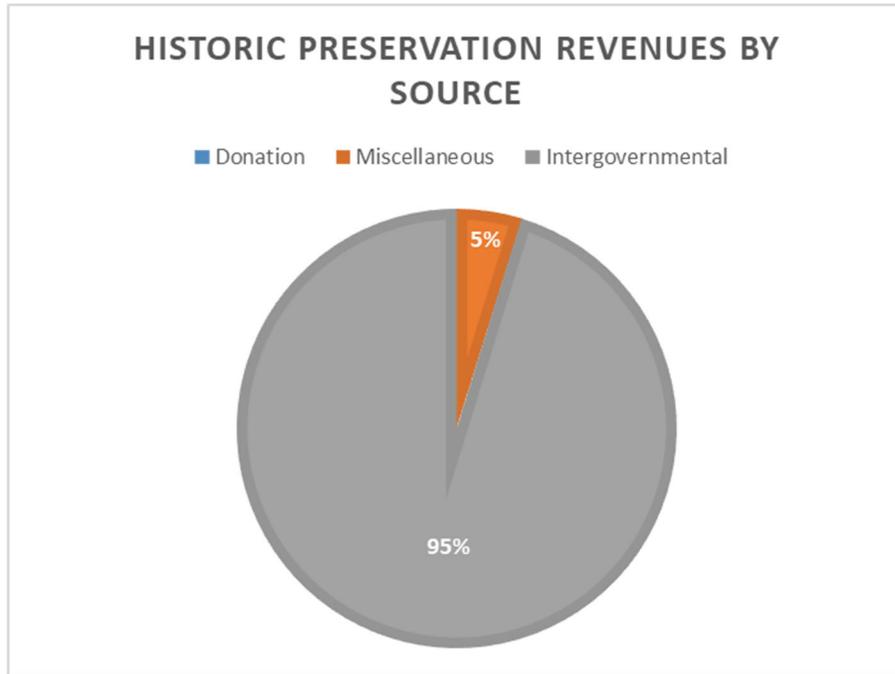
The 2020 Budget for the Historic Preservation Fund includes revenues of \$1,050. There are no grant revenues budgeted in 2020. The 2020 Budget includes expenditures of \$1,000. This amount reflects no change from the 2019 budget.

Historic Preservation Fund Budget

Historic Preservation Fund	2018 Actuals	2019 Adopted Budget	2019 Year-End Estimates	2020 Proposed Budget
Beginning Fund Balance	1,989	2,216	2,216	2,716
<u>Revenues:</u>				
Grants & Contributions	258	1,000	500	1,000
Miscellaneous Revenue	140	50	500	50
<i>Transfers In</i>	-	-	-	-
Total Operating Revenues	398	1,050	1,000	1,050
<u>Expenditures:</u>				
Operations & Maintenance	171	1,000	500	1,000
Capital Outlay	-	-	-	-
<i>Transfers Out</i>	-	-	-	-
Total Expenditures	171	1,000	500	1,000
Excess (Deficiency) of Revenues and Other Sources over Expenditures	227	50	500	50
Ending Fund Balance	2,216	2,266	2,716	2,766

Historic Preservation Fund Revenues

Revenues for this fund come from royalties, grants, donations and transfers in.



The Historic Preservation Fund Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2019.

Historic Preservation Fund Revenue Sources		
Source	Amount	% of Total
Donation	1,000	95%
Miscellaneous	50	5%
Intergovernmental	0	0%

Historic Preservation Fund Expenditures

The expenditures for this fund are all operational in nature.

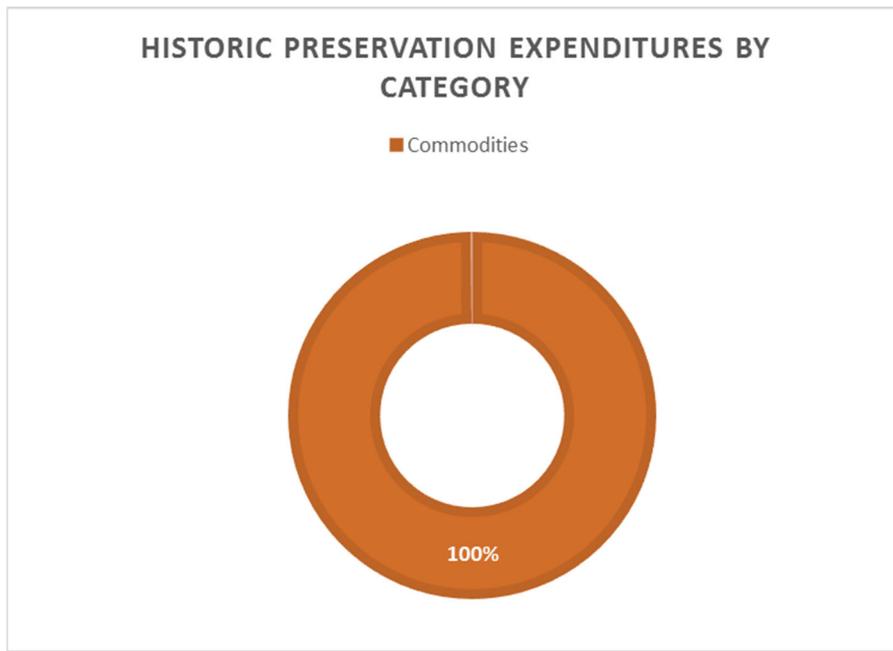
HISTORIC FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Historic Preservation	0	0	1,000	0	1,000	---	---	1,000
Totals	\$0	\$0	\$1,000	\$0	\$1,000	\$0	\$0	\$1,000
Total Cash Available								\$ 3,316
Ending Fund Balance								2,316
% of Total Budget	0.00%	0.00%	100.00%	0.00%	100.00%	0.00%	0.00%	100.00%

Projects Funded in 2020 Budget

- Museum maintenance

The chart below details the expenditures for the Historic Preservation Fund by category. Due to the nature of this fund, the only expenditure category in 2020 is commodities.



Historic Preservation Fund Goals and KPIs

In addition to the projects that have been funded in the 2020 Budget, the Historic Preservation Fund establishes goals and key performance indicators that tie back to our strategic plan and are detailed below.

Historic Preservation Fund Goals and Key Performance Indicators

Strategic Foundation: Community Amenities

Objective:

Plan, Design and Implement Culture, Park and Trail Improvements

Strategy:

Provide Innovate, creative, and interactive features in parks, trails and cultural amenities to promote learning and crea

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of town events that the historic commission could participate in	N/A	1	8	
<i>Performance:</i>				
Number of events that the historic commission did participate in	N/A	1	2	

PROPRIETARY FUNDS



WATER FUND



WATER FUND

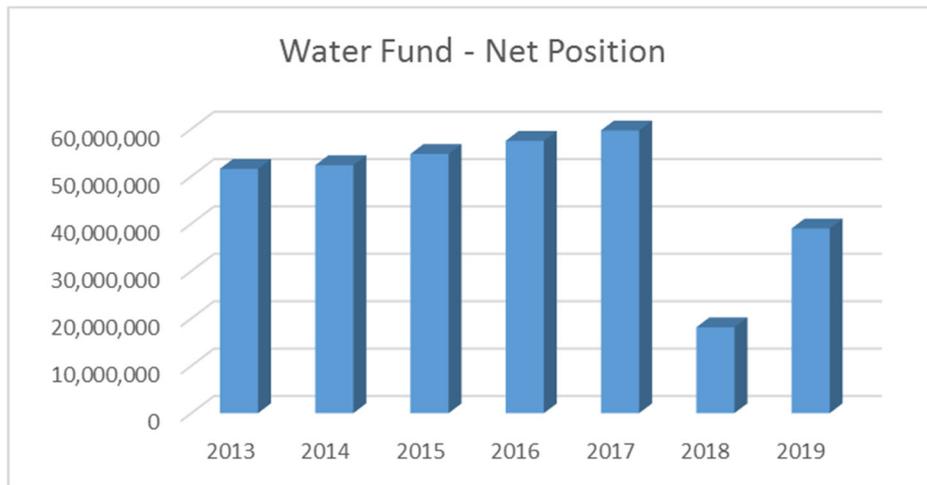
The Town of Frederick Water Fund is an enterprise fund responsible for the operations, maintenance and capital related items of all of the town water distribution system. This includes the repair and installation of lines into the system, reading of all meters for billing purposes, and monitoring the testing and compliance of the distribution system. The fund includes plant investment fees collected at the time builders apply for a building permit for a new residence or business. These fees are used for the extension of waterlines or other improvement to Frederick's water system driven by the increased demand by customers and areas serviced in Frederick. In recent years, a major role of this fund has been to fund the development of a raw water irrigation system. This allows existing and future residents to use lower cost untreated irrigational water and preserve high quality mountain water supplies, such as Colorado-Big Thompson (CBT), for potable water needs for the future demands of the water utility.

Before a building permit can be issued for any new construction, the applicant must dedicate water rights to the town or at the discretion of the Town Board, pay the town cash in lieu of the dedication requirement. The water dedication requirement for a single family dwelling unit with a 5/8" tap is 1.0 shares of CBT water. If a permit applicant pays cash in lieu, the cash is held in this fund and is used by the town to purchase water rights. The town now has the ability to purchase some shares of CBT up to the cap as determined by the policies of Northern Water, who manages and operates the CBT system. The town also considers opportunities to acquire native water rights through the purchase of shares in local irrigation companies.

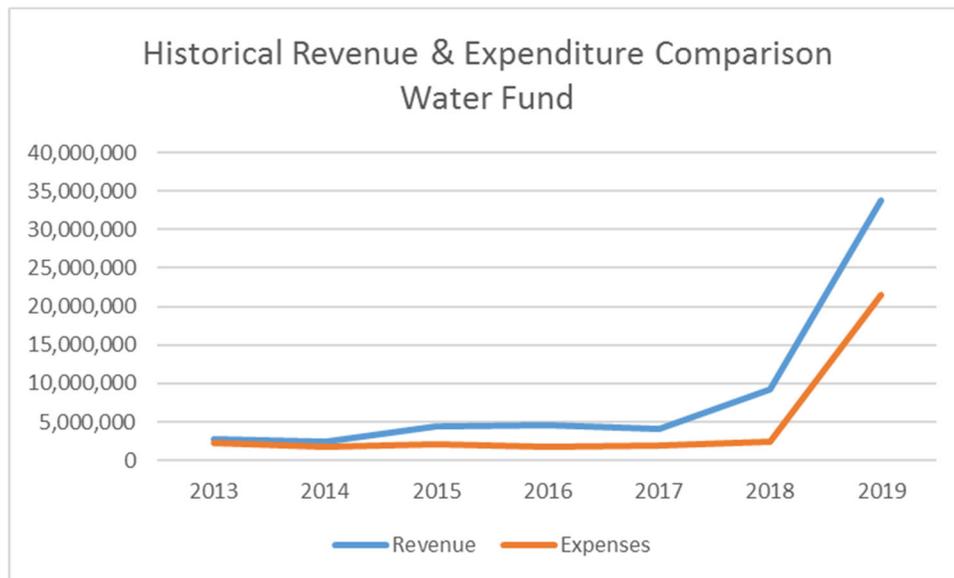
The Town Board has elected to participate in the Northern Integrated Supply Project (NISP) as the best alternative to meet the town's potable water supply needs out to 2030. This high quality water supply would provide the town with a firm yield of 2,600 acre feet of water per year. NISP would develop a new water supply for the region by storing water that now flows unused out of Colorado, beyond what is required through river compacts.

In order to fund the NISP project, complete approved capital improvement projects and maintain the existing infrastructure, it will be necessary to consider water rate increases.

Water Fund - Fund Balance and Fund Summary



The increases in net position in prior years are the result of budget surpluses. As the following graph illustrates, the town has had budget surpluses in the Water Fund until recent water purchases.



Note: This graph reflects all revenues and expenses.

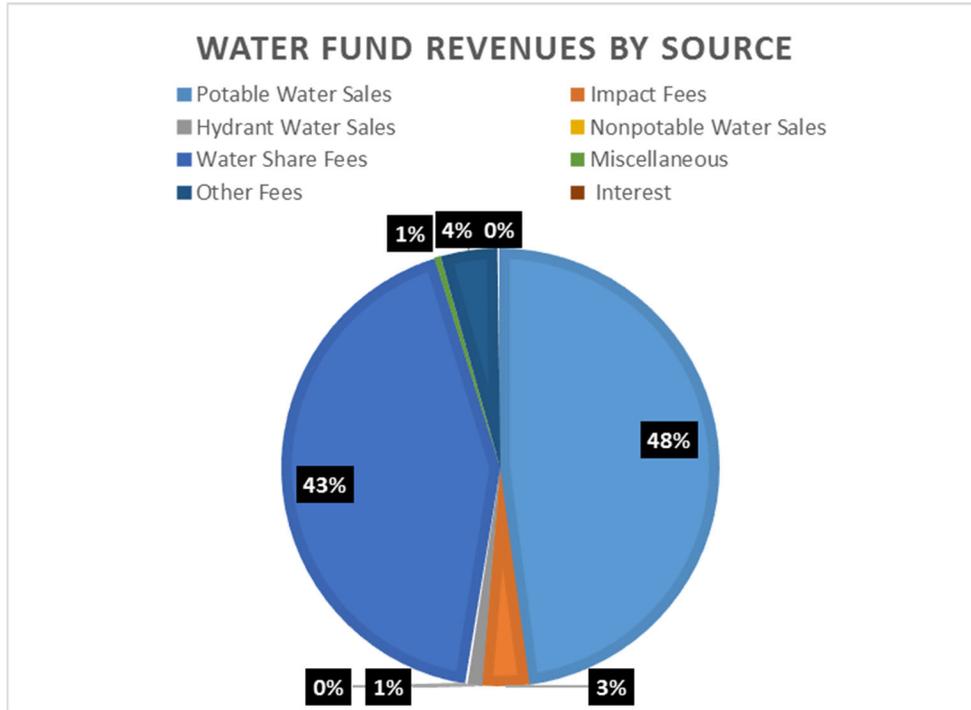
The 2020 Budget for the Water Fund includes total revenues of \$4,697,200. This is a substantial decrease over the past year as the Water Fund received funds from the Electric Fund in 2019, a transaction with a value of approximately \$27,416,655, due to the sale of the utility and the closure of the Electric Fund. The 2020 Budget includes total expenditures of \$8,643,468. Costs anticipated in 2020 include capital costs of \$5,150,000 for participation in NISP and Windy Gap.

Water Fund Budget

Water Fund	2018 Actuals	2019 Adopted Budget	2019 Year-End Estimates	2020 Proposed Budget
Beginning Fund Balance	11,331,925	18,155,834	18,155,834	38,983,530
<u>Revenues:</u>				
Charges for Services	2,999,867	2,261,000	2,987,365	2,399,200
Miscellaneous Revenue	82,591	1,501,000	118,456	23,000
Total Operating Revenues	3,082,458	3,762,000	3,105,821	2,422,200
<u>Expenses:</u>				
Operations and Maintenance	2,039,293	3,521,500	1,846,982	2,436,468
Capital	-	4,675,000	6,614,986	5,832,000
Depreciation	319,326	365,000	365,000	375,000
Debt	-	-	-	-
<i>Transfers Out</i>	-	13,005,750	13,005,750	-
Total Operating Expenses	2,358,619	21,567,250	21,832,718	8,643,468
Operating Income (Loss)	723,839	(17,805,250)	(18,726,897)	(6,221,268)
<u>Non-Operating Revenues (Expenses)</u>				
Tap Fees	79,550	125,000	201,365	100,000
Capital Investment Fees	5,985,823	2,534,800	11,921,573	2,165,000
Transfer In	-	27,416,655	27,416,655	-
Interest Expense	34,696	6,500	15,000	10,000
Total Non-Operating Revenues (Expenses)	6,100,070	30,082,955	39,554,593	2,275,000
Excess (Deficiency) of Revenues and Other Sources over Expenses	6,823,909	12,277,705	20,827,696	(3,946,268)
Ending Fund Balance	18,155,834	30,433,539	38,983,530	35,037,262

Water Fund Revenues

Water Fund revenues are primarily made up of water sales to customers, impact fees, tap fees and hydrant water sales. The chart below shows the proportion of each major revenue source to the total Water Fund revenues.



The Water Fund Revenue Sources table below lists the major revenue sources, as well as the amounts that are projected for 2020.

Water Fund Revenue Sources		
Source	Amount	% of Total
Potable Water Sales	2,250,000	48%
Impact Fees	160,000	3%
Hydrant Water Sales	50,000	1%
Nonpotable Water Sales	10,000	0%
Water Share Fees	2,000,000	43%
Miscellaneous	22,000	0%
Other Fees	195,200	4%
Interest	10,000	0%

Water Fund Expenditures

The expenditures in this fund include operational costs of \$2,811,468, and capital outlay of \$5,832,000. Of the \$5,832,000 capital, \$5,150,000 is recurring and is associated with infrastructure projects related to water acquisition (NISP.) The remaining \$682,000 is nonrecurring and is associated with water infrastructure and a water study.

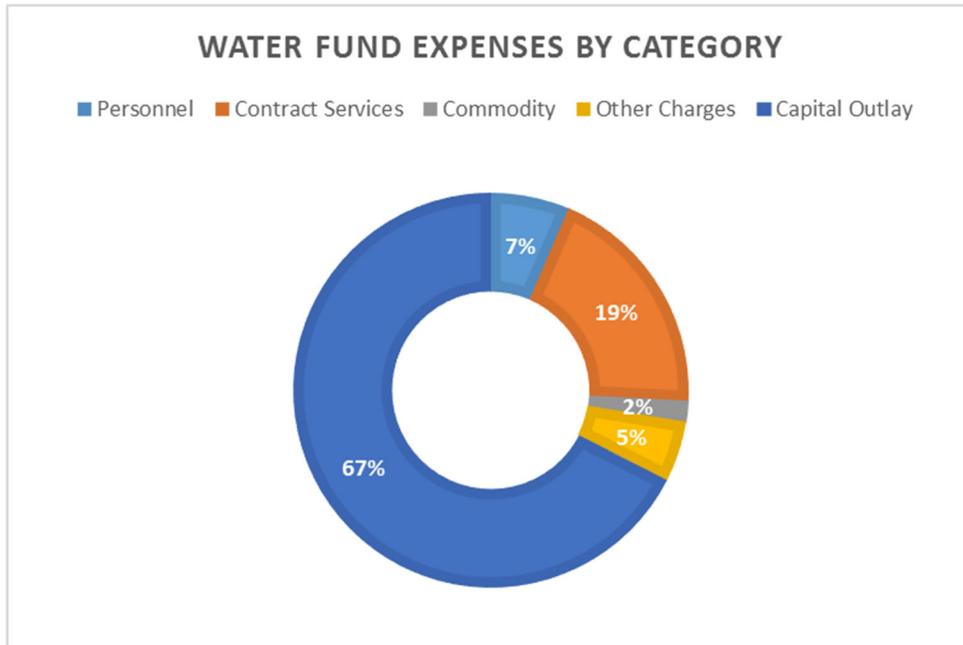
WATER FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
General Admin	215,592	155,098	0	25,000	395,690	---	---	395,690
General Operations	344,366	0	0	401,200	745,566	---	---	745,566
Engineering	0	1,426,712	0	1,000	1,427,712	5,729,000	---	7,156,712
Public Works	0	90,300	152,200	0	242,500	103,000	---	345,500
Totals	\$559,958	\$1,672,110	\$152,200	\$427,200	\$2,811,468	\$5,832,000	\$0	\$8,643,468
Total Cash Available								\$ 35,130,739
Ending Fund Balance								26,487,271
% of Total Budget	6.48%	19.35%	1.76%	4.94%	32.53%	67.47%	0.00%	100.00%

Projects Funded in 2020 Budget

- Potable Water Master Plan
- Water Conservation Plan update
- Windy Gap Water allocation
- Raw water line extension
- NISP Water allocation
- Centennial Pond and Milavec Lake aerators

The chart below details the expenditures for the Water Fund by category. Clearly in 2020 the biggest expenditure will be for Debt and Capital Outlay, which includes costs for the NISP and Windy Gap water projects. The other charges category is also a large expenditure because it includes pass through costs for new water taps that are paid to Central Weld County Water District.



Water Fund Full Time Employees

Department	No. of Full Time Employees
Administration	2.20
Operations	3.75
Total	5.95

Water Fund Goals and KPIs

In addition to the projects that have been funded in the 2020 Budget, the Water Fund establishes goals and key performance indicators that tie back to our strategic plan and are detailed below.

Water Fund Goals and Key Performance Indicators (KPI)

Strategic Foundation: Community Safety

Objective:

Provide and maintain public safety in our community

Strategy:

Respond to quality of life issues impacting the citizens of Frederick

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of calls/emails concerning water concerns	N/A	26	30	
<i>Performance:</i>				
Percentage of water related calls/emails responded to in 48 hour period	N/A	95%	95%	

Strategic Foundation: Facilities & Infrastructure

Objective:

Provide a high quality and reliable water supply and manage drainage appropriately

Strategy:

Ensure new development provides system improvements that meet Town standards

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Total number of plans/items submitted	N/A	35	25	
<i>Performance:</i>				
Average number of-hours for engineering department's first application review	N/A	2	2	

Strategic Foundation: Community Safety

Objective:

Provide and maintain safe infrastructure in our community

Strategy:

Provide community education on water

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of community/outreach events offered	N/A	1	0	
<i>Performance:</i>				
Number of community/outreach events supported	N/A	1	0	

Strategic Foundation: Facilities & Infrastructure

Objective:

Provide a high quality and reliable water supply and manage drainage appropriately

Strategy:

Ensure new development provides system improvements that meet Town standards

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Linear feet of new raw water infrastructure installed	N/A	931	440	
<i>Performance:</i>				
Acres of park maintained with raw water	N/A	149.19	155.57	

Strategic Foundation: Facilities and Infrastructure

Objective:

Provide a high quality and reliable water supply and manage drainage appropriately

Strategy:

Maintain existing infrastructure in all areas of Town

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of fire hydrants flushed annually	204	175	222	
<i>Performance:</i>				
Percentage of hydrants flushed annually	84%	72%	85%	

STORMWATER FUND



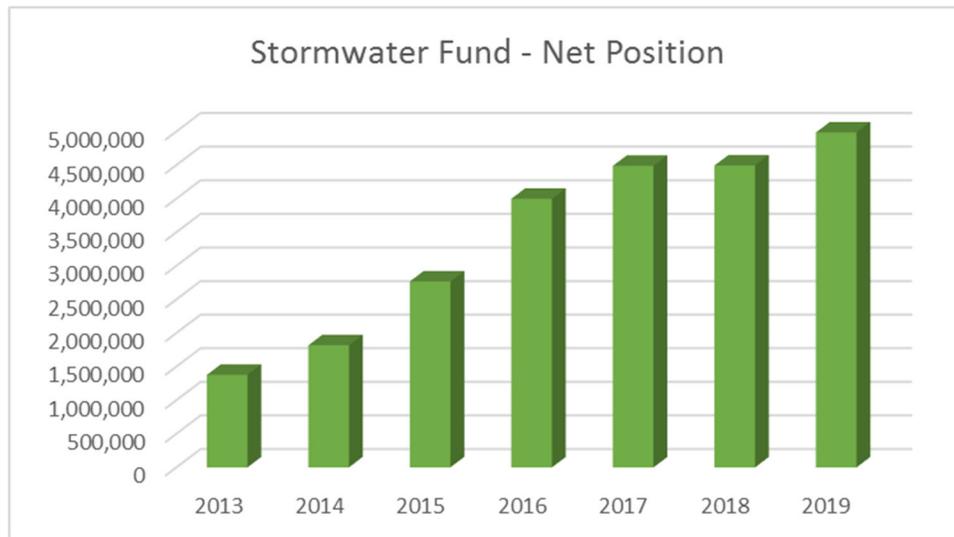
STORMWATER FUND

The Stormwater Fund was established with the creation of the stormwater utility in 2008 for the purpose of protecting people and property from harm and damage resulting from uncontrolled and unplanned stormwater runoff, allowing the movement of emergency vehicles during flood events, and minimizing inconveniences to businesses and citizens from storm events. This is accomplished by funding the construction, operation and maintenance of the stormwater system along with the administration of the stormwater utility. This fund is an enterprise fund, which means it is primarily supported by monthly fees charged to customers and by impact fees. The utility service area includes the entire Frederick town limits and the unincorporated area of Evanston.

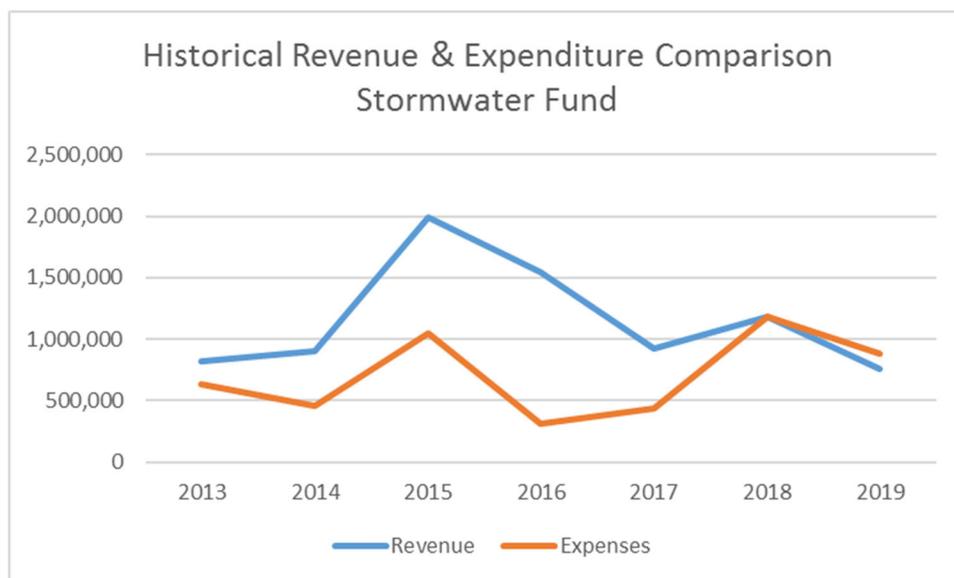
The Stormwater Fund is also responsible for the design and construction of capital improvements and the costs of capital equipment for the utility. Planned capital improvements are needed to serve new development and growth in the town. Funding for new capital projects comes mainly from impact fees that are charged to new development.

The capital improvement fees are set to ensure that new development is contributing its fair share to the costs of construction of capital improvement projects needed to support new development. Following a review of the stormwater capital improvement fees in 2011, current Fees were set at \$977 per lot for single family residential units and \$0.488 per square foot of building footprint and all asphalt, concrete, packed gravel or other type of hard or impervious material or surface coverage for multi-family, commercial and industrial uses. Capital improvement projects are currently identified in the "South Weld I-25 Master Drainage Plan" and the "Idaho Creek Master Drainage Study" as adopted by the Town Board.

Stormwater Fund - Fund Balance and Fund Summary



The increases in net position in recent years are the result of budget surpluses. As the following graph illustrates, the town has had budget surpluses in the Stormwater Fund since 2013.



Note: This graph reflects all revenues and expenses.

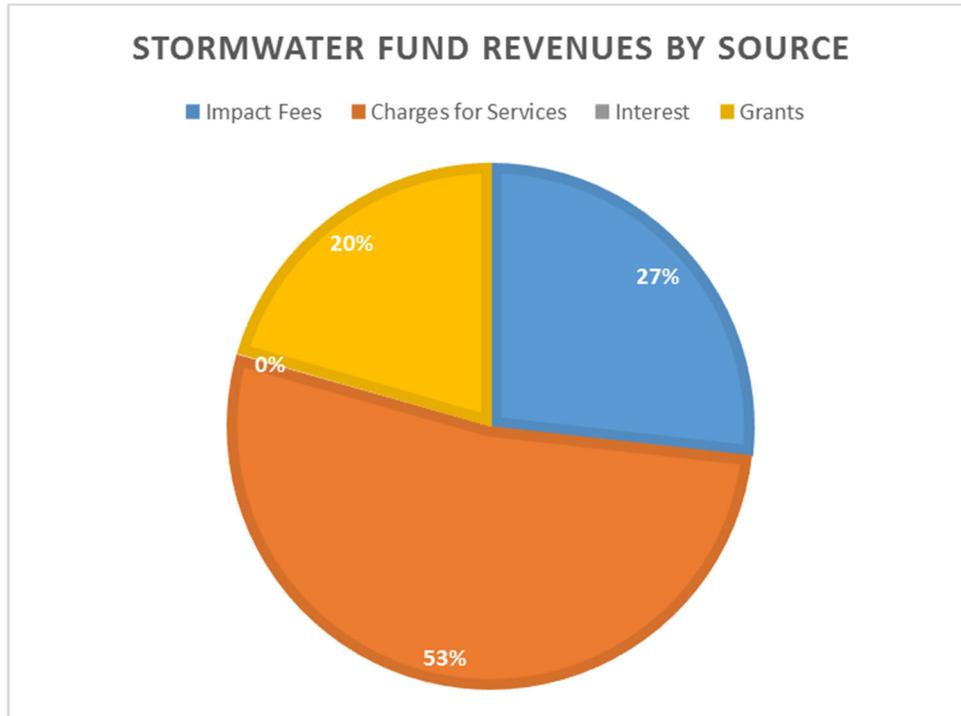
The 2020 Budget for the Stormwater Fund includes total revenues of \$1,121,000 with \$591,000 being operating revenues. This is an increase of \$362,600 compared to the 2019 Budget. This increase is primarily due to stormwater rates related to growth. The 2020 Budget includes total expenditures of \$844,748. This amount is \$32,972 lower than what was budgeted in 2019 due primarily to the decrease in capital projects and associated transfers.

Stormwater Fund Budget

Stormwater Fund	2018 Actuals	2019 Adopted Budget	2019 Year-End Estimates	2020 Proposed Budget
Beginning Fund Balance	4,487,618	4,492,935	4,492,935	4,985,380
<u>Revenues:</u>				
Charges for Services	616,777	584,900	560,000	590,000
Miscellaneous Revenue	57,232	2,000	2,000	-
Total Operating Revenues	674,009	586,900	562,000	590,000
<u>Expenses:</u>				
Operations and Maintenance	470,111	756,720	437,208	726,748
Capital Improvements	-	120,000	120,000	118,000
<i>Transfer Out</i>	707,000	1,000	1,000	-
Total Operating Expenses	1,177,111	877,720	558,208	844,748
Operating Income (Loss)	(503,102)	(290,820)	3,792	(254,748)
<u>Non-Operating Revenues (Expenses)</u>				
Capital Revenues	494,586	171,000	478,653	530,000
Misc. Revenues	-	-	-	-
Interest Expense	13,833	500	10,000	1,000
Total Non-Operating Revenues (Expenses)	508,419	171,500	488,653	531,000
Excess (Deficiency) of Revenues and Other Sources over Expenses	5,317	(119,320)	492,445	276,252
Ending Fund Balance	4,492,935	4,373,615	4,985,380	5,261,632

Stormwater Fund Revenues

Stormwater Fund revenues are primarily made up of customer receipts and impact fees. The chart below shows the proportion of each major revenue source to the total Stormwater Fund revenues.



The Stormwater Fund revenue sources table below lists the major revenue sources, as well as the amounts that are projected for 2020.

Stormwater Fund Revenue Sources		
Source	Amount	% of Total
Impact Fees	300,000	27%
Charges for Services	590,000	53%
Interest	1,000	0%
Grants	230,000	21%

Stormwater Fund Expenditures

Stormwater expenditures for the 2020 Budget are both operating and capital in nature. The capital expenses of \$118,000 are nonrecurring and will fund a storm master plan, and vehicle, trailer, and equipment replacements for Public Works.

STORMWATER FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Engineering	0	232,500	25,000	1,000	258,500	---	---	258,500
Public Works	0	96,050	5,700	0	101,750	118,000	---	219,750
General Operations	235,588	23,100	0	107,810	366,498	---	---	366,498
Totals	\$235,588	\$351,650	\$30,700	\$108,810	\$726,748	\$118,000	\$0	\$844,748

Total Cash Available \$ 5,494,615

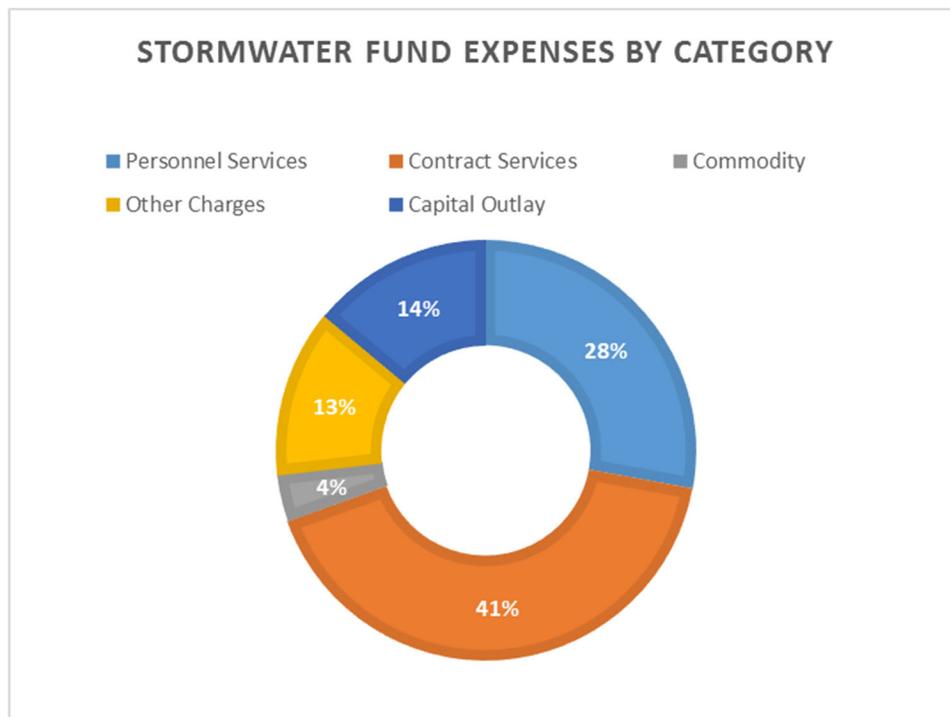
Ending Fund Balance 4,649,867

% of Total Budget 27.89% 41.63% 3.63% 12.88% 86.03% 13.97% 0.00% 100.00%

Projects Funded in 2020 Budget

- Stormwater Master Plan
- Public Works vehicle and trailer replacement
- Public Works equipment replacement

The chart below details the expenditures for the Stormwater Fund by category. This fund is fairly capital and labor intensive and the 2020 expenditures reflect that.



Stormwater Full Time Employees

Department	No. of Full Time Employees
Administration	.70
Operations	3.70
Total	4.40

Stormwater Fund Goals and KPIs

In addition to the projects that have been funded in the 2020 Budget, the Stormwater Fund establishes goals and key performance indicators that tie back to our strategic plan and are detailed below.

Storm Water Fund Goals and Key Performance Indicators**Strategic Foundation: Community Safety****Objective:**

Provide and maintain public safety in our community

Strategy:

Respond to quality of life issues impacting the citizens of Frederick

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of calls/emails concerning drainage	N/A	5	10	
<i>Performance:</i>				
Percentage of drainage related calls/emails responded to in 48 hour period	N/A	95	95	

Strategic Foundation: Facilities & Infrastructure**Objective:**

Provide a high quality and reliable water supply and manage drainage appropriately

Strategy:

Ensure new development provides system improvements that meet Town standards

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of floodplain permit applications	N/A	2	4	
<i>Performance:</i>				
Percentage of permits reviewed in 2 week period.	N/A	100	100	

Strategic Foundation: Facilities & Infrastructure

Objective:

Provide a high quality and reliable water supply and manage drainage appropriately

Strategy:

Ensure that new development provides system improvements that meet Town standards

Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Total number of plans/items submitted	28	41	30	
<i>Performance:</i>				
Average number of hours for engineering department's first application review	3	3	3	

FIDUCIARY FUNDS



OIL ROYALTY TRUST FUND



OIL ROYALTY TRUST FUND

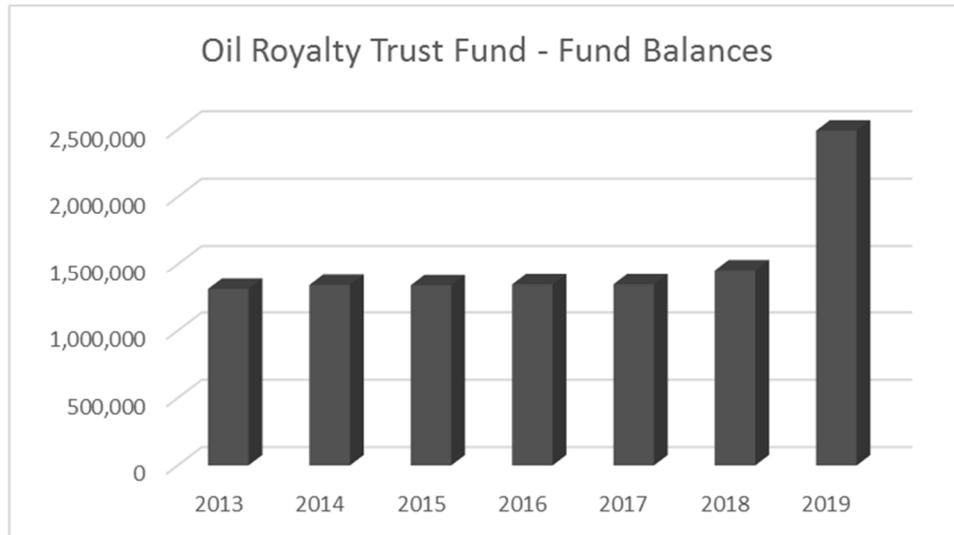
The Oil Royalty Trust Fund was established to receive revenues from oil royalties. The funds are then used for capital improvements, economic development purposes, and other community beneficial programs including donations to non-profit organizations and the Frederick Scholarship Program.

The Frederick Scholarship Program is administered by the Scholarship Commission who is appointed by the Board of Trustees. The program awards scholarships to residents of the Town of Frederick that seek continuing and higher education. The program focuses on areas of exemplary citizenship, commitment to community and higher education, scholastic and personal achievement and personification of the Frederick brand promise. The Community Funding Program is administered by the Board of Trustees, who oversee any and all requests for donations from non-profit organizations. This program allows these organizations to request support for initiatives, events and programming that contributes to the positive image of Frederick. Requests must demonstrate a financial need and exhibit how the event connects to the Frederick community.

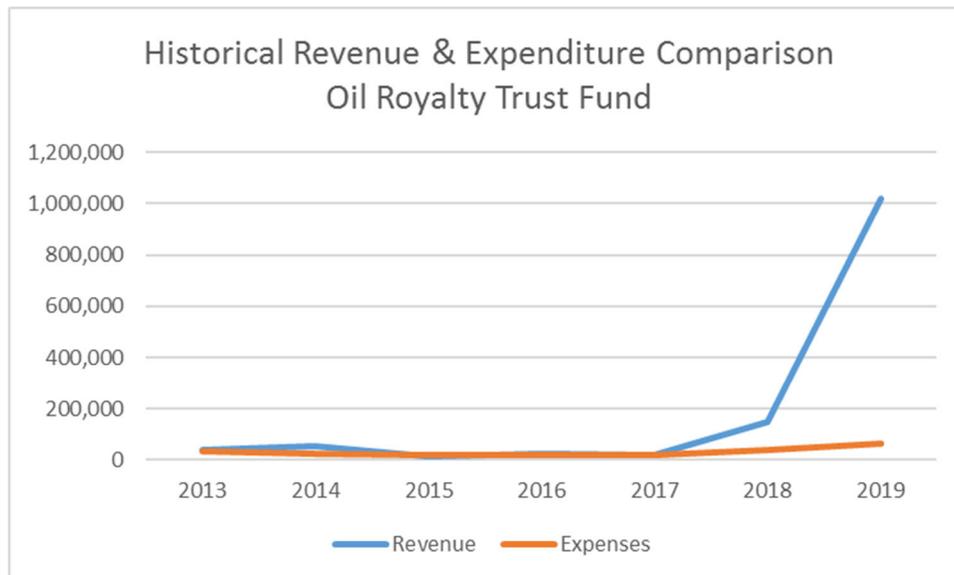
2019 Scholarship Recipients



Oil Royalty Trust Fund - Fund Balance and Fund Summary



Increases in fund balance are the result of budget surpluses. As the following graph illustrates, the town has had slight budget surpluses in the Oil Royalty Fund from 2013 through 2018, and then a large increase in 2019 with the repayment of an interfund loan.



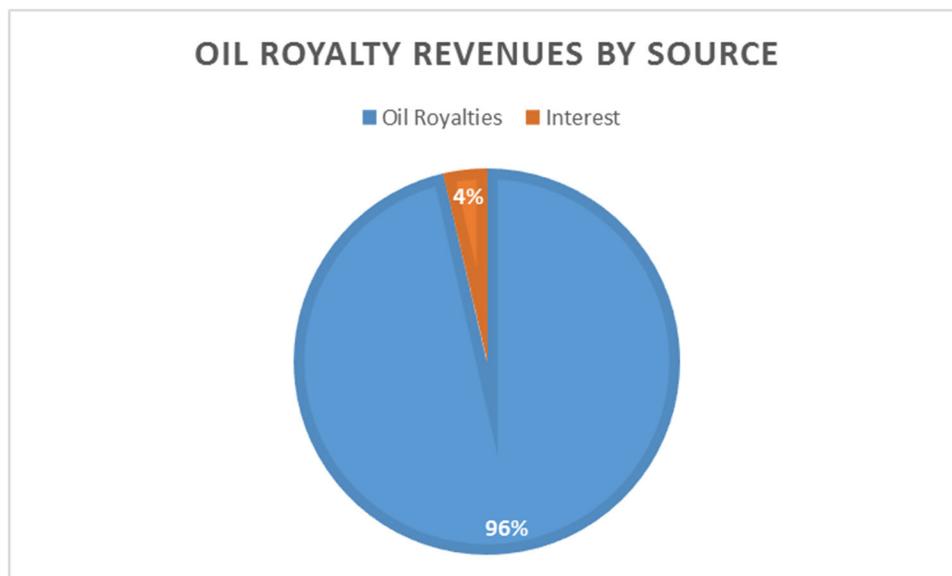
The 2020 Budget includes total revenues of \$41,500. This is a decrease of \$976,900 compared to the 2019 Budget. This decrease is the result of a transfer in to eliminate an interfund loan that occurred in 2019. The 2020 Budget for the Oil Royalty Trust Fund includes total expenditures of \$53,500. This amount is \$8,500 lower than what was budgeted in 2019.

Oil Royalty Trust Fund Budget

Oil Royalty Trust Fund	2018 Actuals	2019 Adopted Budget	2019 Year-End Estimates	2020 Proposed Budget
Beginning Fund Balance	1,344,938	1,454,364	1,454,364	2,493,552
Revenues:				
Intergovernmental	135,153	18,000	84,500	41,000
Earnings on Investment	11,793	400	10,000	500
Miscellaneous Revenue	-	1,000,000	1,000,000	-
Total Operating Revenues	146,946	1,018,400	1,094,500	41,500
Expenditures:				
Operations & Maintenance	37,521	62,000	55,312	53,500
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total Expenditures	37,521	62,000	55,312	53,500
Excess (Deficiency) of Revenues and Other Sources over Expenditures	109,426	956,400	1,039,188	(12,000)
Ending Fund Balance	1,454,364	2,410,764	2,493,552	2,481,552

Oil Royalty Fund Revenues

Oil Royalty Trust Fund revenues are primarily made up of royalties collected from oil production in the area and interest. The chart below shows the proportion of each major revenue source to the total Oil Royalty Trust Fund Revenues.



The Oil Royalty Fund Revenue Sources table below lists the major revenue sources, as well as the amounts that are projected for 2020.

Oil Royalty Revenue Sources		
Source	Amount	% of Total
Oil Royalties	40,000	96%
Interest	1,500	4%

Oil Royalty Fund Expenditures

The expenditures in this fund are all operating in nature. There are no capital outlay or debt service costs.

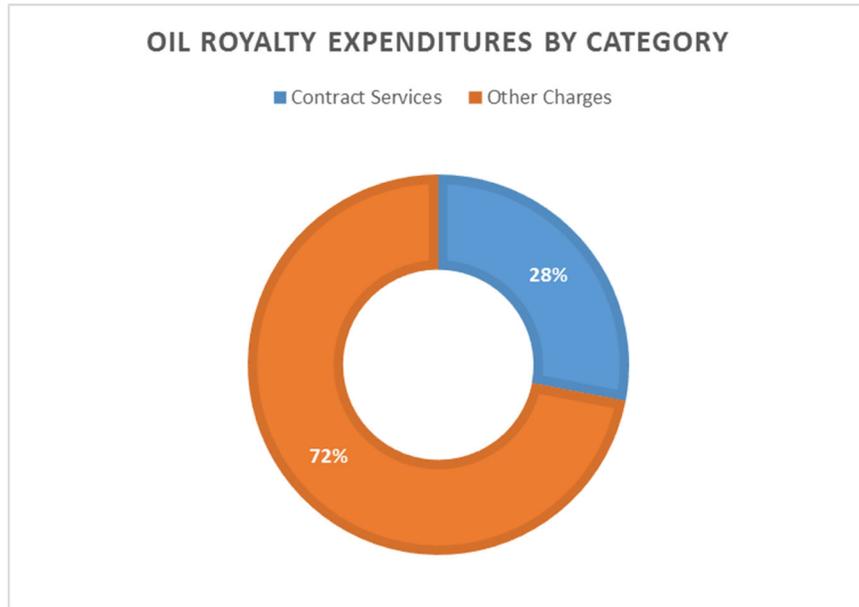
OIL ROYALTY IMPROVEMENT FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Oil Royalty	0	15,000	0	38,500	53,500	---	---	53,500
Totals	\$0	\$15,000	\$0	\$38,500	\$53,500	\$0	\$0	\$53,500
Total Cash Available								\$ 2,452,264
Ending Fund Balance								2,398,764
% of Total Budget	0.00%	28.04%	0.00%	71.96%	100.00%	0.00%	0.00%	100.00%

Projects Funded in 2020 Budget

- Scholarships
- Donations to local programs
- Annexations

The chart below details the expenditures for the Oil Royalty Trust Fund by category. In 2020, the largest expenditure will be other charges, which includes scholarships and donations to local agencies.



Oil Royalty Trust Fund Full Time Employees

Department	No. of Full Time Employees
Administration	0
Operations	0
Total	0

Oil Royalty Trust Fund Goals and KPIs

In addition to the projects that have been funded in the 2020 Budget, the Oil Royalty Trust Fund establishes goals and key performance indicators that tie back to our strategic plan and are detailed below.

Oil Royalty Trust Fund Goals and Key Performance Indicators (KPI)

Strategic Foundation:	Economic and Community Vitality			
Objective:	Community Vitality.			
Strategy:	Partner with special districts and other outside agencies to strengthen our position as a regional cultural and recreational destination			
Measure	2017	2018	2019	Comments
<i>Workload:</i>				
Number of community grant applications received	8	9	7	
<i>Performance:</i>				
Percentage of community grant applications funded	100%	100%	100%	

APPENDIX



GLOSSARY OF TERMS

ACCRUAL BASIS OF ACCOUNTING: The method of accounting under which revenues are recorded when they are earned and expenditures are recorded when goods and services are received.

ANNUAL BUDGET: A budget applicable to a single fiscal year.

APPROPRIATION: A legal authorization made by the Town Board to make expenditures for a specific purpose.

ASSESSED VALUATION: The estimated value placed on real and personal property by the appraiser for the county as the basis for levying property taxes. It is currently 7.96% of the market value.

ASSETS: Property owned that is regarded as having value.

AUDIT: An official systemic inspection of an organizations accounts and of resource utilization.

BALANCED BUDGET: A balance between total estimated expenditures and total anticipated revenues, including surpluses.

BOND: A debt instrument that is generally used to borrow money for major capital projects, such as the construction of a building.

BUDGET: A financial plan of estimated expenditures for a given period of time and the estimated revenues that will fund them.

CAPITAL OUTLAY: Expenditures for the acquisition of capital assets. Capital items must cost more than \$5,000 and have an expected life of greater than one year.

COMMODITY: Items that are purchased in the normal course of business such as office supplies, tools, small equipment, vehicle supplies, etc.

CONTRACT SERVICES: Services that are handled through a contract-type arrangement. This includes legal fees, engineering design services, architectural services, infrastructure maintenance services, etc.

CPI: Consumer price index.

DEBT: A financial obligation resulting from borrowed money.

DEBT SERVICE: Payment of interest and principle due on long-term debt.

DEPARTMENT: Major unit of organization in the town.

DEPRECIATION: The decrease in value of physical assets due to wear and tear, deterioration, action of physical elements or obsolescence.

DESIGNATED RESERVES: The portion of a fund's balance that is restricted for a specific purpose and is not available for appropriation.

DISTINGUISHED BUDGET PRESENTATION AWARDS PROGRAM: A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

DIVISION: Sub-unit of a department.

DOLA: Department of Local Affairs.

ENTERPRISE FUNDS: Funds that are self-supporting with the major revenue coming from user's fees.

ETS: Enterprise Technology Service.

EXPENDITURES: Payment for goods or services, including operational expenses that require the current or future use of net current assets, debt and capital outlays.

FISCAL YEAR: The 12-month period to which the budget applies. The Town of Frederick's fiscal year begins January 1 and ends December 31.

FUND: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

FUND BALANCE: On-hand available cash balances which are realized in prior fiscal years less current liabilities and are available for designation as a funding source for future budget years.

GAAP: Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

GENERAL FUND: Accounts for resources not accounted for in another fund.

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB): The authoritative accounting and financial reporting standard setting body for government entities.

GOVERNMENTAL FINANCE OFFICERS ASSOCIATIONS (GFOA): A professional association of approximately 17,500 state, provincial and local government finance officers in the United States and Canada.

GOVERNMENTAL FUND: Used to account for the sources, uses and balances of a government's general government financial resources and the related governmental fund liabilities.

GRANT: Money given by an organization, often a government, to be used for a specific purpose.

IT: Information technology.

LEAF: Law Enforcement Assistance Fund

LEASE PURCHASE: A financial arrangement that permits the town to pay for the use of buildings and equipment over a period of time with a lease that ultimately allows a purchase at the end of lease.

LEVY: To impose taxes, special assessments or service charges for the support of city activities.

MEDIAN: A figure that lies at the midpoint of a frequency distribution. There are equal numbers above and below it.

MILL: A property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed valuation.

MODIFIED ACCRUAL ACCOUNTING: A basis of accounting in which expenditures are accrued and revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual since expenditures are immediately incurred as a liability while revenues are not recorded until they are actually received or are measurable and available.

NISP: Northern Integrated Supply Project – A proposed water storage and distribution project.

OPERATING BUDGET: The portion of the budget that pertains to daily operations providing basic governmental services. It includes items such as salaries, utilities and supplies.

OTHER CHARGES: One-time or miscellaneous expenses including things such as branding, commission grants, youth programming, general liability insurance, depreciation, etc.

PERSONNEL SERVICES: Salaries, wages, benefits and other employee related costs.

PROJECTION: Estimation of future revenues and/or expenditures.

PROPERTY TAX: Property taxes are levied on both real and personal property according to the property's assessed valuation and the tax rate applied.

PROPRIETARY FUNDS: Used to account for a government's continuing business-type organizations and activities.

REVENUE: Monies that the town receives as income such as tax payments, fines, grants and interest income.

SPECIAL REVENUE FUNDS: A fund that is used to account for resources which are restricted for a specific purpose.

TRANSFERS: Amounts transferred from one fund to another.

UNDESIGNATED RESERVES: The portion of a fund's balance that is not restricted for a specific purpose and is available for appropriation.

TRANSFER SUMMARY

	Transfers In	From	Transfers Out	To
GENERAL FUND				
General Fund			40,000	Events Fund
			172,059	Golf Fund
			1,000	Art in Public Places Fund
			2,357,470	Capital Facilities Fund
SPECIAL REVENUE FUNDS				
Street & Alley Fund			14,000	Art in Public Places Fund
Park Improvement Fund			10,000	Conservation Trust Fund
Park Improvement Fund			5,500	Art in Public Places Fund
Open Space Fund			2,500	Art in Public Places Fund
Capital Facilities Fund	2,357,470	General Fund		
Events Fund	40,000	General Fund		
Art in Public Places Fund	1,000	General Fund		
Art in Public Places Fund	5,500	Park Improvement Fund		
Art in Public Places Fund	14,000	Streets & Alley Fund		
Art in Public Places Fund	2,500	Open Space Fund		
Conservation Trust Fund	10,000	Park Improvement Fund		
Golf Fund	172,059	General Fund		

Fund Transfers

Fund transfers are used in multiple funds that the town uses on an annual basis. The transfers from the Park Improvement Fund is supported by revenues related to parks. The Art in Public Places Fund is supported by a one percent fee charged to capital construction projects valued at greater than \$25,000 and those funds are managed via transfers. The Events Fund, Golf Fund, and Capital Facilities Fund is supplemented by a transfer from the General Fund.

STAFFING SUMMARY

Fund/Department	2018 Actual	2019 Budgeted	2020 Budget
Governmental Funds			
<u>General Fund:</u>			
Administration	5.20	5.55	5.55
Finance	1.45	1.75	1.75
Courts Division	1.00	1.00	1.00
Planning	3.30	2.70	2.70
Police	24.90	26.90	29.90
Public Works	1.70	2.25	2.25
Engineering	1.60	1.90	1.90
Buildings	0.50	0.50	0.50
General Fund Total	39.65	42.55	45.55
Street & Alley Fund	4.65	4.85	4.85
Conservation Trust Fund	0.00	0.00	0.00
Park Improvement Fund	7.86	9.40	9.40
Open Space Fund	3.09	3.80	3.80
Capital Facilities Fund	0.00	0.00	0.00
Events Fund	0.00	0.00	0.00
Golf Course Fund	4.65	6.60	8.80
Art In Public Places Fund	0.00	0.00	0.00
Historic Preservation Fund	0.00	0.00	0.00
Proprietary Funds			
Water Fund	6.10	5.95	5.95
Storm Water Fund	2.85	4.40	4.40
Electric Fund	3.95	0.00	0.00
Fiduciary Funds			
Oil Royalty Fund	0.00	0.00	0.00
Total FTE's:	72.80	77.55	82.75

Changes to FTEs in 2020

There were three additional full-time positions approved in the 2020 Budget. The positions added town-wide include two full-time police officers and one full-time K-9 police officer. All positions are allocated to different funds based on the amount of time spent in each fund. The golf course started restaurant operations mid-2019 and the additional staff is based on the new restaurant division. The table above reflects the allocations of all employees.

