

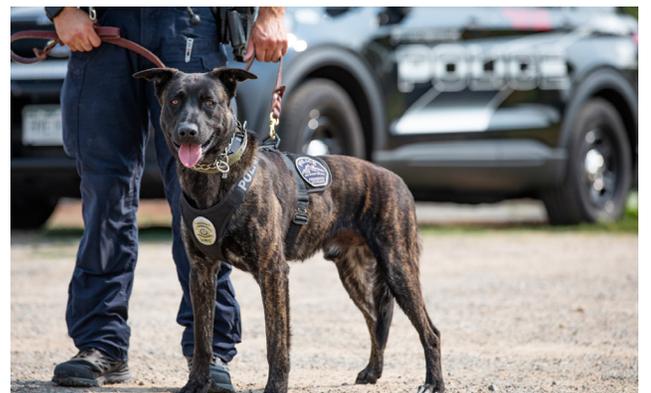


# BUILT ON WHAT MATTERS



2022  
Annual Budget

[FrederickCO.gov](http://FrederickCO.gov)





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Frederick  
Colorado**

For the Fiscal Year Beginning

**January 01, 2021**

*Christopher P. Morill*

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, 2021**. 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

<b>Letter of Transmittal</b>	<b>1</b>
<b>Introduction</b>	<b>12</b>
Town Government	13
Town Manager and Department Directors	14
Organizational Chart	15
Boards and Commissions	16
Town Map	17
General Information	18
<b>Financial Policies</b>	<b>24</b>
<b>Budget Overview</b>	<b>31</b>
Fund Accounting	32
Fund Structure	33
Department Involvement By Fund	34
Governmental Funds	35
Proprietary Funds	37
Fiduciary Funds	37
Component Units	37
Notes and Assumptions	38
Total Combined Town Budget	39
Analysis of Significant Changes in Anticipated Fund Balance	40
Summary of Capital Expenditures	42
Significant Operating Impacts of Capital Investments	45
Revenue Overview	47
Expenditures/Expense Overview	53
Debt Service and Financial Obligations	55
<b>Strategic Foundation</b>	<b>57</b>
Long Range Plan	59
<b>Fund Summaries</b>	<b>62</b>
General Fund	63
General Fund Department Summaries	71

Administration _____	71
Town Board _____	83
Finance _____	85
Municipal Court _____	88
Engineering _____	91
Planning _____	94
Police _____	98
Public Works & Buildings _____	103
Special Revenue Funds _____	106
Street And Alley Fund _____	107
Conservation Trust Fund _____	117
Park Improvement Fund _____	124
Open Space Fund _____	134
Events Fund _____	141
Capital Facilities Fund _____	150
Capital Improvement Projects Fund _____	156
Facilities Fund _____	161
Fleet Fund _____	167
Golf Course Fund _____	173
Art In Public Places Fund _____	181
Historic Preservation Fund _____	188
Public Safety Fund _____	195
Proprietary Funds _____	201
Water Fund _____	202
Stormwater Fund _____	211
Fiduciary Funds _____	220
Oil Royalty Trust Fund _____	221
<b>Appendix _____</b>	<b>229</b>
Glossary of Terms _____	230
Transfer Summary _____	233
Staffing Summary _____	234

**LETTER OF TRANSMITTAL**

401 Locust Street • P.O. Box 435 • Frederick, CO 80530-0435

Phone: (720) 382-5500 • Fax: (720) 382-5520

[www.frederickco.gov](http://www.frederickco.gov)

January 1, 2022

Citizens of the Town of Frederick  
Honorable Mayor Tracie Crites  
Frederick Board of Trustees

Dear Citizens, Mayor Crites 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 2022 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 2022 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 2022, 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 2022, 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: Effective, Efficient & Strategic Government Operations**

*Strategy 1: Develop a strategy for our current land inventory.*

*Strategy 2: Actively pursue Home Rule Status.*

**Foundation 2: Community and Economic Vitality**

*Strategy 1: Develop a design for Frederick Recreation Area as a regional park and destination for all mobilities.*

*Strategy 2: Develop and implement a retail attraction strategy.*

*Strategy 3: Explore revitalization strategies for 5th Street, including a potential cultural center with programming for youth.*

*Strategy 4: Complete an update to the Zoning Code.*

*Strategy 5: Complete an update to the Comprehensive Plan.*

### Foundation 3: Dynamic, Inclusive & Connected Community

*Strategy 1: Complete a community satisfaction survey and establish a regular schedule for surveying the community.*

*Strategy 2: Continue offering accessible public engagement opportunities, including virtual public comment for Board meetings.*

### Foundation 4: Strategic, Reliable & Sustainable Infrastructure

*Strategy 1: Complete a Facilities Master Plan to account for the current needs and looking out 50 years for the future growth needs of the Town.*

*Strategy 2: Develop a sustainable strategy for park maintenance and expansion, using the Parks, Open Space, and Trails Master Plan.*

*Strategy 3: Complete a Golf Course Master Plan.*

*Strategy 4: Complete a Water Master Plan that includes the pursuit of water shares for use in economic development.*

### Foundation 5: Safe & Secure

*Strategy 1: The Town of Frederick will continue efforts to implement the commitments made resulting from the Ballot Initiative 2A.*

### Foundation 6: Fiscally Responsible Governance

*Strategy 1: The Bella Rosa Golf Course is an amenity that strives to be inclusive for the entire community and adds to the diversity of recreation throughout the Carbon Valley. In addition, the Golf Course will move toward financial self-sufficiency.*

As part of the 2022 budget development, we continued to create meaningful links back to *Our Strategic Foundation* in our second year of Program Based Budgeting (PBB). Transparency and comprehensive understanding of where dollars are allocated and how those dollars accomplish elements of the community's strategic plan, will create outcomes that achieve our organizational mission. In addition, maintaining 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 a 180 days unreserved General Fund balance level. At the end of 2022, we anticipate this to be 420 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 2022. Expenditures include both expenditures and transfers out. Total projected fund balance across all funds at the end of 2022 is \$83,586,415.

<b>Fund</b>	<b>Revenue Resources</b>	<b>Estimated Expenditures</b>
General Fund	\$27,664,274	\$15,531,073
Street and Alley Fund	11,120,840	7,171,090
Water Fund	73,193,038	21,317,613
Storm Water Fund	8,196,739	2,086,403
Conservation Trust Fund	160,595	250
Golf Fund	1,667,105	1,661,750
Open Space Fund	3,225,810	3,225,810
Park Improvement Fund	2,081,412	1,714,450
Capital Facilities Fund	7,176,832	324,500
Capital Improvement Fund	37,384,043	37,384,043
Facilities Fund {NEW}	492,256	492,256
Fleet Fund {NEW}	571,950	571,950
Events Fund	372,926	264,000
Historic Preservation Fund	3,491	1,000
Art in Public Places Fund	115,548	40,000
Public Safety Fund	477,955	88,000
Oil Royalty Trust Fund	1,630,789	75,000
<b>Total</b>	<b>\$175,535,603</b>	<b>\$80,259,355</b>

### **General Fund**

In 2022, we anticipate economic growth to continue, but to taper and in some instances decrease from the exceptionally high revenue gain in 2021. We are projecting 2021 General Fund revenues to come in much higher than budgeted by approximately 86% percent or \$7,730,134. The majority of these revenues are associated with an increase in sales tax, license and permit fees, federal ARPA grants, and state grants.

At the end of 2022, the General Fund is expected to have an ending unreserved fund balance of 420 days or 115 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 decrease from 2021 actuals: (11%) | (\$1,507,137)
  - Total Revenues: \$12,095,410
  - Sales Tax and Fee Revenues are expected to decrease compared to 2021 Actuals by approximately (\$1,320,775)
  - License and Permit Revenues are expected to increase compared to 2021 Actuals by approximately \$111,233
  - Miscellaneous Revenues are expected to decrease compared to 2021 Actuals by approximately (\$293,164)
  - Expected Federal and State Grant funding of \$2.5 million will be restricted for pandemic utilization and not included in standard operational revenues

- Transfers In to the General Fund include the transfer of \$2,560,469 from the General Fund, Fund Balance, while the Board determines allocation of restricted Federal ARPA funding
- Expenditures:
  - Total Expenditures increase from 2021 actuals: 53.8% | \$5,438,352
  - Total Expenditures: \$15,531,073
  - New financial software was implemented January 1, which included the addition of Divisions within Departments for improved cost segregation
  - Internal Services Division was added to the Finance Department to house all expenses related to Unemployment Tax, Workers' Compensation, Group Insurance, Bank & Merchant Fees, Property/Casualty Insurance, and Audit
  - Transfers Out of the General Fund include:
    - \$203,250 to Capital Improvement Fund
    - \$133,000 to Events Fund
    - \$39,000 to Art Fund
    - \$935,050 to Golf Fund
    - \$571,950 to Fleet Fund {NEW}
    - \$492,256 to Facilities Fund {NEW}
- Staffing:
  - Town Manager: One (1) Deputy Town Manager FTE
  - Economic Development: One (1) Economic Development Manager FTE, One (1) reclassification of Economic Development Director to Assistant Town Manager, and One (1) Planning Technician
  - Police: Two (2) Police Officer FTE(s)
  - Engineering: One (1) Storm Water Engineer FTE
  - Public Works: One (1) Parks & Open Space Director, One (1) Water Supervisor, One (1) Fleet Mechanic, and One (1) Facilities Maintenance Technician FTE(s)
  - Finance: One (1) Grants Administrator FTE
- Capital:
  - Economic Development: 5<sup>th</sup> Street Revitalization
  - Police Department:
    - Building Renovation/Construction
      - Training Room Tables
      - Furniture addition
      - IT hardware
    - Training Room Tables
    - Furniture addition
  - Town Clerk: Public Portal - Laserfiche

### **Street and Alley Fund**

The 2022 budget for the Street and Alley Fund will see an increase of expenditures compared to the projection for 2021 by approximately 30% percent or \$1,963,018. The increase can be directly attributed to additions in Capital Improvement Projects (CIP) for the community in the 2022 budget year.

In 2022, we will continue to focus on intersection improvements, a speed management program, 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.

Lastly, debt services in the amount of \$411,800, 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 2021 actuals: (3.9%) | \$207,872
  - Total Revenues: \$5,469,298
  - Transfers In to the Street and Alley Fund include the transfer of \$963,792 from Street and Alley Fund Balance
- Expenditures:
  - Total Expenditures increase from 2021 actuals: 43.9% | \$1,963,018
  - Total Expenditures: \$7,171,090
  - Debt Services (Roadway Bond): \$411,800
  - Transfers Out of the Street and Alley Fund include the transfer of \$4,936,358 to the Capital Improvement Fund
- Capital (Engineering Department):
  - Engineering:
    - Colorado/Tipple Intersection Improvement
    - Silver Birch/Godding Hollow Intersection Improvement
    - Colorado Boulevard Capital Maintenance Project
    - Public Improvement Obligations - Prosperity
    - Concrete & Alleyway Maintenance
    - Street Lights
    - Frederick Speed Management Program
    - Pavement Maintenance Program
    - Concrete Repair
  - Public Works:
    - Compacting Roller for Grader
    - Spreaders for Existing Kubota RTVs
    - Street Sweeper (65% share)
    - Tandem Axle Plow Truck
    - Traffic Signal Upgrade
    - Wheel Loader (20% share)

### **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 Colorado Big Thompson (CBT) water unit obligations and unit incentives for commercial development. As a result of the Clearview Development Review, the town is also obligated for a portion of the Summit View Park raw water line extension.

- Revenues:
  - Total Revenues increase from 2021 actuals: 6.9% | \$1,323,124

- Total Revenues: \$20,430,000
- Water Consumption rate change + 5%
- Transfers In to the Water Fund include the transfer of \$887,613 from Water Fund Balance
- Expenditures:
  - Total Expenditures increase from 2021 actuals: 115.8% | \$11,440,355
  - Total Expenditures: \$21,317,613
  - Transfers Out of the Water Fund include the transfer of \$17,022,050 to the Capital Improvement Fund
- Capital:
  - Northern Integrated Supply Project (NISP)
  - Colorado Big Thompson (CBT) Unit Purchases
  - Summit View Park Raw Water Extension
  - Windy Gap Storage
  - Vactor Truck (25% share)
  - Wheel Loader (20% share)

### **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 2021 actuals: .01% | (\$8)
  - Total Revenues: \$76,000
- Expenditures:
  - Total Expenditures decrease from 2021 actuals: (99.6%) | (\$64,750)
  - Total Expenditures: \$250
  - Transfers Out of the Conservation Trust Fund include the transfer of \$0 to the Capital Improvement Fund
- Capital:
  - None

### **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 2021 actuals: 20.3% | \$173,648
  - Total Revenues: \$1,025,000
- Expenditures:
  - Total Expenditures decrease from 2021 actuals: (59.0%) | (\$468,074)

- Total Expenditures: \$324,500
  - Public Works facility debt service and capital outlay
- Transfers Out of the Capital Facilities Fund include the transfer of \$700,500 to the Capital Facilities Fund Balance

### **Storm Water Fund**

The town's Storm Water Fund will continue to focus on maintenance and upkeep of its drainage and storm water network. The high groundwater table in downtown Frederick causes sump pump activity and discharge, which impacts public infrastructure. As a result, funds have been budgeted for high groundwater table investigation and remediation. In addition, completion of the town's Storm Water Master Plan will identify drainage improvements and subsequent installation.

- Revenues:
  - Total Revenues increase from 2021 actuals: 5.1% | \$80,163
  - Total Revenues: \$1,646,000
  - Transfers In to the Storm Water Fund include the transfer of \$440,403 from Storm Water Fund Balance
- Expenditures:
  - Total Expenditures increase from 2021 actuals: 114% | \$1,111,900
  - Total Expenditures: \$2,086,403
  - Transfers out of the Storm Water Fund include the transfer of \$1,305,000 to the Capital Improvement Fund
- Capital:
  - Engineering:
    - Groundwater Impact Project
    - Countryside Drainage
    - Storm Water Improvement OSP Project
  - Public Works:
    - Kubota RTV
    - Vactor Truck (75% share)
    - Wheel Loader (20% share)
    - Street Sweeper (35% share)

### **Golf Course Fund**

In 2021, an allocation was made from the General Fund to assist golf course operations as the town works toward reducing General Fund support in future years.

- Revenues:
  - Total Revenues decrease from 2021 actuals: (29.2%) | (\$686,414)
  - Total Revenues: \$1,661,750
  - Transfers In to the Golf Course Fund include the transfer of \$935,050 from the General Fund
- Expenditures:
  - Total Expenditures decrease from 2021 actuals: (32.0%) | (\$784,769)
  - Total Expenditures: \$1,661,750

- Transfers Out of the Golf Course Fund include the transfer of \$0 to the Capital Improvement Fund
- Capital:
  - Capital Improvements have been placed on hold until the completion of the Golf Master Plan in 2022 to identify priority of need

### **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, Festival of Lights, Chainsaws & Chuckwagons, and Tiny Terror Town. These events continue to bring the community together to celebrate the town, its people and heritage. A 50% subsidy from the General Fund and a \$40K commitment from the Board are provided to support town events, with the remaining balance funded through sponsorships.

- Revenues:
  - Total Revenues increase from 2021 actuals: 163.6% | \$79,267
  - Total Revenues: \$264,000
  - Transfers In to the Events Fund include the transfer of \$133,000 from the General Fund and \$40,000 from the Legislative Department (Board) of the General Fund
- Expenditures:
  - Total Expenditures increase from 2021 actuals: 36.3% | \$70,328
  - Total Expenditures: \$264,000

### **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 increase over 2021 actuals: 14% | \$145,716
  - Total Revenues: \$1,185,400
  - Transfers In to the Park Improvement Fund include the transfer of \$529,050 from the Park Improvement Fund Balance
- Expenditures:
  - Total Expenditures decrease over 2021 actuals: (.75%) | (\$12,993)
  - Total Expenditures: \$1,714,450
  - Transfers Out of the Park Improvement Fund include the transfer of \$563,500 to the Capital Improvement Fund
- Capital:
  - Park renovation and improvement
  - Public Works:
    - Dog park reconstruction
    - Lawn Sweeper
    - Mower & Trailer

- Wheel Loader (20% share)

### **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 include an open space acquisition and trail system expansion in 2022.

- Revenues:
  - Total Revenues increase from 2021 actuals: .001% | \$7
  - Total Revenues: \$1,666,000
  - Transfers In to the Open Space Fund include the transfer of \$1,559,810 from Open Space Fund Balance
- Expenditures:
  - Total Expenditures increase from 2021 actuals: 25% | \$646,459
  - Total Expenditures: \$3,225,810
  - Transfers Out of the Open Space Fund include the transfer of \$2,344,500 to the Capital Improvement Fund
- Capital:
  - Open Space acquisition
  - Trail system expansion
  - Wheel Loader (20% share)

### **Capital Improvement Projects Fund**

A Capital Improvement Fund was created in 2021 in order to account for proper segregation of funding for facility maintenance and capital projects, not included in enterprise funds. Transfers from nine (9) funds occurred at that time for the additions of permanent structural changes or property restorations to ensure efficient cost segregation. Of the initial \$14M transferred into the CIP Fund, approximately \$3.5M was expended in 2021.

- CIP Transfers In 2021:
  - Total Transfers In expended: 25.1% | \$ 3,523,825
  - Total Transfers In remaining: 74.9% | \$10,506,508
- CIP Transfers In 2022:
 

○ General Fund	\$ 203,250
○ Street and Alley Fund	4,936,358
○ Water Fund	17,022,050
○ Storm Water Fund	1,415,000
○ Park Improvement Fund	563,500
○ Open Space Fund	2,344,500
○ Public Safety Fund	88,000
○ Fleet Fund	<u>40,000</u>
	\$26,612,658

**Facilities Fund {NEW}**

This new fund was created in 2022 to operate, maintain, and renovate Town buildings and sites. It will establish standards and best practices for managing buildings and support systems, equipment, and furniture. The General Fund, Building Department will be moved to this new fund.

- Revenues:
  - An initial Transfer In of \$492,256 from General Fund will support 2022 facility operations and maintenance
- Expenditures:
  - Total Expenditures: \$492,256
- Staffing:
  - One (1) Facilities Maintenance Technician FTE

**Fleet Fund {NEW}**

This new fund was created to maintain municipal vehicles and heavy equipment. Services will include fleet management, vehicle repair, preventative maintenance, quality control inspections, procurement, and administering service and parts contracts with vendors.

- Revenues:
  - An initial Transfer In of \$571,950 from General Fund will support 2022 fleet operations and maintenance
- Expenditures:
  - Total Expenditures: \$571,950
- Staffing:
  - One (1) Fleet Mechanic FTE
- Capital:
  - Shop Floor Scrubber
  - Shop Lifts

**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 rates 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.

### **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,

A handwritten signature in black ink, appearing to read "Bryan Ostler", with a horizontal line extending to the right.

Bryan Ostler  
Town Manager

# INTRODUCTION



## TOWN GOVERNMENT



Mayor Tracie Crites



Mayor Pro Tem Dan March



Trustee Rusty O'Neal



Trustee Kevin Brown



Trustee Mark Lamach



Trustee Adam Mahan

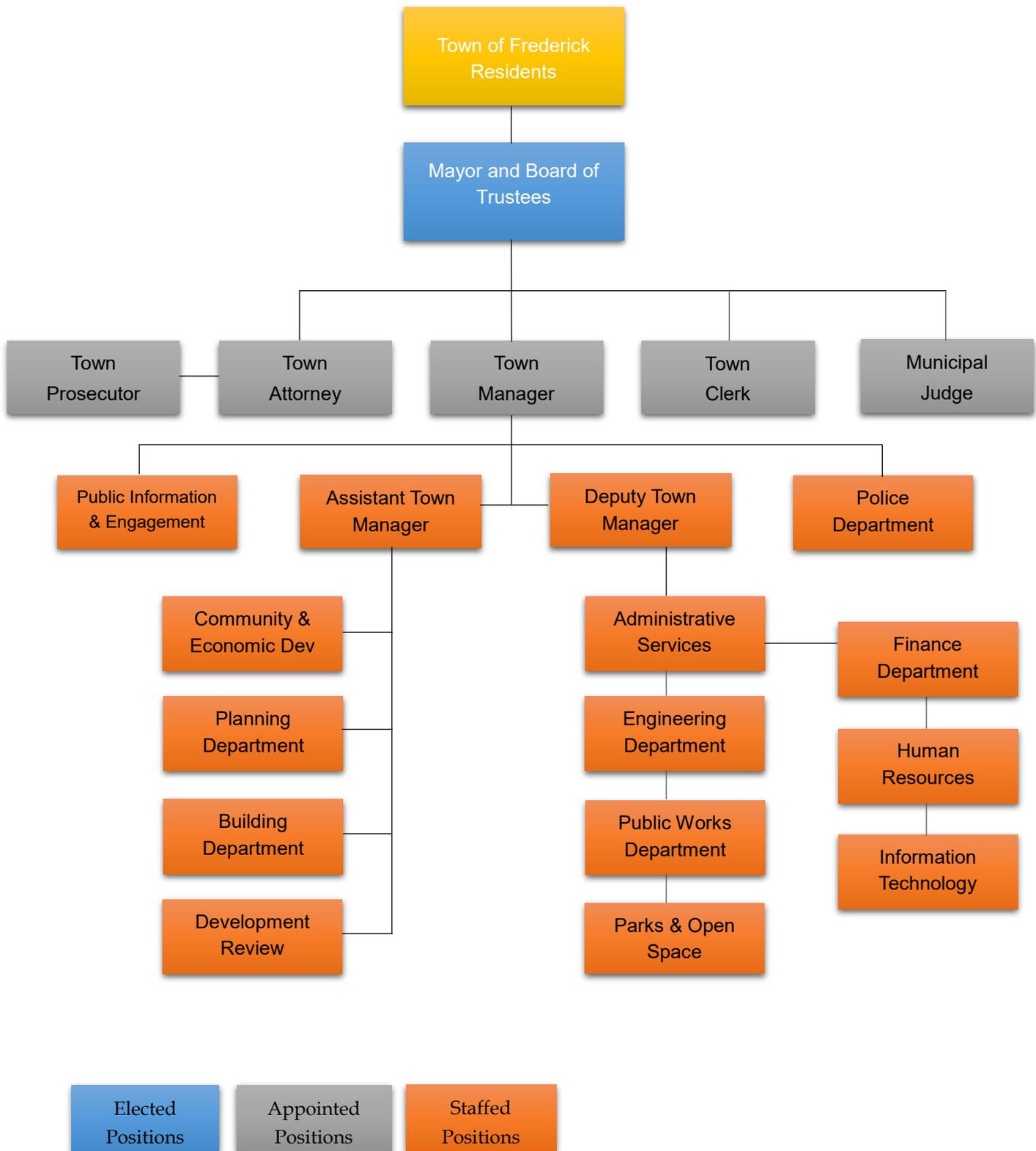


Trustee Windi Padia

**TOWN MANAGER AND DEPARTMENT DIRECTORS**

Bryan Ostler	Town Manager
Jason Leslie	Administrative Services Officer
Kurtis Adams	Finance Manager
Kevin Ash	Engineering Director
Ryan Johnson	Assistant Town Manager
Colby Johnson	Parks & Open Space Director
Cindy Kamigaki	GIS Manager
Meghan Martinez	Town Clerk
Jason Meyers	Town Attorney
Lauren Mueller	Human Resources Director
Todd Norris	Police Chief
Tim Schwartz	Golf Course General Manager
Kent VanDyne	Public Works Director
Angela Wilson	Communications & 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**

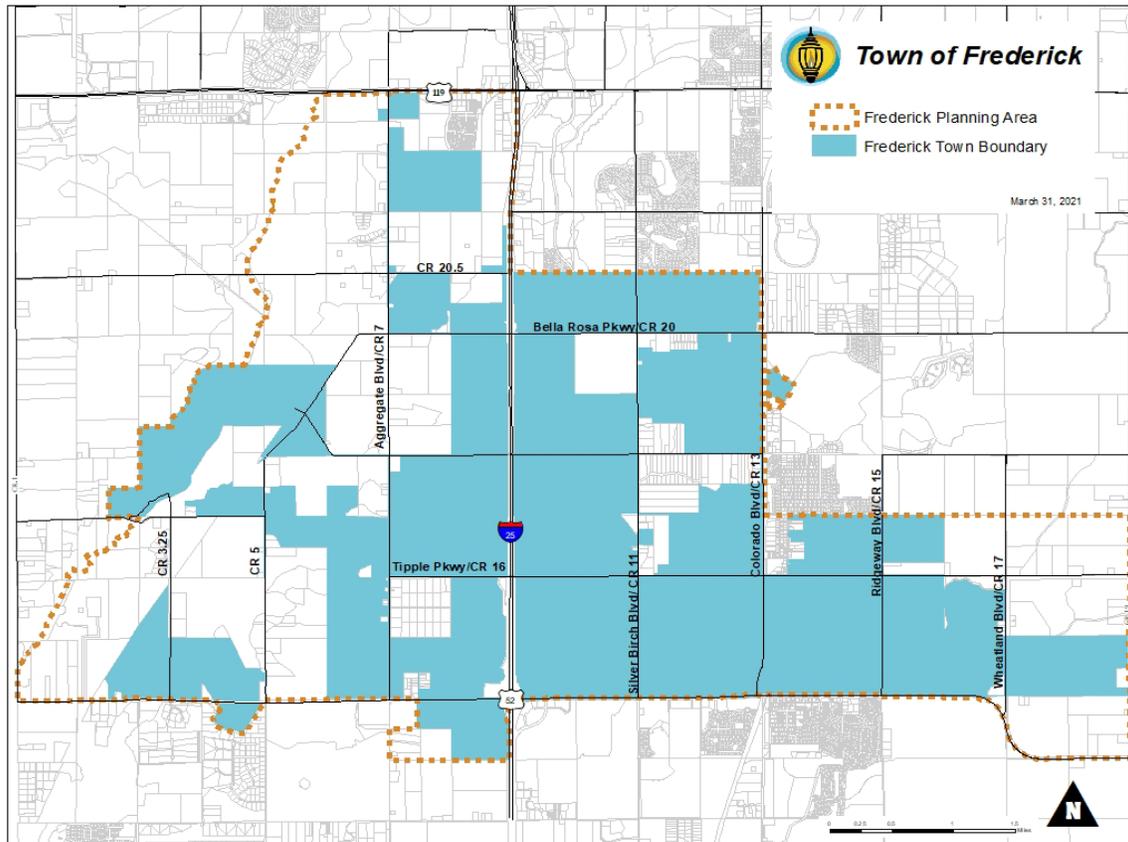
Commissioners are appointed by the Board of Trustees based on their personal and professional backgrounds relevant to the policy topic. The commission structure provides an excellent opportunity to gain community input in policy-making for the Town of Frederick.

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



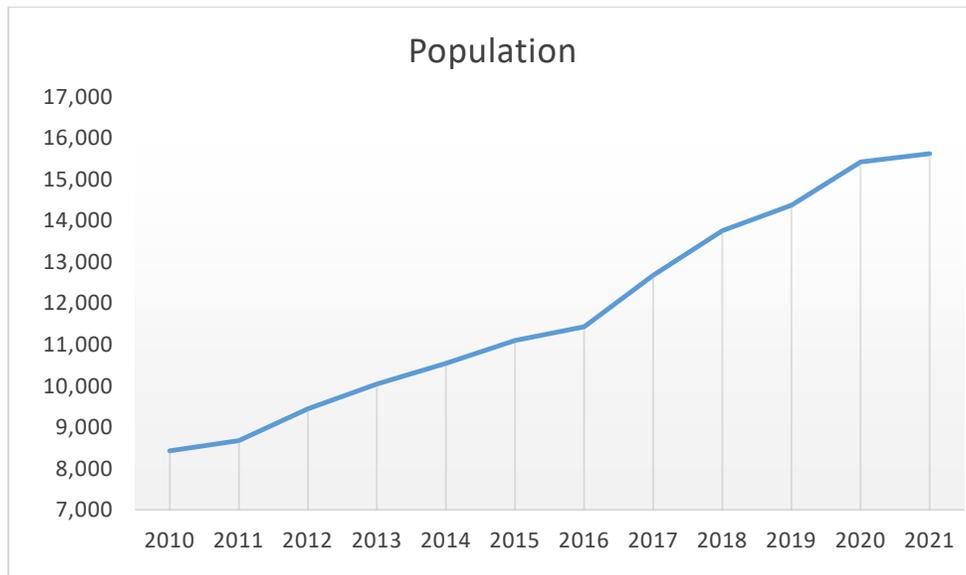
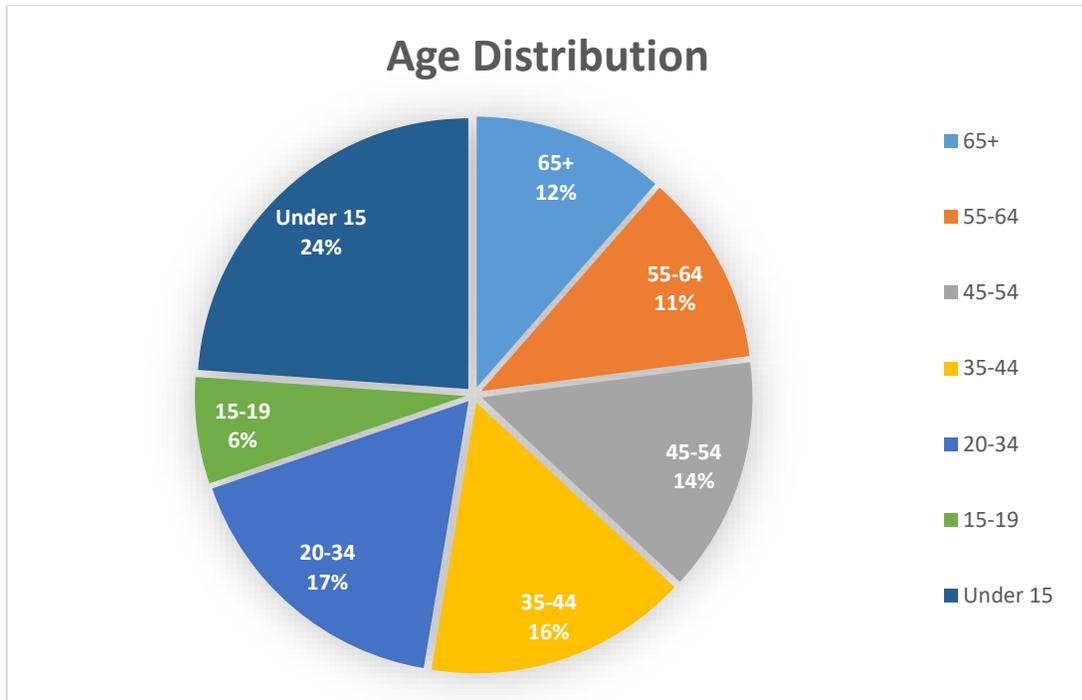
## GENERAL INFORMATION

### 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 approximately 16 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 15,000 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 67,000.

### Demographics

With a median age of 36.6, Frederick has a young population that has grown more than 53 percent in the past seven years. The current population is approximately 15,427. Approximately 96 percent of the population has a high school degree or higher, 26.6 percent have a Bachelor’s degree or higher and 11.2 percent have a graduate/professional degree. The median income is \$92,176.



**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	9.7%
Otterbox	6.6%
Sparton Medical System of Colorado	6.2%
Varra Companies, Inc	4.0%
Premier Manufacturing	3.8%
Transwest Truck Trailer RV	3.0%

### **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 110 regular, full-time positions (exempt and non-exempt) for 2022. 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 ten percent (10%) 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 2022, each officer must contribute eleven and a half percent (11.5%) of their gross weekly wages and the town contributes eight and a half percent (8.5%) to the police pension.

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><b><u>Budget Guidance</u></b> 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><b><u>Civic Engagement</u></b> Residents are encouraged to attend Community Tour &amp; Talks and other events, including Town Board meetings to discuss how the Town should invest resources and focus to achieve outcomes.</p>		<p><b><u>Capital Improvement Plan</u></b> CIP Plan is updated</p> <p><b><u>Town Manager identifies Budget Priorities</u></b> Town Manager defines priorities based on Board direction</p>
July			<p><b><u>Proposed Budget Development</u></b> 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><b><u>Proposed Budget</u></b> Staff presents Proposed Budget for consideration no later than October 15th.</p>	
October		<p><b><u>Budget Work Sessions</u></b> 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><b><u>Budget Public Hearing(s)</u></b> Residents comment on the proposed budget and offer suggestions to the Town.</p>		<p><b><u>Budget Response &amp; Refinement</u></b> Town staff respond to inquiries from Town Board and make modifications as suggested</p>
December		<p><b><u>Final Budget Adoption</u></b> 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 (15<sup>th</sup>) 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:** consists of street improvement revenue bonds, a Public Works facility loan, and an Urban Renewal Authority business park loan.

## 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 Administrative Services Officer 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 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 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 creates 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 2022 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](http://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

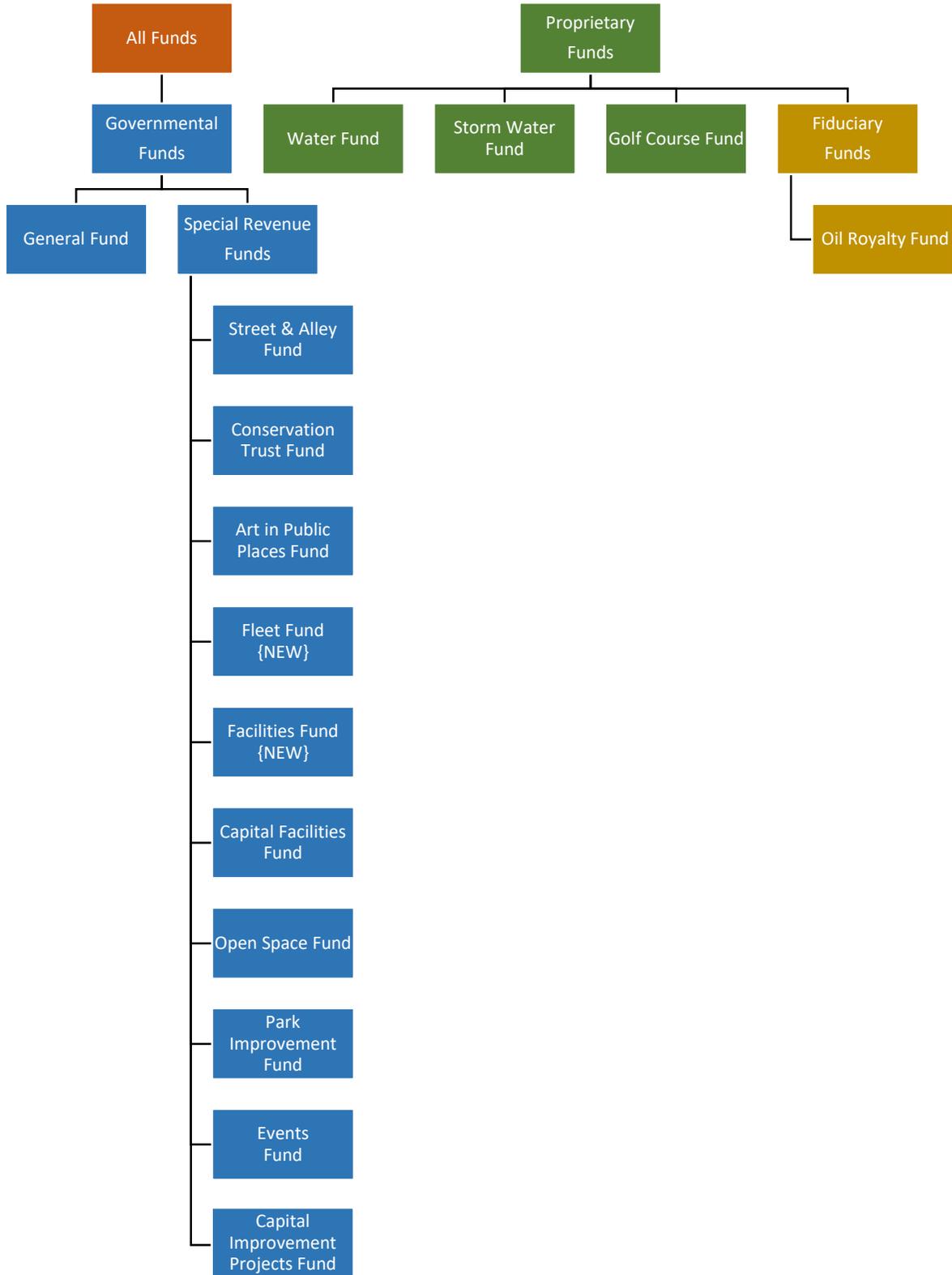
Enterprise Funds

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	Economic Dev	Town Board	Police	Buildings	Golf Course
<b>Governmental Funds</b>									
General Fund	✓	✓	✓	✓	✓	✓	✓	✓	
<b>Special Revenue Funds</b>									
Street and Alley Fund	✓	✓	✓	✓					
Conservation Trust Fund				✓					
Park Improvement Fund	✓		✓	✓	✓				
Open Space Fund	✓		✓	✓	✓				
Events Fund	✓								
Capital Facilities Fund	✓								
Art in Public Places Fund	✓								
Public Safety Fund							✓		
Capital Improvement Fund	✓	✓	✓	✓	✓	✓	✓	✓	✓
Fleet Fund {NEW}				✓					
Facilities Fund {NEW}				✓	✓				
<b>Proprietary Funds</b>									
Water Fund	✓	✓	✓	✓					
Storm Water Fund	✓	✓	✓	✓					
Golf Course Fund			✓						✓
<b>Fiduciary Funds</b>									
Oil Royalty Trust 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.

**Public Safety Fund**

Established in 2020, Public Safety Fund fees collected are to be used for capital improvements, including without limitation, police protection planning, preliminary architectural and engineering services, architectural and engineering design studies, land surveys, land acquisition, site improvements and off-site improvements associated with new or expanded facilities; the construction of buildings and facilities; and the purchase of public safety and police apparatus and equipment, including communications equipment, with an average useable life of at least five years, and other similar expenditures necessary to adequately protect and defend new development and its inhabitants while maintaining the Frederick Police Department's current insurance services organization rating. The fee established by the Frederick Public Safety Impact Fee Study is a reasonable fee sufficient to cover the costs of administration, inspection, publication of notice and similar matters for this fund will be charged to applicants for building permits based on the nature of proposed development. The fee schedule will be adopted by resolution periodically by the Board of Trustees and shall include rates for commercial/industrial, single-family residential and multi-family residential.

**Facilities Fund {NEW}**

This new fund was created in 2022 to operate, maintain, and renovate Town buildings and sites. It will establish standards and best practices for managing buildings and support systems, equipment, and furniture. The General Fund, Building Department will be moved to this new fund.

**Fleet Fund {NEW}**

This new fund was created in 2022 to maintain municipal vehicles and heavy equipment. Services will include fleet management, vehicle repair, preventative maintenance, quality control inspections, procurement, and administering service and parts contracts with vendors.

### **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.

### **Capital Improvement Projects Fund**

This fund was created in 2021 in order to account for proper segregation of funding for facility maintenance and capital projects, not included in enterprise funds. Transfers from nine (9) funds occurred at that time for the additions of permanent structural changes or property restorations to ensure efficient cost segregation. In the second year of its existence, transfers from eight (8) funds will occur in 2022 to further the town's efforts in segregating capital improvement projects.

## **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 2022 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.

2022 BUDGET - ALL FUNDS	General Fund	Special Revenue Funds	Capital Funds	Enterprise Funds	Trust and Agency Funds	Total All Funds	% of Total Rev. & Exp.
BEGINNING BALANCE:	15,568,864	8,635,983	16,923,217	59,212,977	1,480,789	101,821,830	
<i>REVENUES:</i>							
CHARGES FOR SERVICES	-	832,000	1,025,000	4,874,500	-	6,731,500	14.98%
FINES AND FORFEITURES	120,900	-	-	-	-	120,900	0.27%
PROPERTY TAXES	2,263,149	-	-	-	-	2,263,149	5.04%
SALES TAXES	7,313,450	2,846,000	-	-	-	10,159,450	22.61%
LICENSES AND PERMITS	1,975,700	1,783,400	-	17,838,500	-	21,597,600	48.07%
MISCELLANEOUS	422,211	1,018,050	-	89,500	150,000	1,679,761	3.74%
OTHER TAXES	-	2,286,298	-	-	-	2,286,298	5.09%
GRANTS	-	91,000	-	-	-	91,000	0.20%
TOTAL REVENUES	12,095,410	8,856,748	1,025,000	22,802,500	150,000	44,929,658	100.00%
<i>OTHER SOURCES/USES:</i>							
TRANSFER IN	-	1,276,206	26,612,658	935,250	-	28,824,114	
TRANSFER OUT	2,309,450	40,000	-	-	-	2,349,450	
TOTAL OTHER SOURCES/USES	(2,309,450)	1,236,206	26,612,658	935,250	-	26,474,664	
<i>EXPENDITURES:</i>							
PERSONNEL SERVICES	9,468,157	2,213,470	-	2,376,366	-	14,057,993	15.68%
CONTRACT SERVICES	1,940,554	1,159,000	-	3,201,700	15,000	6,316,254	7.05%
COMMODITY	793,047	1,154,035	-	972,500	-	2,919,582	3.26%
OTHER CHARGES	816,614	323,693	-	163,650	60,000	1,363,957	1.52%
CAPITAL OUTLAY	203,250	8,309,608	37,538,043	18,351,550	-	64,402,451	71.85%
DEBT SERVICE	-	409,000	170,500	-	-	579,500	0.65%
TOTAL EXPENDITURES	13,221,622	13,568,806	37,708,543	25,065,766	75,000	89,639,737	100.00%
ENDING BALANCE:	12,133,201	5,160,131	6,852,332	57,884,961	1,555,789	83,586,415	

## 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.

<b>General Fund</b>	Anticipated FY 2022 Beginning Balance	Anticipated FY 2022 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	15,568,864	12,133,201	(3,435,663)	-22.1%

Discussion:

The anticipated General Fund ending Fund Balance decrease is due to transfers to the Capital Improvement Projects Fund for future capital project needs and the addition of FTE to support the strategic initiatives driven by the Board. 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.

<b>Street and Alley Fund</b>	Anticipated FY 2022 Beginning Balance	Anticipated FY 2022 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	5,651,542	4,687,750	(963,792)	-17.1%

Discussion:

The revenues and expenditures for this fund are relatively stable. The decrease in Fund Balance is attributed to intersection improvements, concrete and alleyway maintenance, and the pavement maintenance program.

<b>Conservation Trust Fund</b>	Anticipated FY 2022 Beginning Balance	Anticipated FY 2022 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	84,595	160,345	75,750	89.5%

Discussion:

This fund's revenues are lottery proceeds 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.

<b>Park Improvement Fund</b>	Anticipated FY 2022 Beginning Balance	Anticipated FY 2022 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	896,012	366,962	(529,050)	-59.0%

Discussion:

The decrease in Fund Balance is associated with capital expenditures. This fund is restricted and consequently does incur Fund Balance increases until projects are identified that meet funding requirements. Identified capital projects include park improvements and equipment acquisition for 2022.

<b>Open Space Fund</b>	Anticipated FY 2022 Beginning Balance	Anticipated FY 2022 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	1,559,810	0	(1,559,810)	-100.0%

Discussion:

The decrease in Fund Balance is associated with capital expenditures. This fund is restricted and consequently does incur Fund Balance increases until projects are identified that meet funding requirements. Identified capital projects include open space acquisition and trail system expansion for 2022.

<b>Capital Facilities Fund</b>	Anticipated FY 2022 Beginning Balance	Anticipated FY 2022 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	6,151,832	6,852,332	700,500	11.4%

Discussion:

This fund is utilized for construction and financing of capital facility projects. When there are no active projects, Fund Balance will naturally increase due to annual tax and fee revenue. This year's increase is attributed to limited Capital Outlay and consistent Debt Service.

## 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?
5th Street Revitalization	\$150,000	Yes
<u>Discussion:</u> This project is a planning effort to update and re-establish a revitalization strategy for 5th Street in downtown. The start date will coincide with the completion of the facilities master plan.		

### Open Space Fund

Project Description	Capital Expenditure Amount	Recurring?
Trail System Expansion	\$324,500	Yes
<u>Discussion:</u> Trail systems will continue to be expanded as prioritized by the POST Master Plan.		
Open Space Purchase	\$2,000,000	No
<u>Discussion:</u> The purchase of gravel pits for open space will allow community collaboration between the Town, City of Longmont, and CPW.		

### Storm Water Fund

Project Description	Capital Expenditure Amount	Recurring?
Groundwater Impact Project	\$500,000	Yes
<u>Discussion:</u> The high groundwater table in the downtown areas creates regular sump pump activity and discharge, which negatively impacts public infrastructure. These are allocated funds for investigation and remediation.		
Improvement OSP Project	\$200,000	No
<u>Discussion:</u> The Storm Water Master Plan has identified design and construction components to improve the Town's drainage system.		
Countryside Storm Water Conveyance	\$100,000	No
<u>Discussion:</u> This project includes the installation of additional drainage inlets to alleviate street flooding and maintain standard water level depths during storms.		

**Water Fund**

Project Description	Capital Expenditure Amount	Recurring?
Northern Integrated Supply Project <u>Discussion:</u> NISP will provide 2,600 acre-feet of a new reliable water source for the Town's future development. The project consists of permitting, design, and construction for water storage of a Northern Colorado water source.	\$2,175,550	Yes
Windy Gap Water Project <u>Discussion:</u> Participation in the Windy Gap project will provide the Town with additional future water supplies. Funds will be used to meet the terms of the Windy Gap Dry Creek Storage Agreement between the Town and CWCWD, allowing the Town to firm seven unfirmed owned units. The Town will possess a long-term lease of 2,000 acre-feet from CWCWD in Dry Creek Reservoir.	\$600,000	Yes
Vactor Truck <u>Discussion:</u> This is a one-time capital expenditure to replace a 5-year old existing truck, in order to provide continued maintenance to stormwater drainage, water leaks, and utility excavation.	\$600,000	No
Colorado Big Thompson Unit Purchases <u>Discussion:</u> CBT water unit purchasing remains a Board priority to meet previous obligations and to provide commercial development incentives.	\$14,000,000	Yes

**Park Improvement Fund**

Project Description	Capital Expenditure Amount	Recurring?
Park Improvements <u>Discussion:</u> Funds have been appropriated for continued park maintenance and renovation.	\$355,500	Yes

**Street & Alley Fund**

Project Description	Capital Expenditure Amount	Recurring?
Colorado Blvd/Tipple Pkwy Intersection Improvement <u>Discussion:</u> This is a TMP PAC-1 Tier-3 project with improvements consisting of widening, drainage, pedestrian, and operations.	\$1,000,000	Yes
Silver Birch/Godding Hollow Intersection Improvement <u>Discussion:</u> This is a TMP PAC-4 Tier-2 project implementing public improvements included with the Clearview Villages subdivision, consisting of a traffic signal contribution and the upgrade of a four-way stop to a signalized intersection.	\$140,000	Yes
Pavement Maintenance Program <u>Discussion:</u> This is an ongoing project to provide overlay, milling, and surface repairs to Frederick streets. A 5-year program has been established so that streets can be reviewed and repaired before larger capital costs are needed to keep roads open.	\$950,000	Yes
Colorado Blvd Capital Maintenance <u>Discussion:</u> This is a one-time capital expenditure to address complaints related to a 3-mile section of the main arterial thoroughfare between Hwy 52 and Bella Rosa Parkway. It will address current pavement damage, and improve ride quality and roadway appearance.	\$1,600,000	No
Public Improvement Obligations-Prosperity <u>Discussion:</u> During the Prosperity development review process, roadway and waterline improvements were identified to be constructed by the developer and reimbursed by the Town.	\$212,758	No
Concrete and Alleyway Maintenance <u>Discussion:</u> Alleyways in the downtown area were assessed in 2016 with the intent to pave existing dirt sections and improve infrastructure.	\$200,000	Yes
Tandom Axle Plow Truck <u>Discussion:</u> An additional plow truck will allow side-by-side road maintenance of arterial thoroughfares.	\$350,000	No
Street Sweeper <u>Discussion:</u> As one of the most used pieces of equipment, the replacement of a 5-year old sweeper is necessary to maintain streets and drainage.	\$310,000	No

Significant Operating Impacts of Capital Investments							
<b>General Fund</b>							
<b>5th Street Revitalization</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>TOTAL</b>
New Personnel (FTEs)	0.6	0.5	0.4	0.4	0.4	0.3	2.3
Program & Facility Operating \$	15,000	\$ 13,500	\$ 12,150	\$ 10,935	\$ 9,842	\$ 8,857	\$ 61,427
<b>Total Operating Costs \$</b>	<b>15,000</b>	<b>\$ 13,500</b>	<b>\$ 12,150</b>	<b>\$ 10,935</b>	<b>\$ 9,842</b>	<b>\$ 8,857</b>	<b>\$ 61,427</b>
<b>Street &amp; Alley Fund</b>							
<b>Colo Blvd / Tipple Inter Improve</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>TOTAL</b>
New Personnel (FTEs)	0.6	0.5	0.4	0.4	0.4	0.3	2.3
Program & Facility Operating \$	100,000	\$ 90,000	\$ 81,000	\$ 72,900	\$ 65,610	\$ 59,049	\$ 409,510
<b>Total Operating Costs \$</b>	<b>100,000</b>	<b>\$ 90,000</b>	<b>\$ 81,000</b>	<b>\$ 72,900</b>	<b>\$ 65,610</b>	<b>\$ 59,049</b>	<b>\$ 409,510</b>
<b>Street &amp; Alley Fund</b>							
<b>Silver Birch / Godding Inter Improve</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.1	1.0	0.9	0.8	0.7	0.6	4.5
Program & Facility Operating \$	14,000	\$ 12,600	\$ 11,340	\$ 10,206	\$ 9,185	\$ 8,267	\$ 57,331
<b>Total Operating Costs \$</b>	<b>14,000</b>	<b>\$ 12,600</b>	<b>\$ 11,340</b>	<b>\$ 10,206</b>	<b>\$ 9,185</b>	<b>\$ 8,267</b>	<b>\$ 57,331</b>
<b>Street &amp; Alley Fund</b>							
<b>Pavement Maintenance</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.4	1.3	1.2	1.0	0.9	0.8	5.9
Program & Facility Operating \$	95,000	\$ 85,500	\$ 76,950	\$ 69,255	\$ 62,330	\$ 56,097	\$ 389,035
<b>Total Operating Costs \$</b>	<b>95,000</b>	<b>\$ 85,500</b>	<b>\$ 76,950</b>	<b>\$ 69,255</b>	<b>\$ 62,330</b>	<b>\$ 56,097</b>	<b>\$ 389,035</b>
<b>Street &amp; Alley Fund</b>							
<b>Colo Blvd Capital Maintenance</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>TOTAL</b>
New Personnel (FTEs)	0.3	0.3	0.3	0.2	0.2	0.2	1.4
Program & Facility Operating \$	160,000	\$ 144,000	\$ 129,600	\$ 116,640	\$ 104,976	\$ 94,478	\$ 655,216
<b>Total Operating Costs \$</b>	<b>160,000</b>	<b>\$ 144,000</b>	<b>\$ 129,600</b>	<b>\$ 116,640</b>	<b>\$ 104,976</b>	<b>\$ 94,478</b>	<b>\$ 655,216</b>
<b>Street &amp; Alley Fund</b>							
<b>Public Improve Obligations-Prosperity</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.7	1.5	1.3	1.2	1.1	1.0	6.8
Program & Facility Operating \$	21,276	\$ 19,148	\$ 17,233	\$ 15,510	\$ 13,959	\$ 12,563	\$ 87,127
<b>Total Operating Costs \$</b>	<b>21,276</b>	<b>\$ 19,148</b>	<b>\$ 17,233</b>	<b>\$ 15,510</b>	<b>\$ 13,959</b>	<b>\$ 12,563</b>	<b>\$ 87,127</b>
<b>Street &amp; Alley Fund</b>							
<b>Concrete &amp; Alleyway Maintenance</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.7	1.5	1.3	1.2	1.1	1.0	6.8
Program & Facility Operating \$	20,000	\$ 18,000	\$ 16,200	\$ 14,580	\$ 13,122	\$ 11,810	\$ 81,902
<b>Total Operating Costs \$</b>	<b>20,000</b>	<b>\$ 18,000</b>	<b>\$ 16,200</b>	<b>\$ 14,580</b>	<b>\$ 13,122</b>	<b>\$ 11,810</b>	<b>\$ 81,902</b>
<b>Street &amp; Alley Fund</b>							
<b>Tandem Axle Plow Truck</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.7	1.5	1.3	1.2	1.1	1.0	6.8
Program & Facility Operating \$	35,000	\$ 31,500	\$ 28,350	\$ 25,515	\$ 22,964	\$ 20,667	\$ 143,329
<b>Total Operating Costs \$</b>	<b>35,000</b>	<b>\$ 31,500</b>	<b>\$ 28,350</b>	<b>\$ 25,515</b>	<b>\$ 22,964</b>	<b>\$ 20,667</b>	<b>\$ 143,329</b>
<b>Street &amp; Alley Fund</b>							
<b>Street Sweeper</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.7	1.5	1.3	1.2	1.1	1.0	6.8
Program & Facility Operating \$	31,000	\$ 27,900	\$ 25,110	\$ 22,599	\$ 20,339	\$ 18,305	\$ 126,948
<b>Total Operating Costs \$</b>	<b>31,000</b>	<b>\$ 27,900</b>	<b>\$ 25,110</b>	<b>\$ 22,599</b>	<b>\$ 20,339</b>	<b>\$ 18,305</b>	<b>\$ 126,948</b>

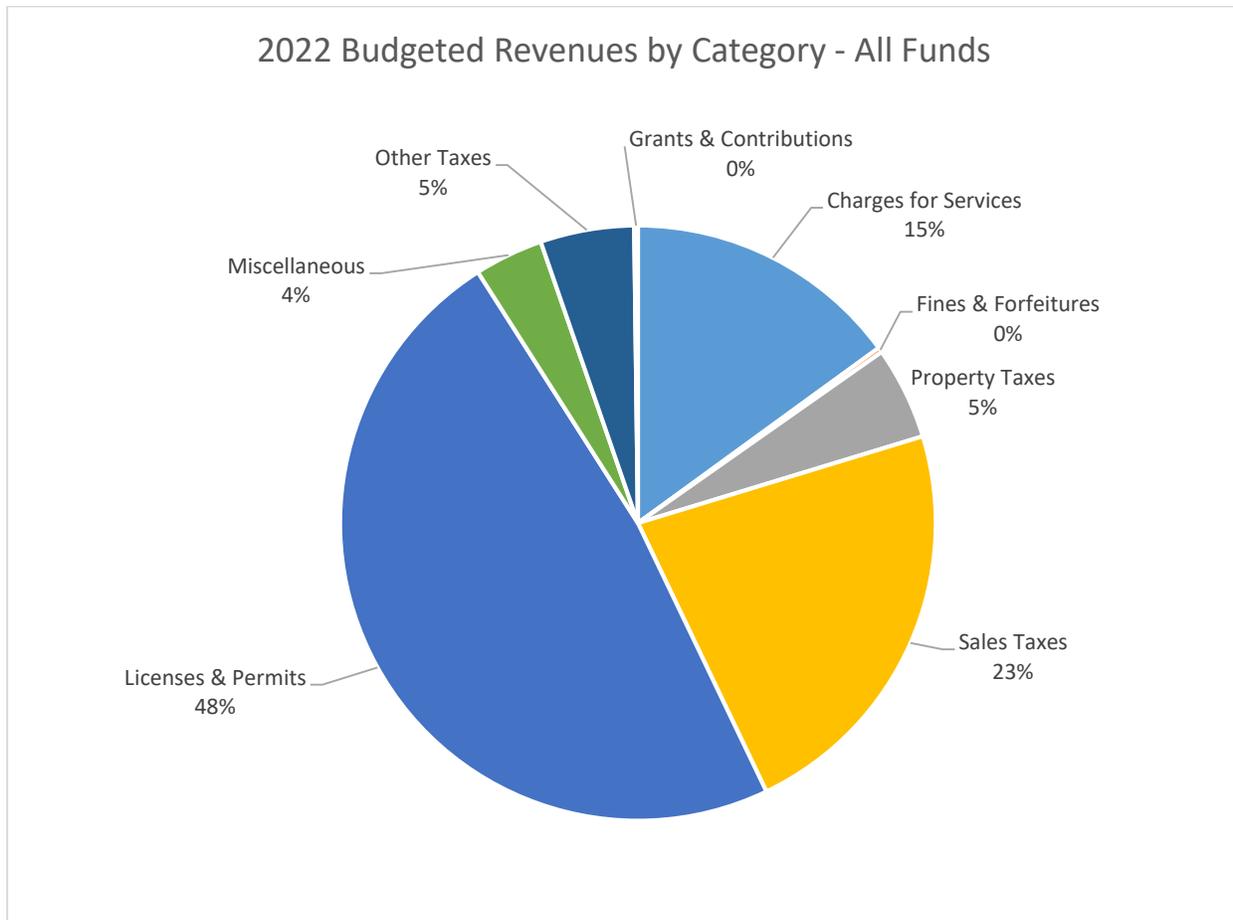
Significant Operating Impacts of Capital Investments							
<b>Open Space Fund</b>							
<b>Trail System Expansion</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.1	1.0	0.9	0.8	0.7	0.6	4.5
Program & Facility Operating	\$ 32,450	\$ 29,205	\$ 26,285	\$ 23,656	\$ 21,290	\$ 19,161	\$ 132,886
<b>Total Operating Costs</b>	<b>\$ 32,450</b>	<b>\$ 29,205</b>	<b>\$ 26,285</b>	<b>\$ 23,656</b>	<b>\$ 21,290</b>	<b>\$ 19,161</b>	<b>\$ 132,886</b>
<b>Open Space Fund</b>							
<b>Open Space Purchase</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.1	1.0	0.9	0.8	0.7	0.6	4.5
Program & Facility Operating	\$ 100,000	\$ 90,000	\$ 81,000	\$ 72,900	\$ 65,610	\$ 59,049	\$ 409,510
<b>Total Operating Costs</b>	<b>\$ 100,000</b>	<b>\$ 90,000</b>	<b>\$ 81,000</b>	<b>\$ 72,900</b>	<b>\$ 65,610</b>	<b>\$ 59,049</b>	<b>\$ 409,510</b>
<b>Water Fund</b>							
<b>Northern Integrated Supply Project</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.1	1.0	0.9	0.8	0.7	0.6	4.5
Program & Facility Operating	\$ 108,778	\$ 97,900	\$ 88,110	\$ 79,299	\$ 71,369	\$ 64,232	\$ 445,455
<b>Total Operating Costs</b>	<b>\$ 108,778</b>	<b>\$ 97,900</b>	<b>\$ 88,110</b>	<b>\$ 79,299</b>	<b>\$ 71,369</b>	<b>\$ 64,232</b>	<b>\$ 445,455</b>
<b>Water Fund</b>							
<b>Windy Gap Water Project</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.7	1.5	1.3	1.2	1.1	1.0	6.8
Program & Facility Operating	\$ 60,000	\$ 54,000	\$ 48,600	\$ 43,740	\$ 39,366	\$ 35,429	\$ 245,706
<b>Total Operating Costs</b>	<b>\$ 60,000</b>	<b>\$ 54,000</b>	<b>\$ 48,600</b>	<b>\$ 43,740</b>	<b>\$ 39,366</b>	<b>\$ 35,429</b>	<b>\$ 245,706</b>
<b>Water Fund</b>							
<b>Vactor Truck</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.1	1.0	0.9	0.8	0.7	0.6	4.5
Program & Facility Operating	\$ 60,000	\$ 54,000	\$ 48,600	\$ 43,740	\$ 39,366	\$ 35,429	\$ 245,706
<b>Total Operating Costs</b>	<b>\$ 60,000</b>	<b>\$ 54,000</b>	<b>\$ 48,600</b>	<b>\$ 43,740</b>	<b>\$ 39,366</b>	<b>\$ 35,429</b>	<b>\$ 245,706</b>
<b>Water Fund</b>							
<b>CBT Unit Purchases</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>TOTAL</b>
New Personnel (FTEs)	0.6	0.5	0.4	0.4	0.4	0.3	2.3
Program & Facility Operating	\$ 140,000	\$ 126,000	\$ 113,400	\$ 102,060	\$ 91,854	\$ 82,669	\$ 573,314
<b>Total Operating Costs</b>	<b>\$ 140,000</b>	<b>\$ 126,000</b>	<b>\$ 113,400</b>	<b>\$ 102,060</b>	<b>\$ 91,854</b>	<b>\$ 82,669</b>	<b>\$ 573,314</b>
<b>Storm Water Fund</b>							
<b>Groundwater Impact Project</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>TOTAL</b>
New Personnel (FTEs)	0.6	0.5	0.4	0.4	0.4	0.3	2.3
Program & Facility Operating	\$ 50,000	\$ 45,000	\$ 40,500	\$ 36,450	\$ 32,805	\$ 29,525	\$ 204,755
<b>Total Operating Costs</b>	<b>\$ 50,000</b>	<b>\$ 45,000</b>	<b>\$ 40,500</b>	<b>\$ 36,450</b>	<b>\$ 32,805</b>	<b>\$ 29,525</b>	<b>\$ 204,755</b>
<b>Storm Water Fund</b>							
<b>Improvement OSP Project</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>TOTAL</b>
New Personnel (FTEs)	0.6	0.5	0.4	0.4	0.4	0.3	2.3
Program & Facility Operating	\$ 20,000	\$ 18,000	\$ 16,200	\$ 14,580	\$ 13,122	\$ 11,810	\$ 81,902
<b>Total Operating Costs</b>	<b>\$ 20,000</b>	<b>\$ 18,000</b>	<b>\$ 16,200</b>	<b>\$ 14,580</b>	<b>\$ 13,122</b>	<b>\$ 11,810</b>	<b>\$ 81,902</b>
<b>Storm Water Fund</b>							
<b>Countryside Conveyance</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>TOTAL</b>
New Personnel (FTEs)	0.6	0.5	0.4	0.4	0.4	0.3	2.3
Program & Facility Operating	\$ 10,000	\$ 9,000	\$ 8,100	\$ 7,290	\$ 6,561	\$ 5,905	\$ 40,951
<b>Total Operating Costs</b>	<b>\$ 10,000</b>	<b>\$ 9,000</b>	<b>\$ 8,100</b>	<b>\$ 7,290</b>	<b>\$ 6,561</b>	<b>\$ 5,905</b>	<b>\$ 40,951</b>
<b>Park Improvement Fund</b>							
<b>Park Improvements</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>TOTAL</b>
New Personnel (FTEs)	0.6	0.5	0.4	0.4	0.4	0.3	2.3
Program & Facility Operating	\$ 35,500	\$ 31,950	\$ 28,755	\$ 25,880	\$ 23,292	\$ 20,962	\$ 145,376
<b>Total Operating Costs</b>	<b>\$ 35,500</b>	<b>\$ 31,950</b>	<b>\$ 28,755</b>	<b>\$ 25,880</b>	<b>\$ 23,292</b>	<b>\$ 20,962</b>	<b>\$ 145,376</b>

### 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, 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 increase (decrease) for each year from 2017 to 2021 that were used in forecasting:

Year	2017	2018	2019	2020	2021
Consumer Price Index (CPI)	2.1%	1.9%	2.3%	1.4%	7.0%

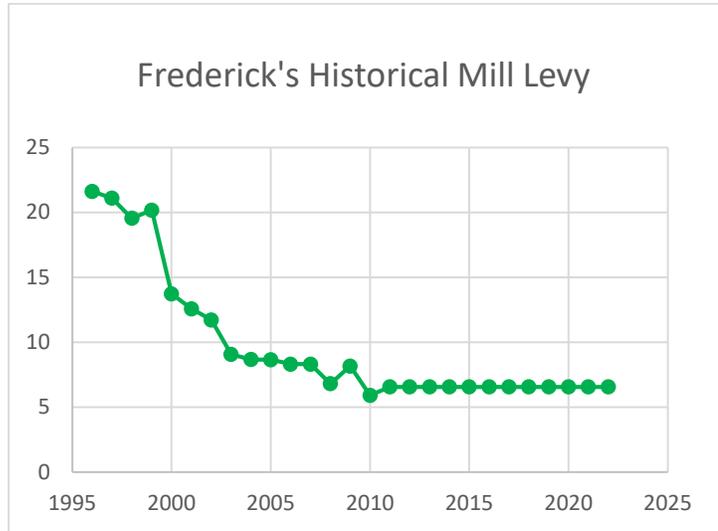
The following chart consolidates and summarizes the town’s revenue by source:



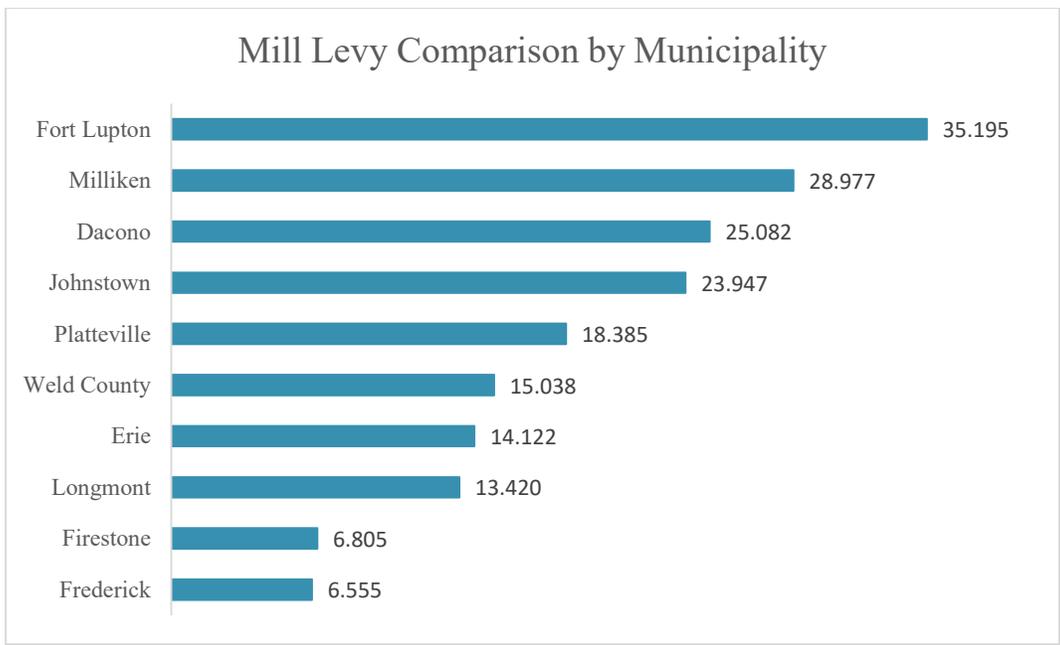
The following are descriptions of the town’s revenue resources, associated forecasting assumptions and revenue trends.

**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 taxes are not paid within subsequent periods, the property may be sold at a public auction. Weld County bills and collects all 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 2022 will remain at the 2021 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 forecasted each year based on assessed valuations determined by Weld County and applying the town’s current mill levy rate.



Property Tax Revenues by Category				
Category	2020 Budget Taxes Levied	2021 Budget Taxes Levied	2022 Budget Taxes Levied	% Change 2021 to 2022
Vacant Land	32,845	49,228	74,617	51.6%
Residential	700,357	839,003	997,482	18.9%
Commercial	337,277	444,199	547,387	23.2%
Industrial	155,922	250,411	373,098	49.0%
Agricultural	5,515	5,109	4,809	-5.9%
Oil & Gas	459,007	1,052,937	194,007	-81.6%
State Assessed	181,211	138,123	234,795	70.0%
Minerals	74	69	1,351	1853.4%
Total Revenue	1,872,210	2,779,079	2,427,545	

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 2022 budget, several categories showed substantial changes since 2021 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 2022 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.

**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.

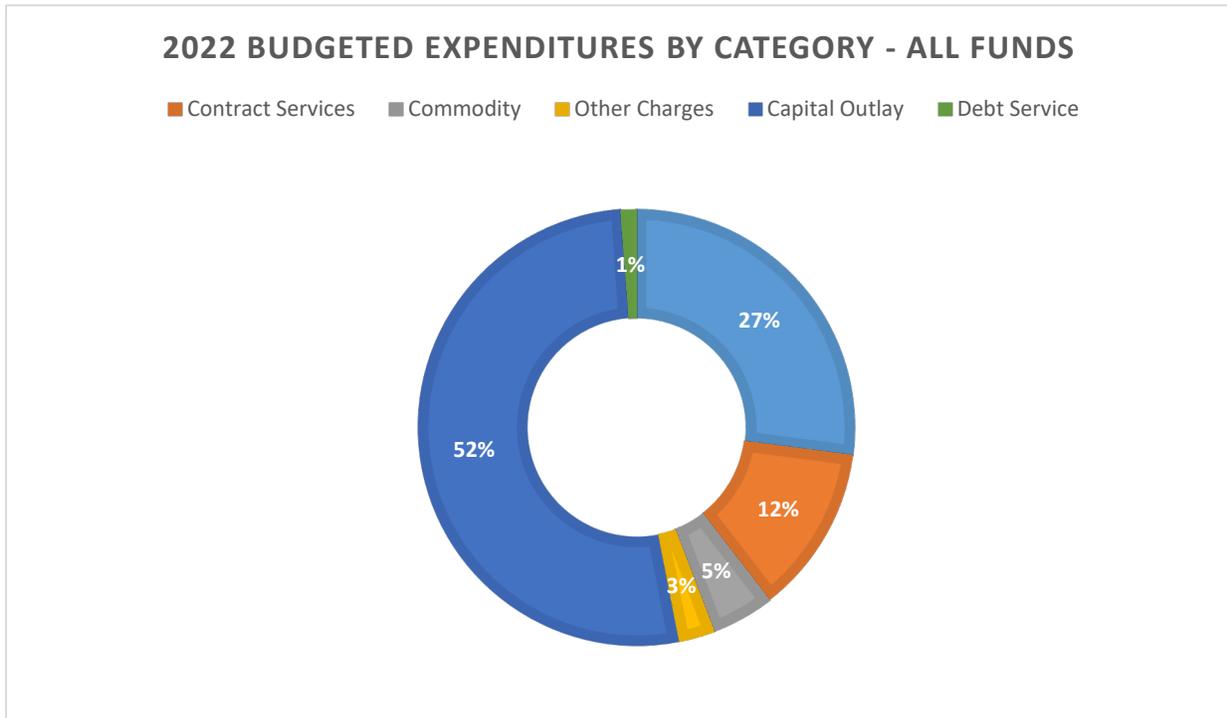
**Motor Vehicle Registration Fees**

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 2022 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, 2021, 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)	\$2,828,452,959
Debt Limit: 3% of Actual Value	\$84,853,589
Total Bonded Debt	\$2,045,000
Legal Debt Margin	\$82,808,589
Total Bonded Debt Applicable to Limit as a % of Debt Limit	2.41%

The town has a lease purchase agreement for the Public Works facility. The payment is generated out of the Capital Facilities Fund. The payment is \$169,640 per year and the lease ends in 2033.

Public Works Building	\$1,645,748
-----------------------	-------------

**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 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
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
<b>Total</b>	<b>\$1,645,000</b>	<b>\$237,000</b>	<b>\$1,882,000</b>

**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
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
<b>Total</b>	<b>\$715,000</b>	<b>\$148,900</b>	<b>\$863,900</b>

# STRATEGIC FOUNDATION



# 2021-2022 STRATEGIC PLAN



**MISSION STATEMENT:** Our Mission is to foster an exceptional and inclusive community that is *Built On What Matters*.

**VALUES:** We are FRED (Family, Respect, Empowerment, Dedication)



**EFFECTIVE, EFFICIENT & STRATEGIC GOVERNMENT OPERATIONS** – The Town of Frederick will lead the region in a culture of efficiency and innovation in all municipal services that far exceed the community’s expectations, magnifying the fact that Frederick is *Built on What Matters*. Ensure all adopted Master Plans guide our processes.

- Develop a strategy for our current land inventory. ●
- Actively pursue Home Rule Status.\* ●



**COMMUNITY AND ECONOMIC VITALITY** – Frederick is a community that fosters economic, recreational, cultural, and environmental vitality and enhances various economic opportunities.

- Develop a design for Frederick Recreation Area as a regional park and destination for all mobilities. ●●●
- Develop and implement a retail attraction strategy. ●
- Explore revitalization strategies for 5<sup>th</sup> Street, including a potential cultural center with programming for youth. ●
- Complete an update to the Zoning Code.\* ●
- Complete an update to the Comprehensive Plan.\* ●



**DYNAMIC, INCLUSIVE & CONNECTED COMMUNITY** – Frederick is represented by diverse nonprofit, cultural, business, and geographic participation. Residents are actively engaged in activities and initiatives; they are encouraged and supported to address essential community needs and issues.

- Complete a community satisfaction survey and establish a regular schedule for surveying the community.\* ●
- Continue offering accessible public engagement opportunities, including virtual public comment for Board meetings. ●



**STRATEGIC, RELIABLE & SUSTAINABLE INFRASTRUCTURE** – Frederick is dedicated to investing in existing and future transportation, water, storm water, and technology while planning for sustainable growth and development. Frederick takes steps to implement all adopted plans.

- Complete a Facilities Master Plan to account for the current needs and looking out 50 years for the future growth needs of the Town. ●●
- Develop a sustainable strategy for park maintenance and expansion, using the Parks, Open Space, and Trails Master Plan. ●●
- Complete a Golf Course Master Plan. ●
- Complete a Water Master Plan that includes the pursuit of water shares for use in economic development. ●●●



**SAFE & SECURE** – Residents of Frederick experience safety and peace of mind knowing they live in the safest community in Colorado.

- The Town of Frederick will continue efforts to implement the commitments made resulting from the Ballot Initiative 2A.\* ●●●



**FISCALLY RESPONSIBLE GOVERNANCE** – The Town of Frederick plans for, identifies, and utilizes resources that reflect exemplary stewardship for those who live in Frederick and those who seek out Frederick in the future.

- The Bella Rosa Golf Course is an amenity that strives to be inclusive for the entire community and adds to the diversity of recreation throughout the Carbon Valley. In addition, the Golf Course will move toward financial self-sufficiency. ●

\* Denotes directives carried forward from 2020.

- Short-Term Goal (1 – 4 years)
- Mid-Term Goal (5 – 7 years)
- Long-Term Goal (8 – 12 years)



## 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 as 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**

- In 2022, 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 2022.
- The inflation factor used in the model for expenditures is 2.875 percent for 2023 through 2026.
- The inflation factor used in the model for expenditures is 3.250 percent for 2027 through 2032.
- 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: 2023, 2024, 2025, 2026, and 2027. Other staffing assumptions in 2022 include adding a full-time Parks & Open Space Director, Deputy Town Manager, two Police Officers, Planning Technician, Grant Administrator, Water Supervisor, Storm Water Engineer, Fleet Mechanic, Facilities Maintenance Technician, and Economic Development Manager.

### Analysis

The plan as presented, depicts 2021 with a General Fund increase in fund balance by \$5.4M. These excess revenues have been utilized to balance the 2022 projected budget. Tax and fee revenues are anticipated to decrease by 9%, and the addition of the Internal Services department increased General Fund expenditures by 22%. An additional \$2.1M in revenues will be transferred to the newly created Facilities Fund and Fleet Fund. Despite using fund balance to balance the budget in 2022, 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.

<b>General Fund</b>	2021	2022	2022	2023	2024	2025
	Actual	Adopted Budget	Projected Budget	Projected	Projected	Projected
Beginning Fund Balance	8,894,622	15,568,864	15,568,864	12,133,201	11,256,460	10,885,610
<b>Revenues:</b>						
Taxes & Fees	10,897,374	9,576,599	9,576,599	9,863,897	10,159,814	10,464,608
Licenses & Permits	1,864,467	1,975,700	1,975,700	2,034,971	2,096,020	2,158,901
Fines & Forfeitures	129,171	120,900	120,900	124,527	128,263	132,111
Earnings on Investment	46,159	50,000	50,000	51,500	53,045	54,636
Miscellaneous Revenue	665,375	372,211	372,211	383,377	394,879	406,725
Grants & Contributions	2,588,406	-	-	-	-	-
<i>Transfers In</i>	576,012	-	-	-	-	-
Total Operating Revenues	16,766,964	12,095,410	12,095,410	12,458,272	12,832,020	13,216,981
<b>Operating Expenditures:</b>						
Administration	1,925,827	2,588,468	2,588,468	2,243,473	1,907,973	1,962,827
Internal Services	0	3,434,342	3,434,342	3,507,322	3,608,157	3,711,892
Economic Development	104,732	213,639	213,639	218,179	224,451	230,904
Town Attorney	111,007	184,810	184,810	188,737	194,163	199,746
Finance	230,201	206,766	206,766	211,160	217,231	223,476
Courts Division	139,786	123,362	123,362	125,983	129,605	133,332
Legislative	316,929	310,211	310,211	316,803	325,911	335,281
Engineering	488,097	384,371	384,371	392,539	403,824	415,434
Planning	217,372	776,852	776,852	793,360	816,169	839,634
Police	4,756,697	4,451,933	4,451,933	4,446,537	4,494,375	4,543,588
Public Works & Buildings	352,193	343,619	343,619	350,921	361,010	371,389
<i>Transfers Out</i>	759,940	2,309,450	2,309,450	40,000	40,000	40,000
Total Operating Expenditures	9,402,781	15,327,823	15,327,823	12,835,013	12,722,870	13,007,503
<b>Net Operating Revenues (Loss)</b>	<b>7,364,183</b>	<b>(3,232,413)</b>	<b>(3,232,413)</b>	<b>(376,741)</b>	<b>109,150</b>	<b>209,479</b>
<b>Capital Expenditures:</b>						
Administration	43,750	18,000	18,000	400,000	400,000	0
Economic Development	0	150,000	150,000	0	0	0
Finance	0	0	0	0	0	0
Courts Division	0	0	0	0	0	0
Legislative	0	0	0	0	0	0
Engineering	12,288	0	0	0	0	0
Planning	305,000	0	0	0	0	0
Police	0	35,250	35,250	100,000	80,000	80,000
Public Works & Buildings	328,902	0	0	0	0	0
Total Capital Expenditures	689,940	203,250	203,250	500,000	480,000	80,000
Net Change in Fund Balance	6,674,242	(3,435,663)	(3,435,663)	(876,741)	(370,850)	129,479
Ending Fund Balance	15,568,864	12,133,201	12,133,201	11,256,460	10,885,610	11,015,089

	2026	2027	2028	2029	2030	2031	2032
<b>General Fund</b>	Projected						
Beginning Fund Balance	11,015,089	11,238,261	11,526,450	11,880,965	12,295,121	12,759,772	13,285,768
<b>Revenues:</b>							
Taxes & Fees	10,778,547	11,101,903	11,434,960	11,778,009	12,131,349	12,495,290	12,870,148
Licenses & Permits	2,223,668	2,290,378	2,359,089	2,429,862	2,502,758	2,577,840	2,655,176
Fines & Forfeitures	136,074	140,156	144,361	148,692	153,153	157,747	162,479
Earnings on Investment	56,275	57,964	59,703	61,494	63,339	65,239	67,196
Miscellaneous Revenue	418,927	431,495	444,439	457,773	471,506	485,651	500,220
Grants & Contributions	-	-	-	-	-	-	-
<i>Transfers In</i>	-	-	-	-	-	-	-
<b>Total Operating Revenues</b>	<b>13,613,491</b>	<b>14,021,895</b>	<b>14,442,552</b>	<b>14,875,829</b>	<b>15,322,104</b>	<b>15,781,767</b>	<b>16,255,220</b>
<b>Operating Expenditures:</b>							
Administration	2,019,258	2,077,312	2,137,035	2,206,488	2,278,199	2,352,241	2,428,688
Internal Services	3,818,609	3,942,713	4,070,852	4,203,154	4,339,757	4,480,799	4,626,425
Economic Development	237,543	245,263	253,234	261,464	269,962	278,736	287,795
Town Attorney	205,488	212,167	219,062	226,182	233,532	241,122	248,959
Finance	229,901	237,373	245,087	253,053	261,277	269,768	278,536
Courts Division	137,165	141,623	146,226	150,978	155,885	160,951	166,182
Legislative	344,920	356,130	367,704	379,655	391,994	404,733	417,887
Engineering	427,378	441,268	455,609	470,416	485,705	501,490	517,789
Planning	863,774	891,846	920,831	950,758	981,658	1,013,562	1,046,502
Police	4,594,216	4,663,528	4,735,093	4,808,983	4,885,275	4,964,046	5,045,378
Public Works & Buildings	382,066	394,484	407,304	420,542	434,209	448,321	462,891
<i>Transfers Out</i>	50,000	50,000	50,000	50,000	60,000	60,000	60,000
<b>Total Operating Expenditures</b>	<b>13,310,318</b>	<b>13,653,706</b>	<b>14,008,037</b>	<b>14,381,673</b>	<b>14,777,453</b>	<b>15,175,770</b>	<b>15,587,032</b>
<b>Net Operating Revenues (Loss)</b>	<b>303,172</b>	<b>368,189</b>	<b>434,515</b>	<b>494,156</b>	<b>544,651</b>	<b>605,997</b>	<b>668,187</b>
<b>Capital Expenditures:</b>							
Administration	0	0	0	0	0	0	0
Economic Development	0	0	0	0	0	0	0
Finance	0	0	0	0	0	0	0
Courts Division	0	0	0	0	0	0	0
Legislative	0	0	0	0	0	0	0
Engineering	0	0	0	0	0	0	0
Planning	0	0	0	0	0	0	0
Police	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Public Works & Buildings	0	0	0	0	0	0	0
<b>Total Capital Expenditures</b>	<b>80,000</b>						
Net Change in Fund Balance	223,172	288,189	354,515	414,156	464,651	525,997	588,187
Ending Fund Balance	11,238,261	11,526,450	11,880,965	12,295,121	12,759,772	13,285,768	13,873,956

# FUND SUMMARIES



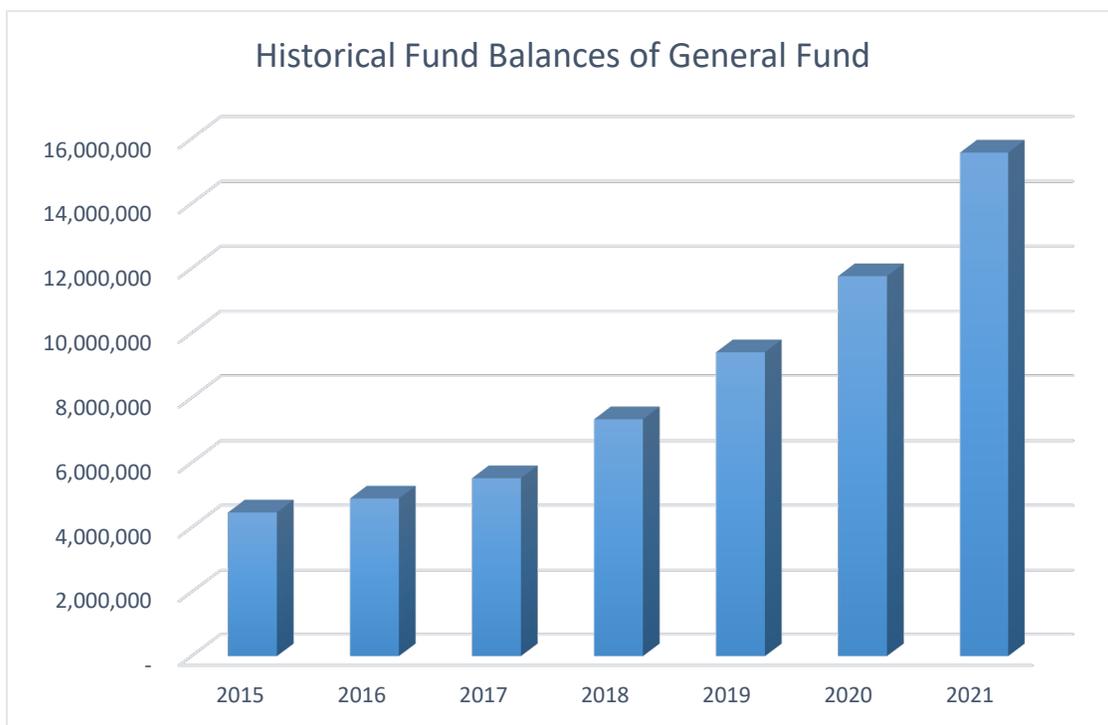
# GENERAL FUND



## GENERAL FUND

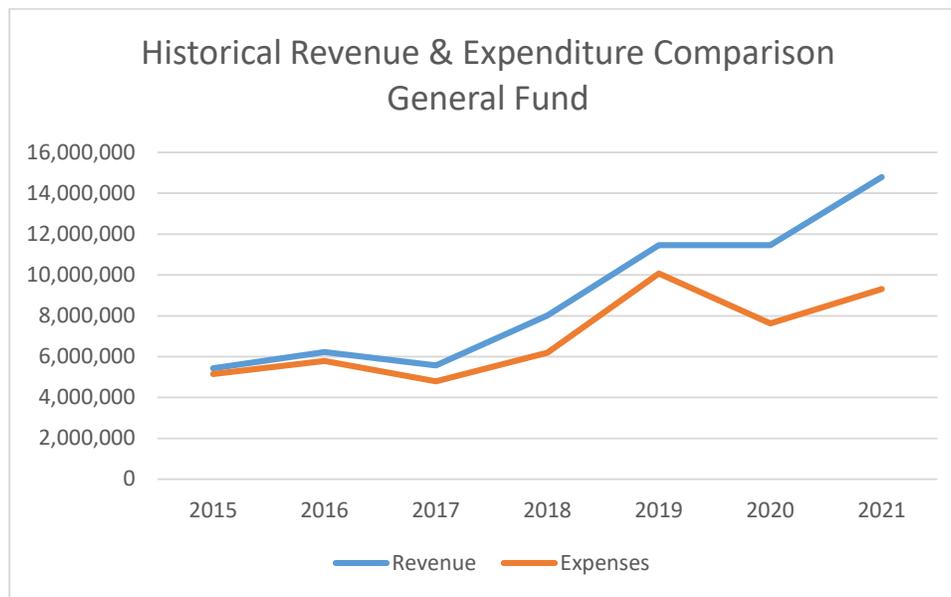
The General Fund accounts for all financial resources except those required by federal, state, or local regulation to be accounted for in another fund. The revenues and expenditures in this fund are accounted for using a modified accrual basis. Services that are included in the General Fund include town 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 2022 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 fund 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 2015.



While the economy is continuing to improve, the fund balance in 2022 is expected to decrease by 21%. Revenue projections for the year have been conservatively estimated and expenditures have been estimated with a 52% percent increase compared to 2021. 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 \$1,638.75 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 2022 budget includes revenues of \$12,095,410 a decrease of \$3,449,740 compared to the 2021 actuals. The decrease is primarily due to a projected decrease in tax and fee revenues in addition to no budgeted grant revenue. New businesses in the Town of Frederick, however, have contributed to a general slight increase in sales tax collections and strong economic growth in the area has resulted in higher building permit and business license revenues. The 2022 budget includes expenditures of \$15,531,073 and transfers out of \$2,309,450. The transfers out include a \$203,250 transfer to the Capital Improvement Projects Fund for future capital improvements, \$173,000 to the Events Fund, and \$1,064,206 for initial funding of the Fleet and Facilities Funds. Anticipated expenditures are \$5,264,326 higher than 2021 actuals, to include a 5% wage increase to Town personnel comprised of COLA and eligible merit, a 10% group insurance increase to Town-incurred medical premiums, a 4% retirement match increase for Town personnel, and 11 additional FTEs to support the Town Strategic Plan.



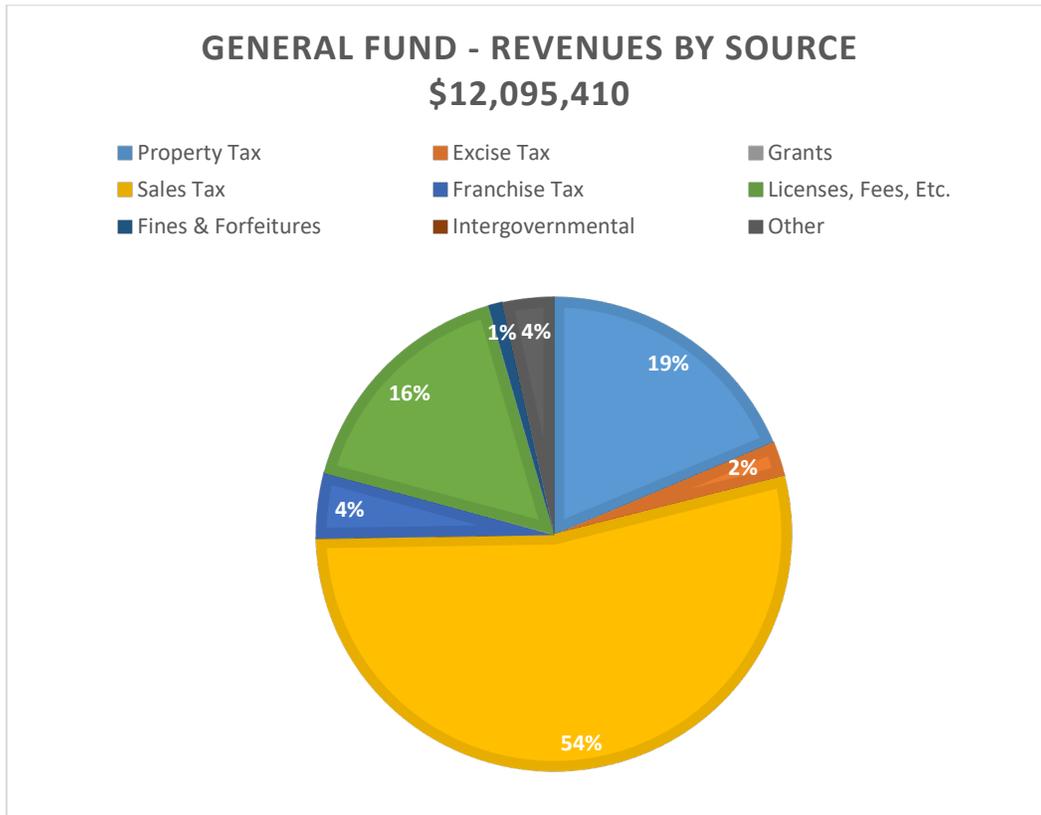
1 - Administrative Services Building

**GENERAL FUND BUDGET**

<b>General Fund</b>	2020 Actuals	2021 Adopted Budget	2021 Year-End Estimates	2022 Proposed Budget
Beginning Fund Balance	7,930,362	8,894,622	8,894,622	15,568,864
<b><u>Revenues:</u></b>				
Taxes & Fees	9,276,091	7,653,260	10,897,374	9,576,599
Licenses & Permits	55,014	1,248,000	1,864,467	1,975,700
Fines & Forfeitures	140,572	114,000	129,171	120,900
Earnings on Investment	204,061	31,000	46,159	50,000
Miscellaneous Revenue	1,922,071	174,500	665,375	372,211
Grants & Contributions	324,713	-	2,588,406	-
<i>Transfer In</i>	(3,185,529)	(183,930)	576,011	-
Total Operating Revenues	8,736,993	9,036,830	16,766,964	12,095,410
<b><u>Expenditures:</u></b>				
Administration	1,635,048	2,275,607	1,969,577	2,606,468
Internal Services	-	-	-	3,434,342
Economic Development	-	119,459	104,732	363,639
Town Attorney	-	213,452	111,007	184,810
Finance	215,552	195,198	230,201	206,766
Courts	138,920	132,203	139,786	123,362
Legislative	452,431	289,661	316,929	310,211
Engineering	768,152	503,907	500,385	384,371
Planning	427,210	427,161	522,372	776,852
Police	3,639,361	4,211,176	4,756,697	4,487,183
Public Works & Buildings	496,060	669,006	681,095	343,619
<i>Transfer Out (New Funds &amp; CIP)</i>	-	-	759,940	2,309,450
Total Expenditures	7,772,733	9,036,830	10,092,721	15,531,073
<b>Excess (Deficiency) of Revenues and Other Sources over Expenditures</b>	<b>964,260</b>	<b>-</b>	<b>6,674,242</b>	<b>(3,435,663)</b>
<b>Ending Fund Balance</b>	<b>8,894,622</b>	<b>8,894,622</b>	<b>15,568,864</b>	<b>12,133,201</b>

**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 79% of the total revenues projected for 2022. 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 2022.

General Fund Revenue Sources		
Source	Amount	% of Total
Property Tax	2,263,149	19%
Excise Tax	285,000	2%
Grants	0	0%
Sales Tax	6,493,450	54%
Franchise Tax	535,000	4%
Licenses, Fees, Etc.	1,975,700	16%
Fines & Forfeitures	120,900	1%
Intergovernmental	0	0%
Other	422,211	3%

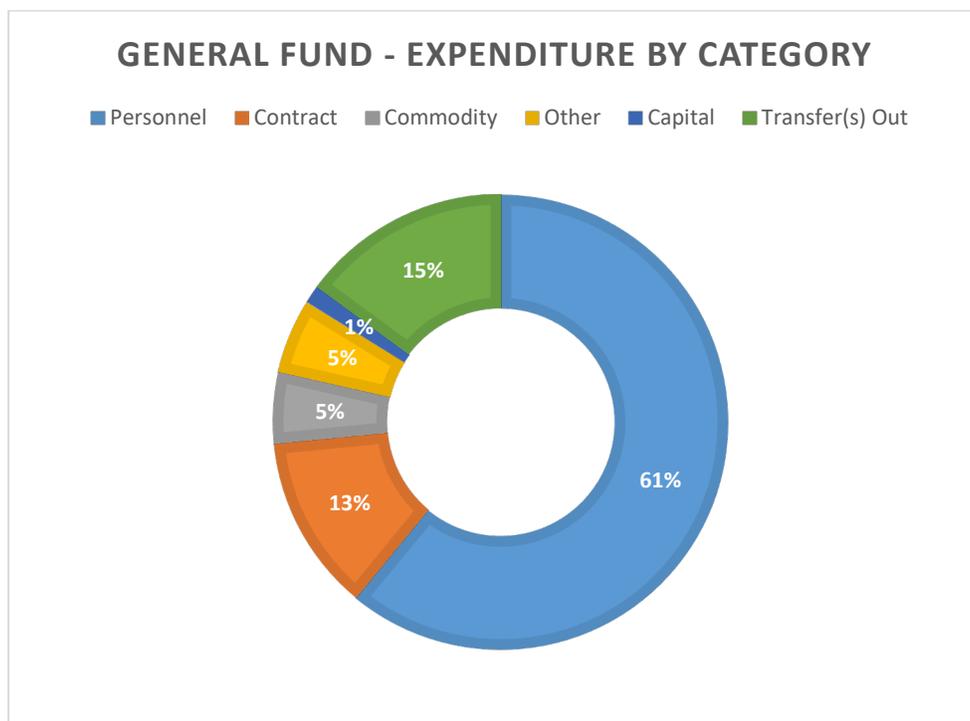
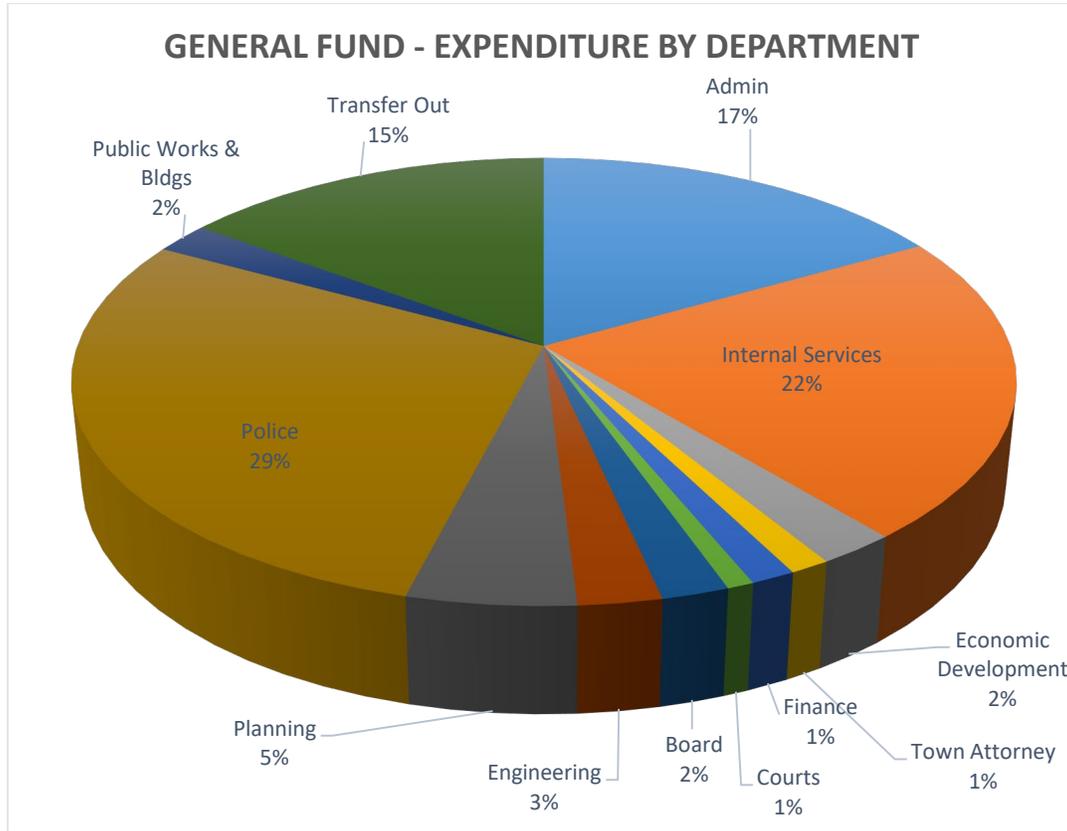
**General Fund Expenditures**

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 2022 budget includes an expense of \$18,000 for a public portal document storage database, \$150,000 for 5<sup>th</sup> Street revitalization, and \$35,250 for Police Department building renovation.

**GENERAL FUND EXPENSE SUMMARY**

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Board	29,711	135,500	50,000	95,000	310,211	---	---	310,211
Finance	153,416	400	40,950	12,000	206,766	---	---	206,766
Finance-Internal Services	2,887,100	14,000	0	533,242	3,434,342	---	---	3,434,342
Administration	839,998	150,000	320,897	603,814	1,914,709	203,250	---	2,117,959
Communications	199,516	46,250	4,400	63,373	313,539	---	---	313,539
Human Resources	98,659	8,800	15,000	54,550	177,009	---	---	177,009
Courts	74,562	43,900	4,700	200	123,362	---	---	123,362
Engineering	304,671	40,000	30,700	9,000	384,371	---	---	384,371
Economic Development	194,639	131,500	2,500	35,000	363,639	---	---	363,639
Town Attorney	142,160	30,500	2,000	10,150	184,810	---	---	184,810
Police	3,942,633	153,900	302,600	88,050	4,487,183	---	---	4,487,183
Information Technology	0	293,865	587,685	1,400	882,950	---	---	882,950
Geographic Info Systems	92,520	93,430	9,000	900	195,850	---	---	195,850
Town Clerk	112,735	43,500	4,150	4,020	164,405	---	---	164,405
Planning	406,502	341,000	26,600	2,750	776,852	---	---	776,852
Public Works	301,219	20,000	16,600	5,800	343,619	---	---	343,619
Transfer to Fleet Fund	0	0	0	571,950	571,950	---	---	571,950
Transfer to Facilities Fund	0	0	0	492,256	492,256	---	---	492,256
<b>Totals</b>	<b>\$9,780,041</b>	<b>\$1,546,545</b>	<b>\$1,417,782</b>	<b>\$1,519,249</b>	<b>\$14,263,617</b>	<b>\$203,250</b>	<b>\$0</b>	<b>\$15,531,073</b>
Total Cash Available								\$27,664,274
Ending Fund Balance								\$12,133,201
% of Total Budget	62.97%	9.96%	9.13%	9.78%	91.84%	1.31%	0.00%	100.00%

The services that are provided by the General Fund are very labor-intensive, especially with regard to police services. The expenditures reflect this with personnel costs accounting for sixty-three percent (63%) of total expenses. The charts below detail the expenditures for the General Fund by department and by category.



## GENERAL FUND DEPARTMENT SUMMARIES

### ADMINISTRATION

<u>Administration Budget</u>	2020 Actual	2021 Approved Budget	2021 Year End Projections	2022 Approved Budget
Personnel Services	654,338	1,487,333	1,220,945	4,255,443
Contract Services	338,077	496,800	407,376	1,205,854
Commodity	246,950	48,438	39,719	320,897
Other Charges	145,682	325,947	267,277	603,814
Total Operating	1,385,048	2,358,518	1,935,317	6,386,009
Capital Outlay	250,000	250,000	250,000	203,250
Debt Service	-	-	-	-
Total Expenditures	1,635,048	2,608,518	2,185,317	6,589,259
FTE's	5.55	8.40	9.05	8.65

#### 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.

#### *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 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, 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 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)**

<b>Strategic Foundation: Fiscal Responsibility &amp; Operational Excellence</b>				
<b>Objective:</b>				
Maintain fiscal sustainability and flexibility				
<b>Strategy:</b>				
Manage debt responsibly by borrowing only for substantial long-term assets				
<b>Measure</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
<i>Performance:</i>				
Bond Rating	AA	AA	AA	

<b>Strategic Foundation: Economic &amp; Community Vitality</b>				
<b>Objective:</b>				
Economic Development				
<b>Strategy:</b>				
Diversify the economic revenue based by establishment of a new commercial retail development				
<b>Measure</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
No. of potential investors communicated with, annually	4	3	2	
<i>Performance:</i>				
No. of commercial retail development project applications submitted	5	4	3	

<b>Strategic Foundation: Economic &amp; Community Vitality</b>				
<b>Objective:</b>				
Community Vitality				
<b>Strategy:</b>				
Partner with special districts and other outside agencies to strengthen our position as a regional cultural and recreational destination				
<b>Measure</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
No. of community partner and local business contacts, annually	176	162	168	
<i>Performance:</i>				

**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	2019	2020	2021	Comments
<i>Workload:</i>				
Number of eligible cross-trained positions.	43	50	52	
<i>Performance:</i>				
Successes realized from succession planning.	7	6	5	

**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	2019	2020	2021	Comments
<i>Workload:</i>				
Number of grants applied for.	10	2	4	
<i>Performance:</i>				
Amount of grant awards, dollars.	35,556	\$25,000	\$2,652,848	\$1,816,584 - 1st ARPA Federal Payment

**Town Attorney**

Beginning in 2021, the Town established a legal department internally to assist in executing the established vision of the Town Board under the direction of the Town Manager. The Town Attorney is appointed by the Mayor and Board of Trustees and serves at the pleasure of the Town Board. The Town Attorney provides assistance and legal advice to the Board of Trustees, other boards and commissions, and staff members related to a broad range of advanced legal matters involving municipal law, including but not limited to construction and other contracts; real property; state and federal constitutional law; zoning and land use; liquor licensing; taxation; open records; election law; municipal code interpretation, drafting and enforcement; governmental liability and immunity; human resources law and enforcement.

The Town Attorney drafts Town ordinances, resolutions, policies, contracts, and other legal documents, confers with staff regarding Town-wide and departmental policies and procedures, and coordinates with outside counsel regarding litigation on behalf of the Town. This department works cooperatively with outside counsel that may be retained in certain specialty areas such as water rights, urban renewal, and economic development.

The Town Attorney also advises the Board of Trustees and staff members of potential problems or concerns and makes recommendations for changes or improvements, and provides verbal and written information as requested, including legal opinions. The department will research, interpret and apply laws, court decisions, and other legal authority in the preparation of opinions and briefs.

### ***Economic Development***

Beginning in 2021, the Town also established an Economic Development Department internally to assist in executing the established vision of the Town Board under the direction of the Town Manager. Economic development is the process designed to promote and stimulate the creation of wealth in a community. The Economic Development Department concentrates on the following four main areas of success: business attraction and marketing, business retention and expansion, supporting small businesses and workforce development. The Economic Development Department also strives to diversify the Town's revenues, increase the generation of Sales and Use Taxes and establish Frederick as a preferred business location. The Department is responsible for the Town's business incentive programs.

### ***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

<b>Measure</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
Number of Community BBQ Tour stops	12	7	8	
<i>Performance:</i>				
Number of residents attending	1191	412	601	

---

### **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

<b>Measure</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
Number of Facebook posts	475	737	900	
<i>Performance:</i>				
Number of Facebook Engagements	138,977	123,153	211,222	

---

### **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

<b>Measure</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload</i>				
Average Number of hours spent on the website per week	N/A	8	12	
<i>Performance:</i>				
Website Readability Score	9.2	9.5	10	
<i>Performance:</i>				
Visits to Website	223,436	229,568	264,869	

**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	2019	2020	2021	Comments
<i>Workload:</i>				
Number of Frederick Flash editions	49	49	50	
<i>Performance:</i>				
Number of Frederick Flash subscribers	1,503	1,560	2,170	
<i>Performance:</i>				
Percentage of Frederick Flash clicks	6.30%	6.60%	5.09%	

**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:**

**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:	2019	2020	2021	Comments
<i>Workload:</i>				
Number of trainings made available to employees.	1	8	1	
<i>Performance:</i>				
Percent of employees who participated in Town-sponsored training.	95%	50%	96%	

**Strategic Foundation:**

**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

<b>Measure:</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
Number of hours dedicated to risk management efforts.	600	500	800	
<i>Performance:</i>				
Score obtained on the CIRSA property / casualty audit. Passing score is 80%.	94%	94%	88%	

**Strategic Foundation:**

**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

<b>Measure:</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
Number of Worker's Compensation claims.	5	4	10	
<i>Performance:</i>				
Average number of days to submit an injury to workers compensation insurance once the injury has been reported to Human Resources.	0.4	3.7	0.9	

**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)**

<b>Strategic Foundation: Fiscal Responsibility and Organizational Excellence</b>				
<b>Objective:</b>				
Enhance Public Trust and Confidence				
<b>Strategy:</b>				
Provide services in an open, honest, and forthright manner; and encourage public engagement in local government				
Measure	2019	2020	2021	Comments
<i>Workload:</i>				
Number of Open Records Requests received.	74	79	117	
<i>Performance:</i>				
Percentage of Open Records Requests closed within 3 day timeframe.	100%	100%	97%	
<i>Performance:</i>				
Percentage of open records requests completed.	100%	100%	100%	
<b>Strategic Foundation: Fiscal Responsibility and Organizational Excellence</b>				
<b>Objective:</b>				
Enhance public trust and confidence				
<b>Strategy:</b>				
Provide services in an open, honest, and forthright manner; and encourage public engagement in local government				
Measure	2019	2020	2021	Comments
<i>Workload:</i>				
Number of meeting minutes processed.	34	29	22	
<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	2019	2020	2021	Comments
<i>Workload:</i>				
Number of Agendas Processed.	62	54	4	
<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	2019	2020	2021	Comments
<i>Workload:</i>				
Number of ordinances adopted and eligible for codification and/or indexing.	27	16	16	
<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	2019	2020	2021	Comments
<i>Workload:</i>				
Number of Liquor License Applications received.	17	18	24	
<i>Performance:</i>				
Percentage of Liquor License Applications Processed/Completed within 90 Days.	100%	100%	100%	

### ***Information Technology & Geographical Information Systems***

The Information Technology (IT) division of the town is currently outsourced as a contractual service for computer technology needs related to networking, hardware, software, security, backup, and technical support. The Geographic Information System (GIS) division is responsible for creating, managing, analyzing, and mapping all types of data. This data is used amongst departments to efficiently provide geospatial intelligence, application and accessibility to improve communication, and decision-making. Another primary use of GIS is to provide transparency to the public through interactive mapping application and downloadable data.

### **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.

<b><i>Measure:</i></b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
Number of Network Support Tickets Requested	721	735	837	
<i>Performance:</i>				
Tickets Solved	703	721	820	
Percent Reopened	10%	7%	6%	
Percent Resolved	98%	98%	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.

<b>Measure:</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
Number of Large IT projects	8	13	11	
<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.

<b>Measure:</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
Number of Public Facing Mapping Applications/Data	71	106	128	
<i>Performance:</i>				
Total views	35,980	39,278	50,966	

**Strategic Foundation: Fiscal Responsibility & Operational Excellence**

**Objective:**

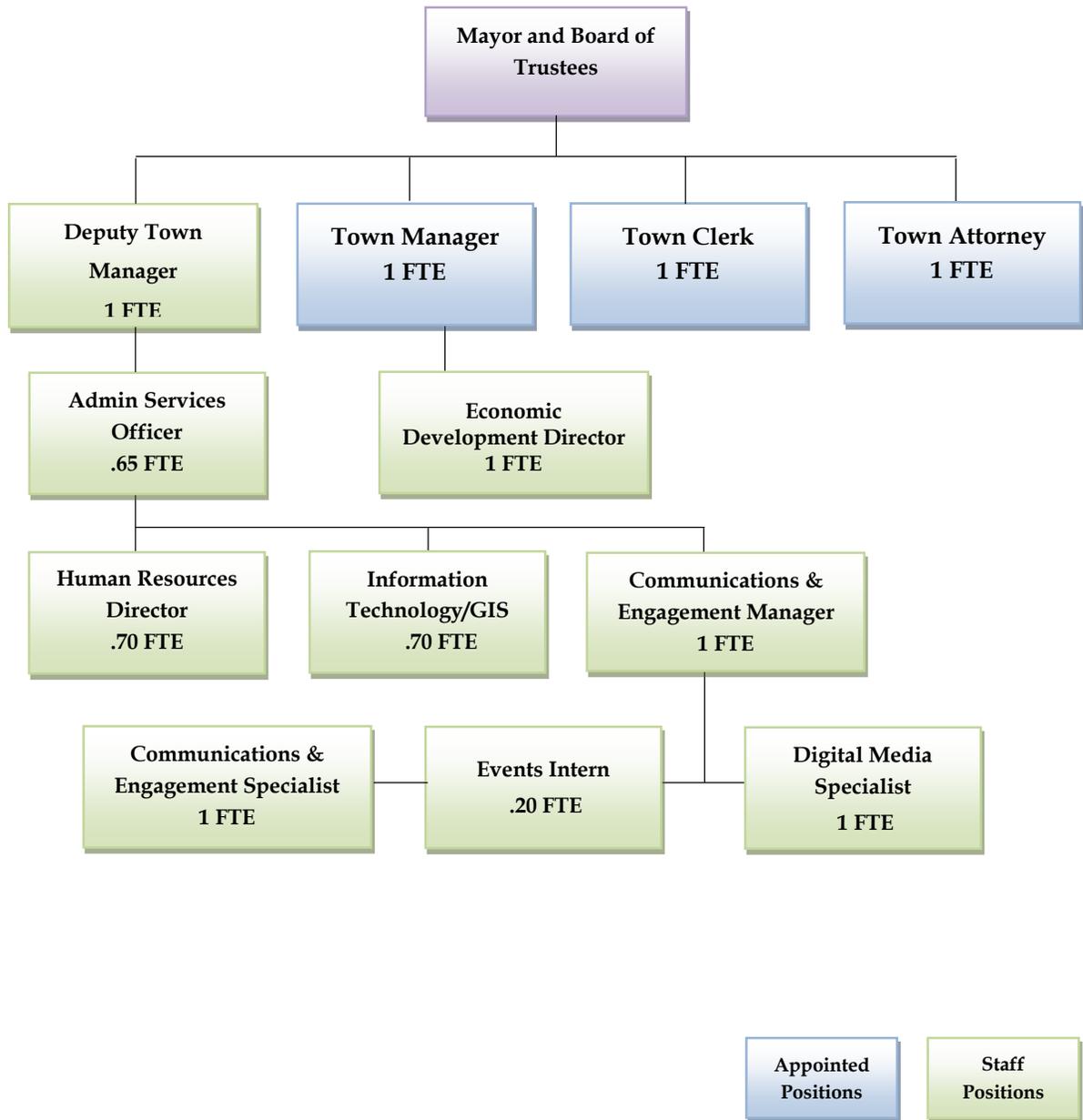
Deliver efficient, effective and innovative government services.

**Strategy:**

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

<b>Measure:</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
Website Response Time				
Number of page views	358,315	329,171	398,899	
Number of total searches	19,643	17,447	16,911	
<i>Performance:</i>				
Average generation time	.71s	.61s	.58s	

**ORGANIZATIONAL CHART**  
**ADMINISTRATION DEPARTMENT - 8.65 FTE\***



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

## TOWN BOARD

	2020	2021	2021	2022
Town Board Budget	Actual	Approved Budget	Year End Projections	Approved Budget
Personnel Services	16,036	22,211	20,872	29,711
Contract Services	287,055	132,250	150,134	135,500
Commodity	7,635	3,000	15,885	50,000
Other Charges	141,706	132,200	130,038	95,000
Total Operating	452,431	289,661	316,929	310,211
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	452,431	289,661	316,929	310,211
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

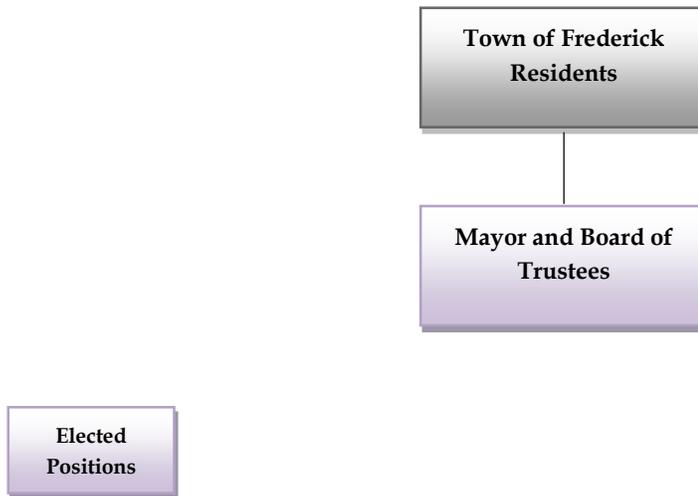
Town Clerk  
Municipal Judge

The 2022 Budget for the Town Board reflects a flat budget compared to 2021. 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 2022 is as follows:

Date	Location
May 18, 2022	Wyndham Hill Clubhouse
June 22, 2022	Savannah Park
July 20, 2022	Coalridge Park
August 17, 2022	Rinn Valley Park
September 21, 2022	Fox Run Park

**ORGANIZATIONAL CHART**

**TOWN BOARD - 0 FTE**



## FINANCE

	2020	2021	2021	2022
<u>Finance Budget</u>	Actual	Approved Budget	Year End Projections	Approved Budget
Personnel Services	175,038	144,388	163,410	153,416
Contract Services	8,695	13,250	13,085	400
Commodity	27,598	29,360	35,427	40,950
Other Charges	4,221	8,200	18,279	12,000
Total Operating	215,552	195,198	230,201	206,766
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	215,552	195,198	230,201	206,766
FTE's	1.75	1.40	1.40	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.

**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	2019	2020	2021	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 from GFOA.	6	7	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	2019	2020	2021	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.	3	4	5	

**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	2019	2020	2021	Comments
<i>Workload:</i>				
Number of shut-off calls placed	1,292	71	708	
<i>Performance:</i>				
Percent of shut-off calls successfully delivered.	90.0%	91.5%	90.0%	

**Strategic Foundation: Fiscal Responsibility and Operational Excellence**

**Objective:**

Deliver efficient, effective, innovative government services.

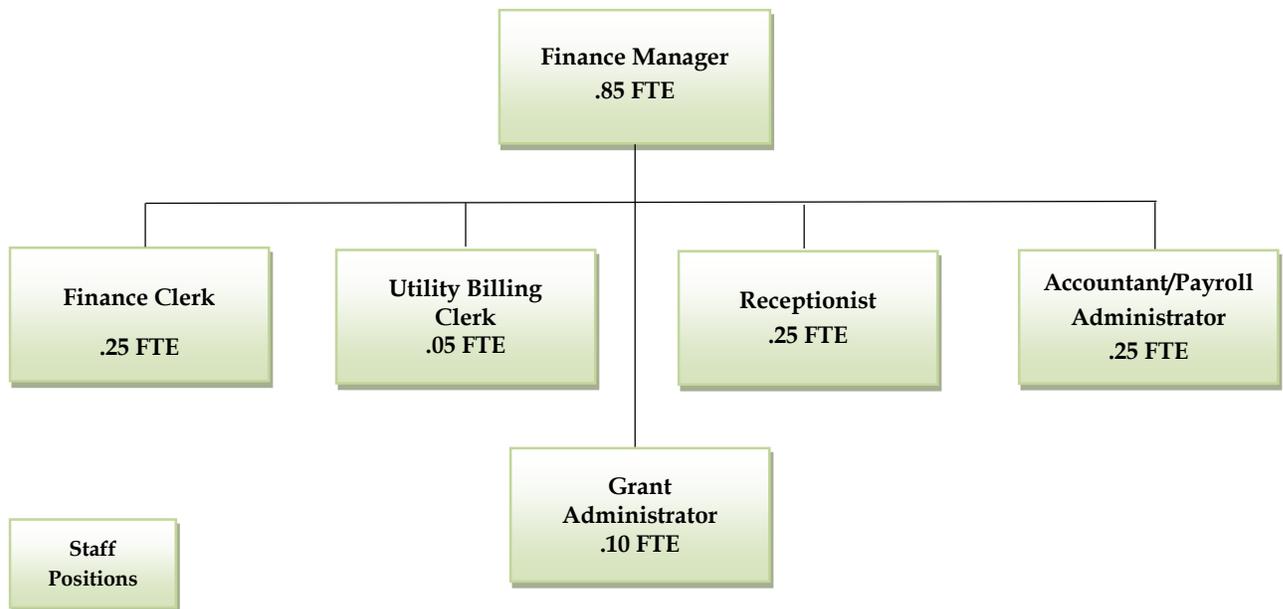
**Strategy:**

Optimize the use of technology to drive efficiency and productivity

Measure	2019	2020	2021	Comments
<i>Workload:</i>				
Number of AP invoices processed.	3,807	3,321	3,797	
<i>Performance:</i>				
Percentage of AP checks issued correctly the first time.	99%	99%	99%	

**ORGANIZATIONAL CHART**

**FINANCE DEPARTMENT - 1.75 FTE\***



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

## MUNICIPAL COURT

	2020	2021	2021	2022
<u>Municipal Court Budget</u>	Actual	Approved Budget	Year End Projections	Approved Budget
Personnel Services	80,186	84,353	84,312	74,562
Contract Services	54,340	42,950	44,935	43,900
Commodity	1,900	4,700	7,698	4,700
Other Charges	2,494	200	2,841	200
Total Operating	138,920	132,203	139,786	123,362
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	138,920	132,203	139,786	123,362
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 the court is to adjudicate cases, protect the rights of parties and impose sentences consistent with community values.

The 2022 budget reflects changes in salaries and health insurance costs as well as slight decreases in contract service costs for legal fees and professional services.

**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	2019	2020	2021	Comments
<i>Workload:</i>				
Number of cases that were eligible for and offered the opportunity to participate in the restorative justice.	3	0	0	
<i>Performance:</i>				
Number of participants that completed the program.	0	0	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	2019	2020	2021	Comments
<i>Workload:</i>				
Number of cases.	804	646	897	
<i>Performance:</i>				
Percentage of cases closed within 90 days.	85%	75%	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	2019	2020	2021	Comments
<i>Workload:</i>				
Number of files maintained.	804	646	897	
<i>Performance:</i>				
Percentage of files that can be retrieved in less that 15 minutes that meet established standards for completeness and accuracy.	98%	98%	98%	

---

**Strategic Foundation: Fiscal Responsibility and Operational Excellence**

**Objective:**

Deliver efficient, effective and innovative government services

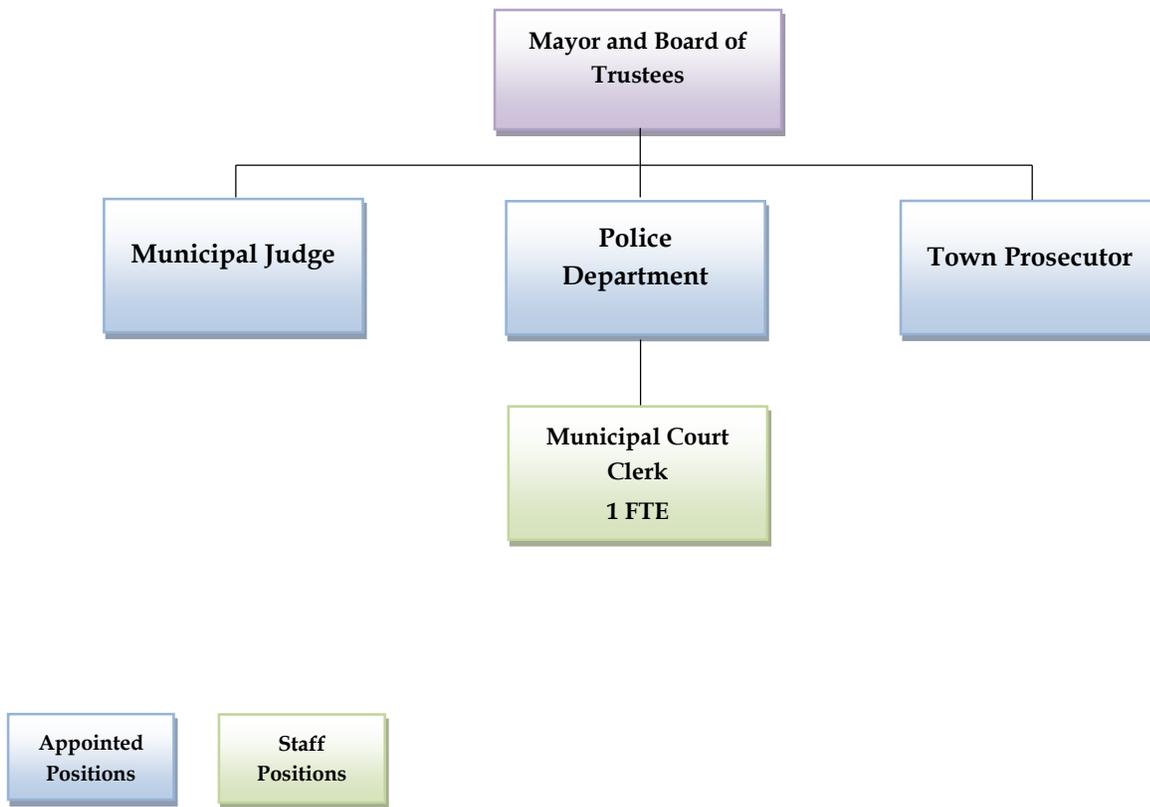
**Strategy:**

Continue to seek innovative ways to improve performance across all areas of the organization

Measure	2019	2020	2021	Comments
<i>Workload:</i>				
Total number of cases with fines assessed.	743	646	897	
<i>Performance:</i>				
Percentage of cases collected within the designated timeframe.	85%	65%	75%	

**ORGANIZATIONAL CHART**

**MUNICIPAL COURTS DIVISION - 1.0 FTE**



## ENGINEERING

	2020	2021	2021	2022
<u>Engineering Budget</u>	Actual	Approved Budget	Year End Projections	Approved Budget
Personnel Services	369,596	382,907	373,711	304,671
Contract Services	359,980	29,000	42,580	40,000
Commodity	17,505	49,000	43,698	30,700
Other Charges	11,070	28,000	25,396	9,000
Total Operating	758,152	488,907	485,385	384,371
Capital Outlay	10,000	15,000	15,000	-
Debt Service	-	-	-	-
Total Expenditures	768,152	503,907	500,385	384,371
FTE's	1.90	3.90	3.90	3.15

### Overview and Description

The Engineering Department includes the Building Division which manages the building permit process, 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 include the water utility, 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 Department 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	2019	2020	2021	Comments
<i>Workload:</i>				
Pending permit applications.	45	42	48	
<i>Performance:</i>				
Average days from permit application submittal to permit issued (commercial/residential).	3	4	6	

**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	2019	2020	2021	Comments
<i>Workload:</i>				
Number of Development Applications received.	37	43	49	
<i>Performance:</i>				
Average number of days to review and complete submittals.	3	6	5	

**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	2019	2020	2021	Comments
<i>Workload:</i>				
Document the number of calls/emails regarding building permit questions.	610	580	625	
<i>Performance:</i>				
Percentage of calls/emails returned within a 24 hour period.	98%	99%	96%	

**Strategic Foundation: Fiscal Responsibility & Operational Excellence**

**Objective:**

Deliver efficient, effective and innovative government services

**Strategy:**

Promote a values driven organizational culture that encourages ongoing professional development

Measure	2019	2020	2021	Comments
---------	------	------	------	----------

*Workload:*

Each department employee is to attend a minimum of 2 conferences/trainings per year.

8	0	4
---	---	---

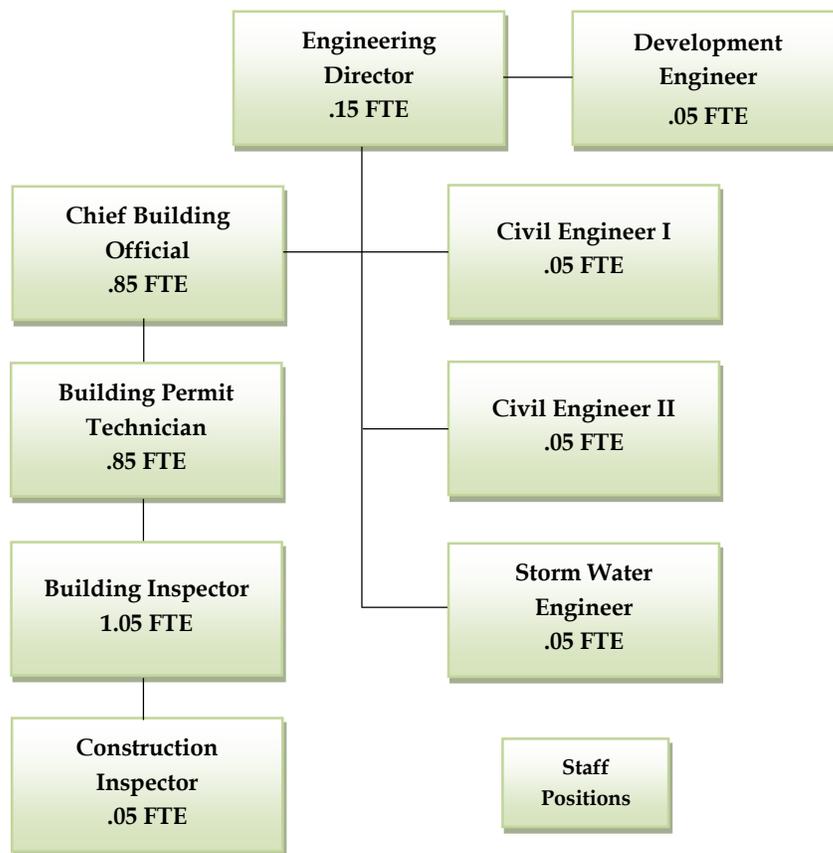
*Performance:*

Percentages of Conferences and trainings are to be tracked and information learned is to be summarized and delivered to the rest of the team.

200%	0%	50%
------	----	-----

**ORGANIZATIONAL CHART**

**ENGINEERING DEPARTMENT - 3.15 FTE\***



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

## PLANNING

Planning Budget	2020 Actual	2021 Approved Budget	2021 Year End Projections	2022 Approved Budget
Personnel Services	308,972	341,611	418,697	406,502
Contract Services	86,260	79,800	86,777	341,000
Commodity	20,358	5,750	15,226	26,600
Other Charges	11,621	-	1,671	2,750
Total Operating	427,210	427,161	522,372	776,852
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	427,210	427,161	522,372	776,852
FTE's	2.70	3.55	3.55	4.50

### Overview and Description

The Planning Department currently has the following positions: Planning Director, Planner II, Planner I, Planning Technician, and Administrative Assistant. 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 spend 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 utilizes data from 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 systems 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.

<b>Measure</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
Total development applications submitted.	61	44	37	
<i>Performance:</i>				
Average number of days for planning department's first application review.	21	18	22	

---

**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	2019	2020	2021	Comments
<i>Workload:</i>				
Number of Land Use Code and Comprehensive Plan Amendments.	2	0	2	
<i>Performance:</i>				
Number of Land Use Code and Comprehensive Plan Amendments approved by the Board.	2	0	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	2019	2020	2021	Comments
<i>Workload:</i>				
Number of annexation applications submitted.	1	3	2	
<i>Performance:</i>				
Number of annexation applications approved.	1	0	2	

**Strategic Foundation: Economic and Community Vitality**

**Objective:**

Community Vitality.

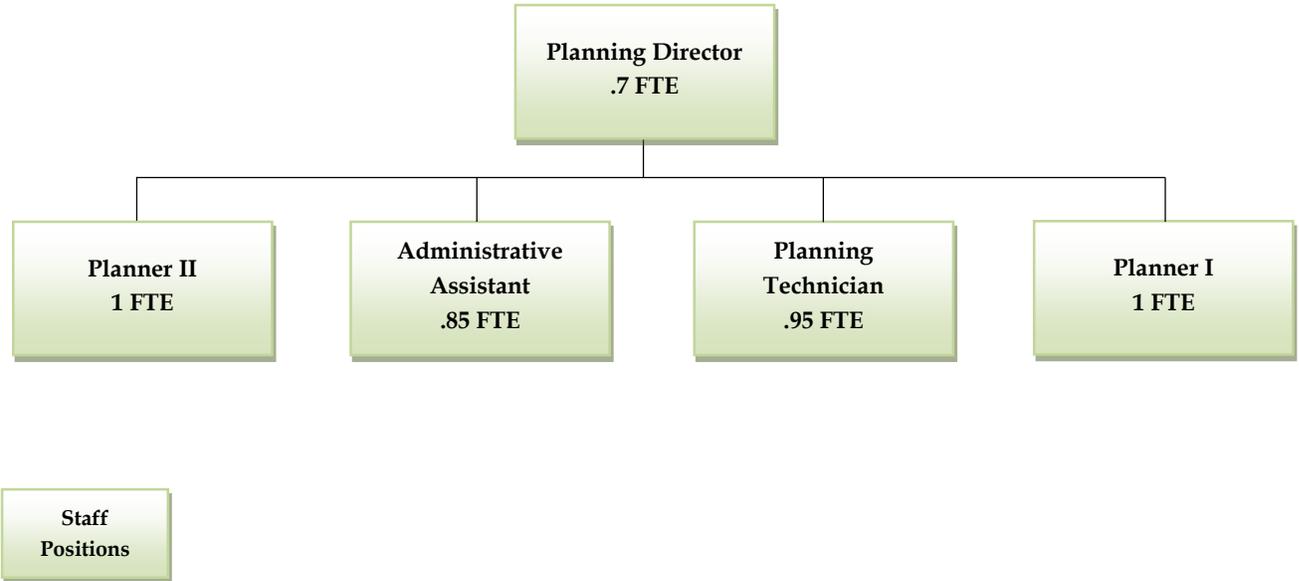
**Strategy:**

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

Measure	2019	2020	2021	Comments
<i>Workload:</i>				
Number of temporary use applications submitted.	23	2	26	
<i>Performance:</i>				
Average number of days for resolution.	33	14	14	

**ORGANIZATIONAL CHART**

**PLANNING DEPARTMENT - 4.50 FTE\***



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

## POLICE

Police Budget	2020 Actual	2021 Approved Budget	2021 Year End Projections	2022 Approved Budget
Personnel Services	3,022,369	3,803,115	4,143,362	3,942,633
Contract Services	154,202	168,504	169,407	153,900
Commodity	164,151	174,700	269,275	302,600
Other Charges	113,094	64,857	174,653	88,050
Total Operating	3,453,816	4,211,176	4,756,697	4,487,183
Capital Outlay	185,545	-	-	-
Debt Service	-	-	-	-
Total Expenditures	3,639,361	4,211,176	4,756,697	4,487,183
FTE's	26.90	31.00	31.00	33.00

### Overview and Description

The Police Department has an authorized strength of twenty-seven 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 viewing 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 2022 budget shows increases in costs as a result of two full-time officer positions, increased contractual costs for Emergency Operations Management, and police vehicle and related emergency vehicle equipment replacements.

**Police Department Goals and Key Performance Indicators (KPI)**

<b>Strategic Foundation: Community Safety</b>				
<b>Objective:</b>				
Provide and maintain public safety in our community				
<b>Strategy:</b>				
Be responsive and effective in dealing with reported crime				
<b>Measure:</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
Criminal Offenses (not traffic, code or service calls).	708	673	686	
<i>Performance:</i>				
Average number of days for a case to be reviewed an closed or released to another jurisdiction.	NA	N/A	N/A	
<b>Strategic Foundation: Community Safety</b>				
<b>Objective:</b>				
Provide and maintain public safety in our community				
<b>Strategy:</b>				
Enhance public perception of the importance of community safety through formal and informal channels				
<b>Measure:</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
Number of Community Outreach events attended by officers or staff.	63	27	74	2020 events were affected by COVID shutdowns
<i>Performance:</i>				
Number of officer or staff hours participating in outreach programs.	445	199	535	2020 events were affected by COVID shutdowns
<b>Strategic Foundation: Community Safety</b>				
<b>Objective:</b>				
Emergency Preparedness				
<b>Strategy:</b>				
Undergo regular training with all stakeholders so that we are well prepared in case of emergency				
<b>Measure:</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
Maintain Colorado POST required minimum training standards.	24hrs/5	24hrs/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

<b>Measure:</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
Number of calls for service.	11,231	10,724	11,403	
<i>Performance:</i>				
Number of reports written.	1,478	1,225	1,179	

**Strategic Foundation: Community Safety**

**Objective:**

Provide and Maintain public safety in our community

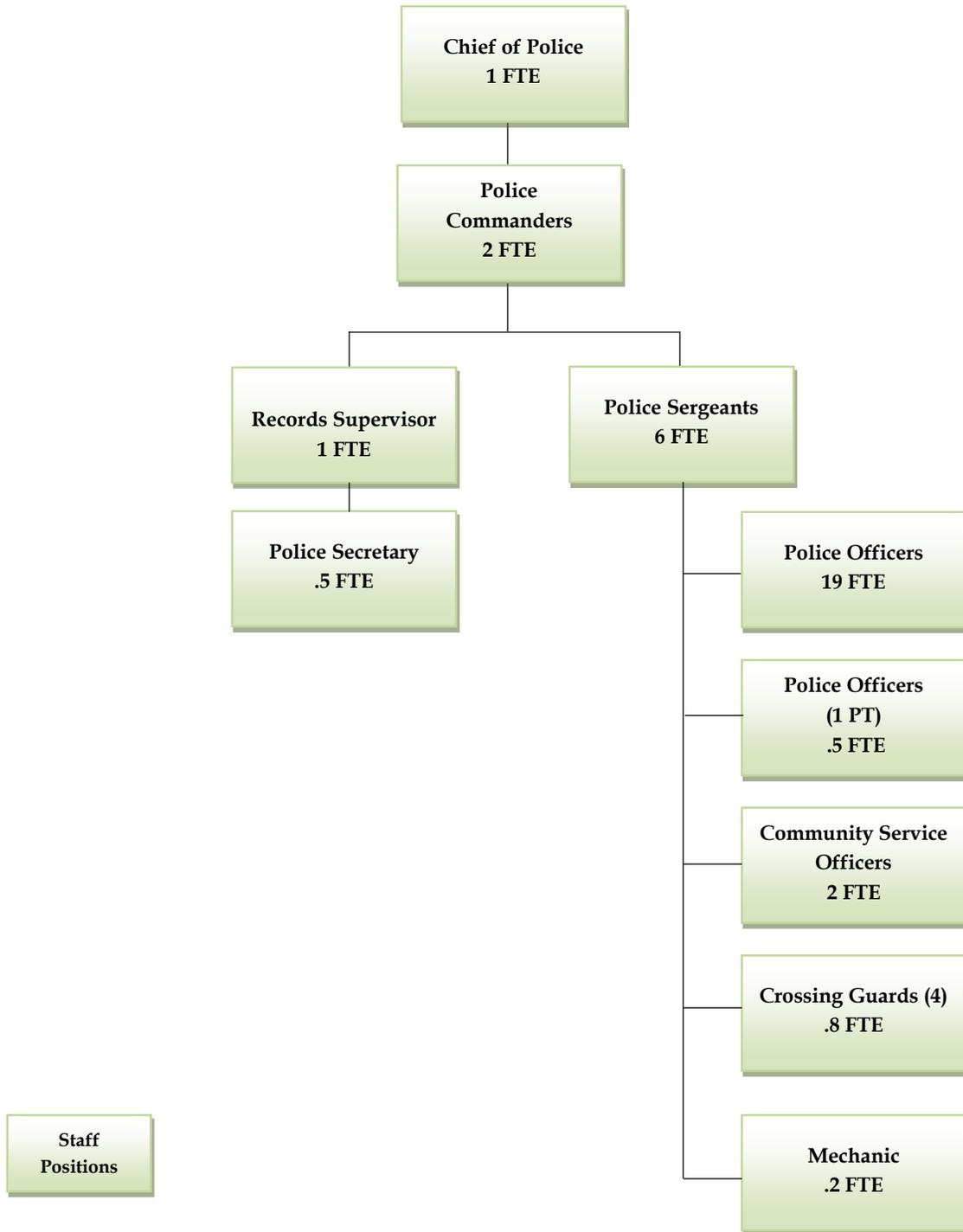
**Strategy:**

Respond to quality of life issues impacting the citizens of Frederick

<b>Measure:</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
Number of code warnings issued.	694	408	571	
<i>Performance:</i>				
Number of property abatements - non-voluntary compliance.	17	8	7	
<i>Performance:</i>				
Number of warning brought into compliance within 30 days - voluntary compliance.	86	90	145	

# ORGANIZATIONAL CHART

## POLICE DEPARTMENT - 33.00 FTE



## PUBLIC WORKS & BUILDINGS

<u>Public Works &amp; Buildings</u> <u>Budget</u>	2020 Actual	2021 Approved Budget	2021 Year End Projections	2022 Approved Budget
Personnel Services	279,631	447,771	449,824	301,219
Contract Services	132,488	157,700	162,413	20,000
Commodity	29,853	37,600	40,200	16,600
Other Charges	54,089	25,935	28,658	5,800
<b>Total Operating</b>	<b>496,060</b>	<b>669,006</b>	<b>681,095</b>	<b>343,619</b>
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
<b>Total Expenditures</b>	<b>496,060</b>	<b>669,006</b>	<b>681,095</b>	<b>343,619</b>
<b>FTE's</b>	<b>2.25</b>	<b>3.75</b>	<b>3.75</b>	<b>2.80</b>

### **Public Works 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, stormwater system, and all town-owned buildings. To complete these priorities, the department is comprised of a Public Works Director, Assistant Director, three supervisors, thirteen 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.

### **Buildings Overview and Description**

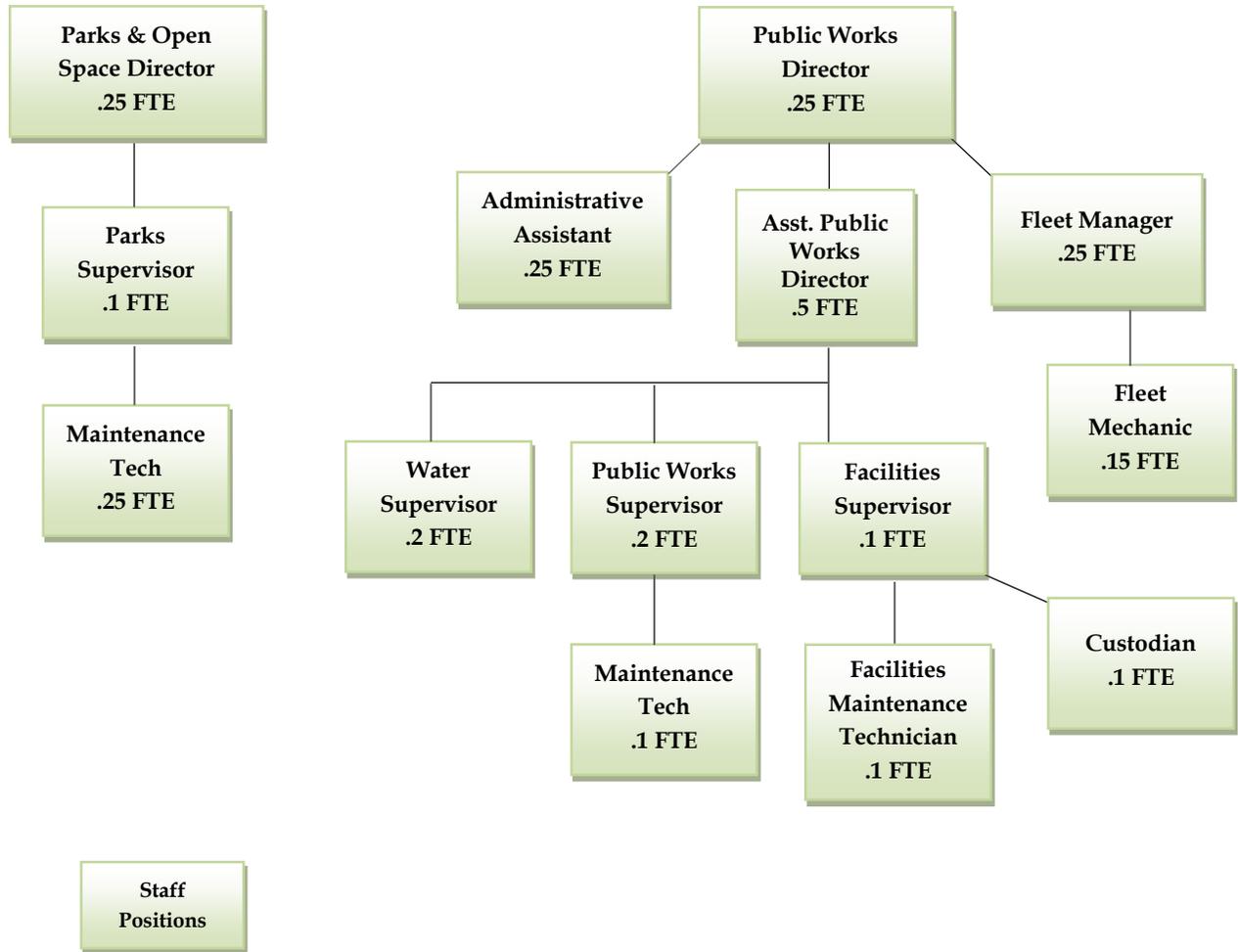
The Building Department is designed to handle the administrative, maintenance, and utility costs within all of the facilities of the town. The Building Department also can handle the development and construction of new facilities as necessary. The 2022 budget has decreased primarily as a result of prior General Fund Custodian personnel costs being reallocated across different funds.

## **Public Works & Buildings Goals and Key Performance Indicators (KPI)**

<b>Strategic Foundation:</b>		<b>Facilities &amp; Infrastructure</b>			
<b>Objective:</b>					
New and existing buildings and facilities					
<b>Strategy:</b>					
Ensure proper maintenance, upkeep and security for all Town owned and leased assets					
<b>Measure</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>	
<i>Workload:</i>					
Number of scheduled preventative maintenance services.	18	30	11		
<i>Workload:</i>					
Number of repairs, installs, etc.	N/A	N/A	240	June-Dec	
<i>Performance:</i>					
Percentage of repairs, installs completed.	N/A	N/A	80%	Some items delayed due to scope, weather, or priority level.	
<i>Performance:</i>					
Percentage of completed preventative maintenance services.	100%	100%	100%		
<i>Workload:</i>					
Number of unscheduled/emergency maintenance/repairs services.	30	26	5		
<i>Performance:</i>					
Percentage of unscheduled/emergency repairs completed within 48 hours.	75%	100%	100%		

**ORGANIZATIONAL CHART**

**PUBLIC WORKS DEPARTMENT - 2.80 FTE\***



\*Note: FTE's that are less than one indicate that the 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.

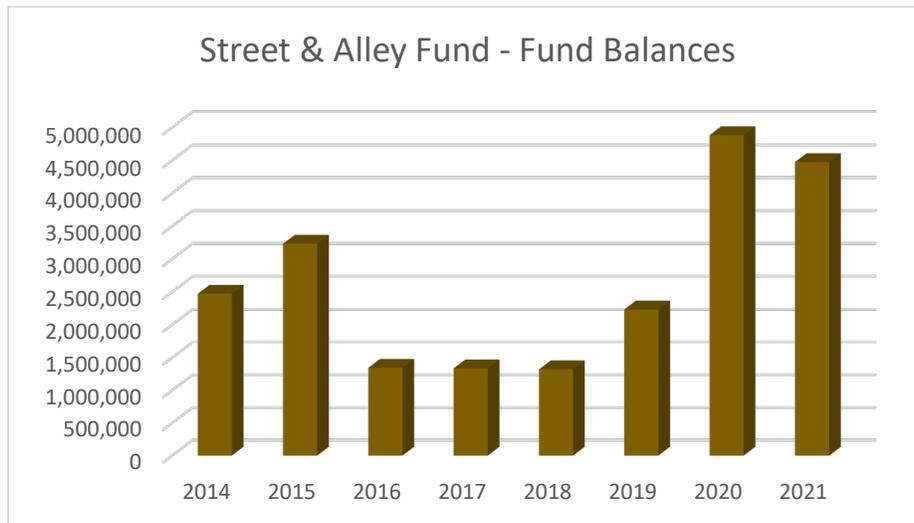
The Street and Alley Fund receives the majority of its funding from the collection of taxes and fees by Weld County and the State of Colorado including the Highway User Tax Funds (HUTF). These taxes and fees are collected by the County and then forwarded to the town on a monthly basis. Also included 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 2022.

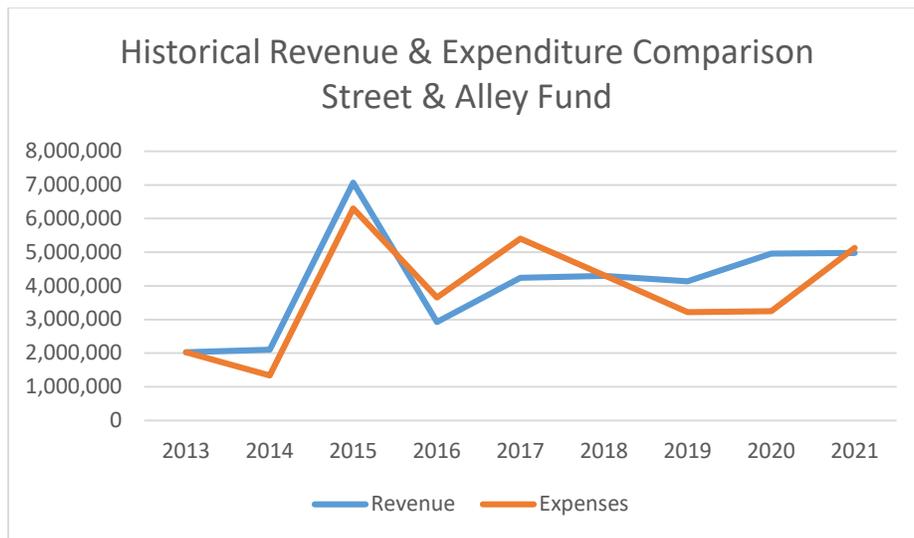


1 - Concrete Alley Project

**Street and Alley Fund - Fund Balance and Fund Summary**



The decrease in fund balance is attributed to a transfer out to the Capital Improvement Projects Fund. As the following graph illustrates, the 2021 budgeted transfer out to the Capital Improvement Projects Fund resulted in a slight net loss.



Fund balance in 2022 is expected to decrease from the 2021 levels due to a transfer out to the Capital Improvements Projects Fund.

The 2022 budget for the Street and Alley Fund includes revenues of \$5,469,298, an increase of \$1,042,230, compared to the 2021 budget. This increase is primarily a result of an influx in taxes received in 2022. The 2022 budget includes expenditures of \$7,171,090, an increase of \$2,701,018 compared to the 2021 budget. This increase is attributed to a \$4,936,358 transfer out to the Capital Improvement Projects Fund, which is designated for projects such as concrete and alley maintenance, pavement maintenance, and rehabilitation.



2 - Westview subdivision street, curb, and gutter



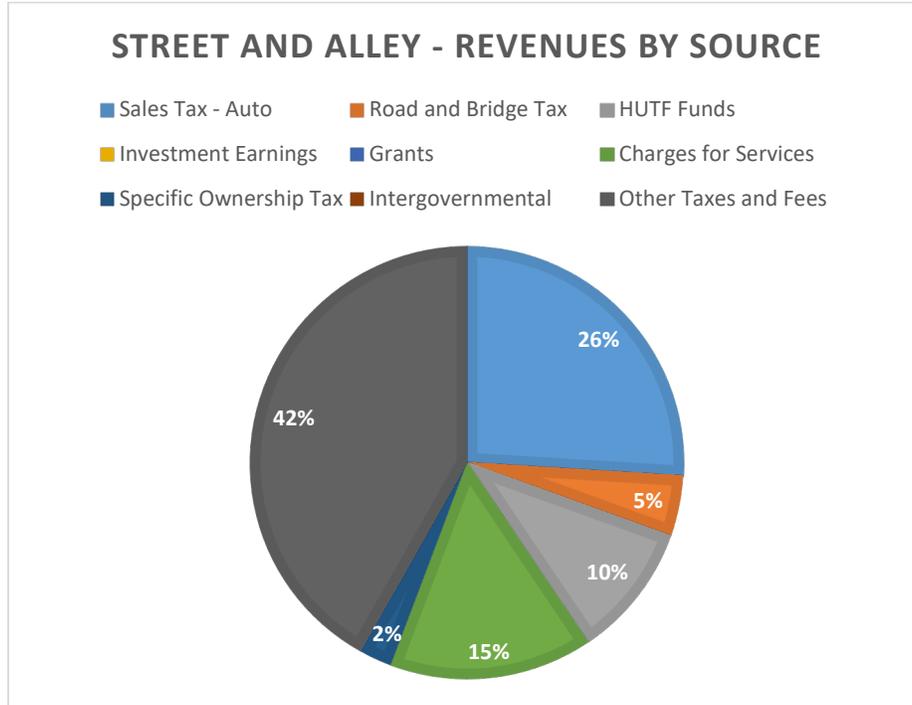
3 - 5<sup>th</sup> and Colorado Blvd. Round-a-bout

**Street and Alley Fund Budget**

<b>Street &amp; Alley Fund</b>	2020 Actuals	2021 Actuals Jan - Sept	2021 Adopted Budget	2021 Year-End Estimates	2022 Proposed Budget
Beginning Fund Balance	3,168,827	4,860,188	4,860,188	4,860,188	5,651,542
<b>Revenues:</b>					
Taxes & Fees	3,784,090	3,302,838	2,770,000	4,403,784	4,637,298
Charges for Services	779,384	628,545	725,000	838,060	832,000
Earnings on Investment	-	-	10,000	-	-
Miscellaneous Revenue	393,170	14,687	1,000	19,582	-
<i>Transfer In</i>	-	-	921,068	-	-
Total Operating Revenues	4,956,644	3,946,070	4,427,068	5,261,426	5,469,298
<b>Expenditures:</b>					
Operations & Maintenance	1,578,020	1,190,288	1,858,618	1,587,050	1,825,732
Capital Outlay	1,265,114	63,221	-	84,294	-
Debt Service	408,150	47,450	409,000	63,267	409,000
<i>Transfer Out (CIP)</i>	14,000	2,735,461	2,159,450	2,735,461	4,936,358
Total Expenditures	3,265,284	4,036,419	4,427,068	4,470,072	7,171,090
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	<b>1,691,361</b>	<b>(90,350)</b>	<b>0</b>	<b>791,354</b>	<b>(1,701,792)</b>
<b>Ending Fund Balance</b>	<b>4,860,188</b>	<b>4,769,838</b>	<b>4,860,188</b>	<b>5,651,542</b>	<b>3,949,750</b>

**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 2022.

Street and Alley Fund Revenue Sources		
Source	Amount	% of Total
Sales Tax - Auto	1,420,000	26%
Road and Bridge Tax	245,000	4%
HUTF Funds	552,000	10%
Investment Earnings	0	0%
Grants	0	0%
Charges for Services	832,000	15%
Specific Ownership Tax	134,000	2%
Intergovernmental	0	0%
Other Taxes and Fees	2,286,298	42%

**Street and Alley Fund Expenditures**

The Street and Alley Fund contains operating expenses of \$1,942,300 and debt service expense of \$409,000.

**TOWN OF FREDERICK  
ANNUAL BUDGET  
FY 2022**

**STREET AND ALLEY FUND EXPENSE SUMMARY**

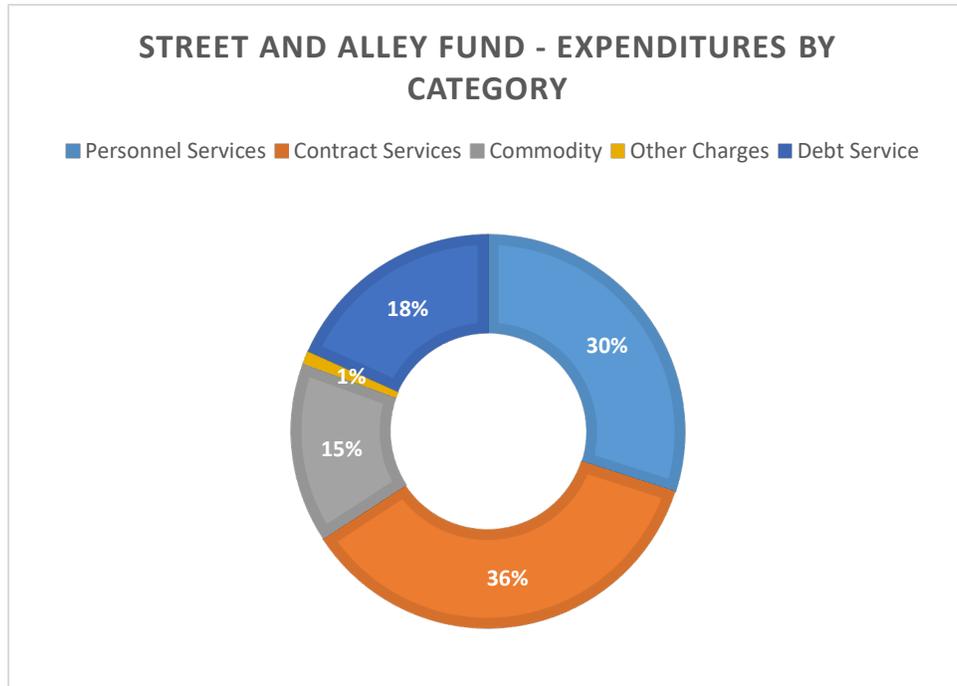
	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Engineering	0	10,000	57,600	2,000	69,600	---	---	69,600
Public Works	0	790,000	287,652	2,250	1,079,902	---	---	1,079,902
General Operations	669,930	0	0	6,300	676,230	4,936,358	409,000	6,021,588
<b>Totals</b>	<b>\$669,930</b>	<b>\$800,000</b>	<b>\$345,252</b>	<b>\$10,550</b>	<b>\$1,825,732</b>	<b>\$4,936,358</b>	<b>\$409,000</b>	<b>\$7,171,090</b>

Total Cash Available	\$11,120,840
Ending Fund Balance	\$3,949,750

**Projects Funded in 2022 Budget**

- Colorado/Tipple Intersection Improvement
- Silver Birch/Godding Hollow Intersection Improvement
- Colorado Boulevard Capital Maintenance Project
- Public Improvement Obligations - Prosperity
- Concrete & Alleyway Maintenance
- Street Lights
- Frederick Speed Management Program
- Pavement Maintenance Program
- Concrete Maintenance program

The chart below details the expenditures for the Street and Alley Fund by category. In 2022, the largest expenditure will be contract services which includes infrastructure maintenance costs and refuse collection and electronic recycling costs. Capital projects include street light replacements, pavement improvements, and the concrete alleys program.



**Street and Alley Fund - Full Time Employees**

Department	No. of Full Time Employees
Administration	2.48
Operations	5.80
<b>Total</b>	<b>8.28</b>

## Street and Alley Fund Goals and KPIs

In addition to the projects that have been funded in the 2022 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)

<b>Strategic Foundation: Community Safety</b>				
<b>Objective:</b>				
Provide and maintain public safety in our community				
<b>Strategy:</b>				
Respond to quality of life issues impacting the citizens of Frederick				
<b>Measure</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
Number of calls/emails concerning transportation concerns.	37	52	62	Many due to Colorado Blvd roadwork
<i>Performance:</i>				
Percentage of transportation related calls/emails responded to in 48 hour period.	98%	94%	96%	
<b>Strategic Foundation: Facilities &amp; Infrastructure</b>				
<b>Objective:</b>				
Maintain an adequate and safe transportation system				
<b>Strategy:</b>				
Maintain acceptable levels of accessibility and service life for all roads within Town Limits				
<b>Measure</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
Annual inspection and updates to the Towns roadway rating system.	No	No	No	Update scheduled for 2022
<i>Performance:</i>				
Percentage of roads/streets that have a Remaining Service Life greater than or equal to 13.	25%	57%	62%	
<b>Strategic Foundation: Facilities &amp; Infrastructure</b>				
<b>Objective:</b>				
Maintain an adequate and safe transportation system				
<b>Strategy:</b>				
Maintain acceptable levels of accessibility and service life for all roads within Town Limits				
<b>Measure</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
Number of street right-of-way permit applications submitted.	41	97	85	
<i>Performance:</i>				
Average number of days to complete the review.	2	3	2	

**Strategic Foundation: Facilities & Infrastructure****Goal:**

Maintain an adequate and safe transportation system

**Objective:**

Maintain acceptable levels of accessibility and service life for all roads within Town limits

Measure	2019	2020	2021	Comments
<i>Workload:</i>				
Miles of roads scheduled for cracksealing.	26	17	24	
<i>Performance:</i>				
Miles of roads that were cracksealed.	26	17	24	
<i>Workload:</i>				
Number of pothole service orders received.	13	36	40	
<i>Performance:</i>				
Average days to complete pot hole service orders.	1	1	1	

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

New and existing buildings and facilities

**Strategy:**

Ensure proper maintenance, upkeep and security for all Town owned and leased assets

Measure	2019	2020	2021	Comments
Number of scheduled preventative maintenance services.	18	30	165	
<i>Performance:</i>				
Percentage of completed preventative maintenance services.	100%	100%	100%	
<i>Workload:</i>				
Number of unscheduled/emergency maintenance/repairs services.	30	26	48	
<i>Performance:</i>				
Percentage of unscheduled/emergency repairs completed within 48 hours.	75%	100%	80%	

**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	2019	2020	2021	Comments
<i>Workload:</i>				
Miles of streets in Town to be serviced by street sweeper.	78	78	82	
<i>Performance:</i>				
Average number of times each street is swept per year.	5	6	6	

# CONSERVATION TRUST FUND



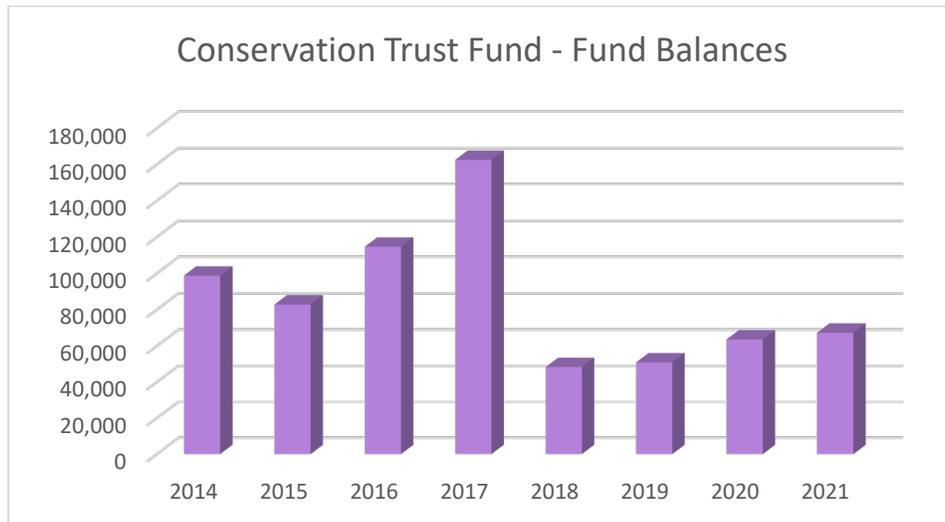
## CONSERVATION TRUST FUND

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.

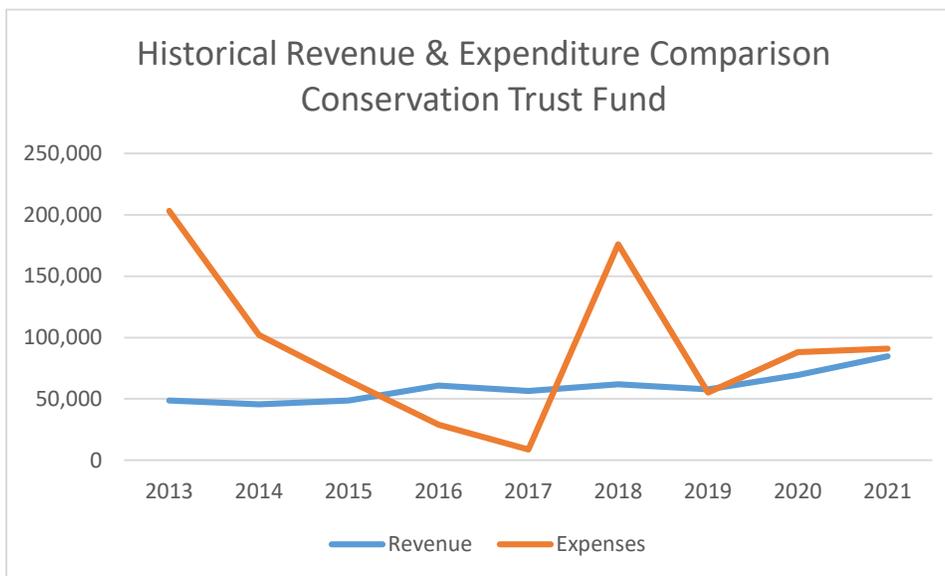


1 – Skate Park

**Conservation Trust Fund - Fund Balance and Fund Summary**



The decreases in fund balance 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 where smaller capital projects were identified. Due to the nature of the revenues in this fund, income remains fairly stable from year-to-year.



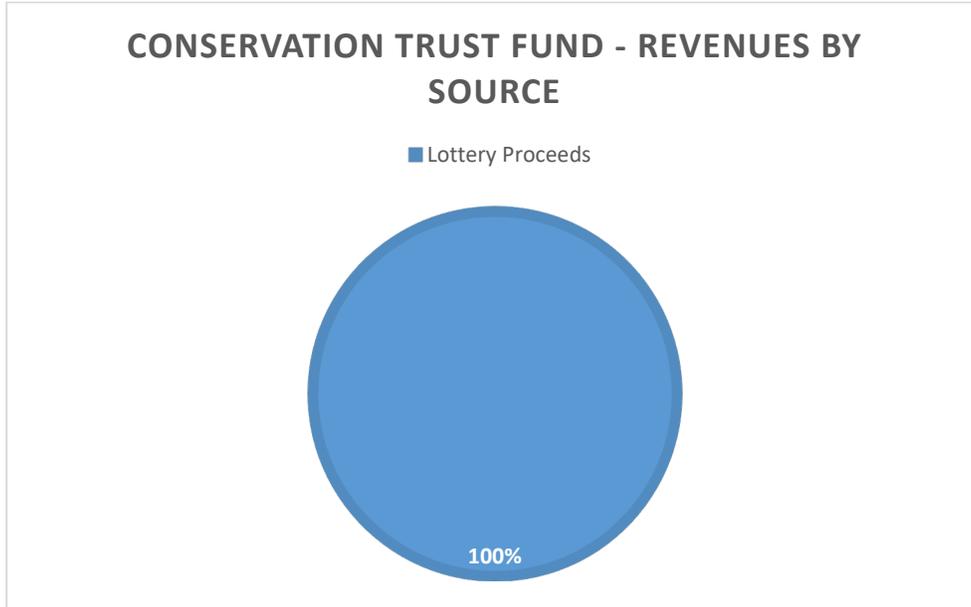
The 2022 budget for the Conservation Trust Fund includes revenues of \$76,000, an increase of \$9,950 compared to the 2021 budget. This increase is primarily due to an increased population in Frederick. The 2022 budget includes expenditures of \$250. This amount is \$64,750 less than what was budgeted in 2021.

**Conservation Trust Fund Budget**

<b>Conservation Trust Fund</b>	2020 Actuals	2021 Adopted Budget	2021 Year-End Estimates	2022 Proposed Budget
Beginning Fund Balance	82,255	73,603	73,603	84,595
<b><u>Revenues:</u></b>				
Intergovernmental	69,517	66,000	75,992	76,000
Earnings on Investment	-	50	-	-
<i>Transfer In</i>	10,000	-	-	-
Total Operating Revenues	<u>79,517</u>	<u>66,050</u>	<u>75,992</u>	<u>76,000</u>
<b><u>Expenditures:</u></b>				
Other	8,168	-	-	-
Capital Outlay	80,000	250	-	250
<i>Transfer Out</i>	-	-	65,000	-
Total Expenditures	<u>88,168</u>	<u>250</u>	<u>65,000</u>	<u>250</u>
<b>Excess (Deficiency) of Revenues and Other Sources over Expenditures</b>	<u>(8,651)</u>	<u>65,800</u>	<u>10,992</u>	<u>75,750</u>
<b>Ending Fund Balance</b>	<u><u>73,603</u></u>	<u><u>139,403</u></u>	<u><u>84,595</u></u>	<u><u>160,345</u></u>

**Conservation Trust Fund Revenues**

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



The Conservation Trust - Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2022.

Conservation Trust Fund Revenue Sources		
Source	Amount	% of Total
Lottery Proceeds	76,000	100%
Interest	0	0%

**Conservation Trust Fund Expenses**

The Conservation Trust Fund does not have normal operating costs, as this fund is primarily used for capital improvements. The capital outlay in this fund is \$250 which is nonrecurring.

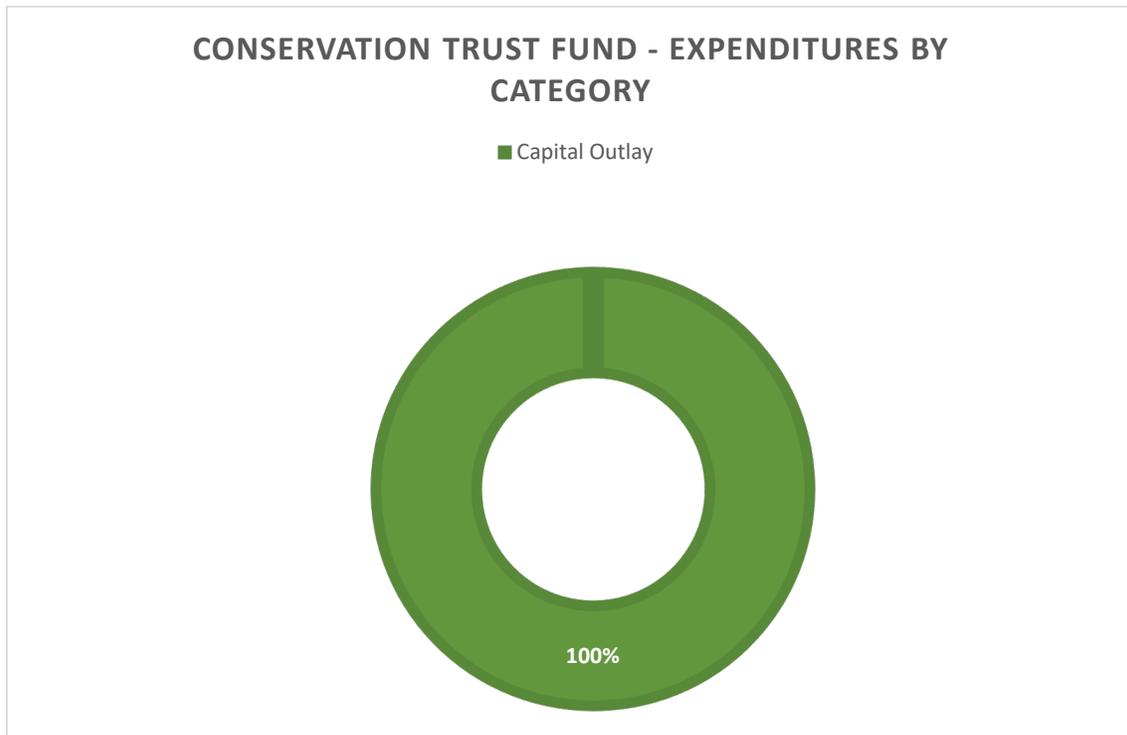
**TOWN OF FREDERICK  
ANNUAL BUDGET  
FY 2022**

**CONSERVATION TRUST FUND EXPENSE SUMMARY**

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Operations	0	0	0	250	250	---	---	250
Totals	\$0	\$0	\$0	\$250	\$250	\$0	\$0	\$250

Total Cash Available	\$160,595
Ending Fund Balance	\$160,345

The chart below details the expenditures for the Conservation Trust Fund by category. The only category of expenditure will be the transfer out for Capital Outlay.



### Conservation Trust Fund - Full Time Employees

Department	No. of Full Time Employees
Administration & Operations	0
<b>Total</b>	<b>0</b>

### Conservation Trust Fund Goals and KPIs

In addition to the projects that have been funded in the 2022 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	2018	2019	2021	Comments
<i>Performance:</i>				
Number of capital improvement projects budgeted.	1	2	2	
<i>Performance:</i>				
Number of capital projects completed within the budgetary cycle.	1	2	2	

---

# 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 were 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:

- 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
<b>Bulrush Wetland Park</b>	6140 Wetland Park Road	47 acres of parkland, trails, outdoor classroom, educational signs, bird watching
<b>Centennial Park</b>	630 Eighth Street	Benches, picnic tables, picnic shelters, playground, restrooms, trails, art features, boulder climbing area, multi-use field, fitness stations
<b>Coal Ridge Park</b>	305 ½ Warwick Street	Benches, picnic shelter, picnic tables, multi-use field, playground
<b>Confluence Park</b>	5549 Drake Way	Picnic shelters, picnic tables
<b>Countryside Park</b>	5730 Russell Circle	Benches, multi-use field
<b>Creekway</b>	5724 Wetland Loop	Picnic shelters, picnic tables
<b>Crist Park</b>	105 Fifth Street	Picnic shelters, picnic tables, splash pad, playground, gazebo, benches, art features, restrooms, bocce courts
<b>Eagle Valley Park</b>	4819 Osprey Circle	Benches, multi-use field, picnic shelters, picnic tables, playground, trails

<b>Facility Name</b>	<b>Location</b>	<b>Amenities</b>
<b>Firefighters' Park</b>	11 Walnut Street	Picnic shelters, picnic tables, playground, sport court
<b>Fox Run Park</b>	5365 Fox Run Boulevard	Benches, picnic shelter, picnic tables, playground, basketball court, swings, trails, pickle ball court
<b>Frederick Entryway Park</b>	6016 Colorado Boulevard	Art features, benches, trails, water feature
<b>Frederick Recreation Area</b>	8201 Colorado Boulevard	129 acres of parkland, basketball court, benches, trails, dog park, fishing, horseshoe pits, non-motorized boating, pavilion, picnic shelters, picnic tables, restrooms, sport court
<b>No Name Creek West Park</b>	9120 Harlequin Circle	Picnic shelters, picnic tables, slide, playground, benches, sport court, volleyball
<b>No Name Eagle Park</b>	5750 Pintail Way	Benches, picnic shelters, picnic tables, playground
<b>Rinn Valley Park</b>	3390 Rinn Valley Drive	Multi-use field, picnic shelters, picnic tables, playground, trails
<b>Savannah Park</b>	6201 ½ Ralston Street	Benches, multi-use field, picnic shelters, picnic tables, playground
<b>Summit View Estates Park</b>	5134 ½ Mount Pawnee Avenue	Picnic shelters, picnic tables, playground, sport court
<b>Frederick Skate Park</b>	5357 County Road 18	Art features, skate park

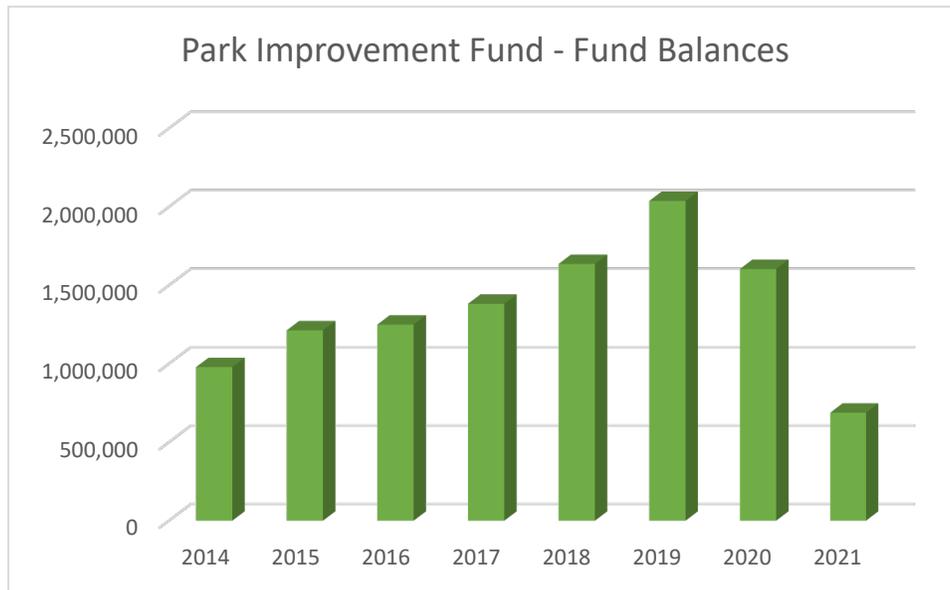


**1 - Frederick Recreation Area**

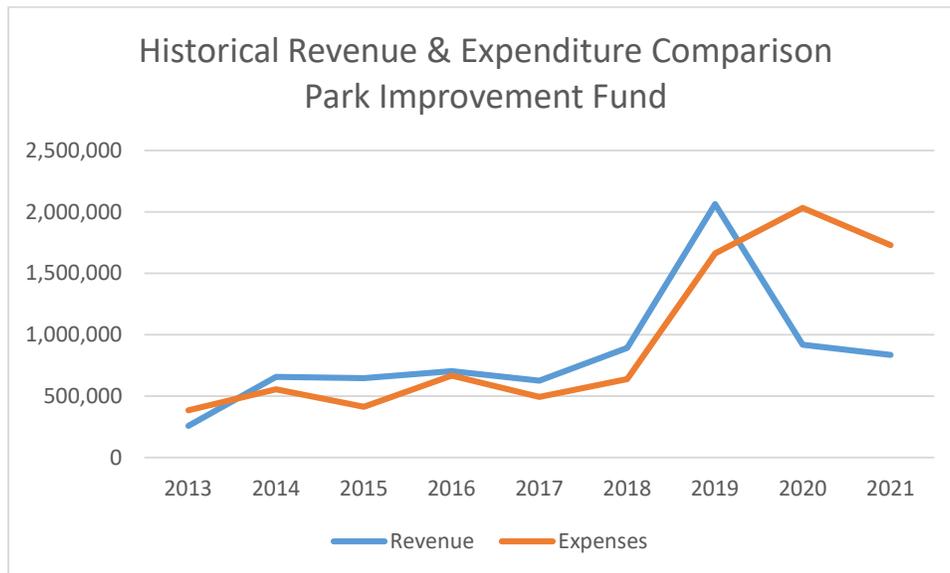


**2 - Centennial Park**

**Park Improvement Fund - Fund Balance and Fund Summary**



As the following graph illustrates, the fund balance decreased due to Public Works equipment replacement and additions for general park maintenance.



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

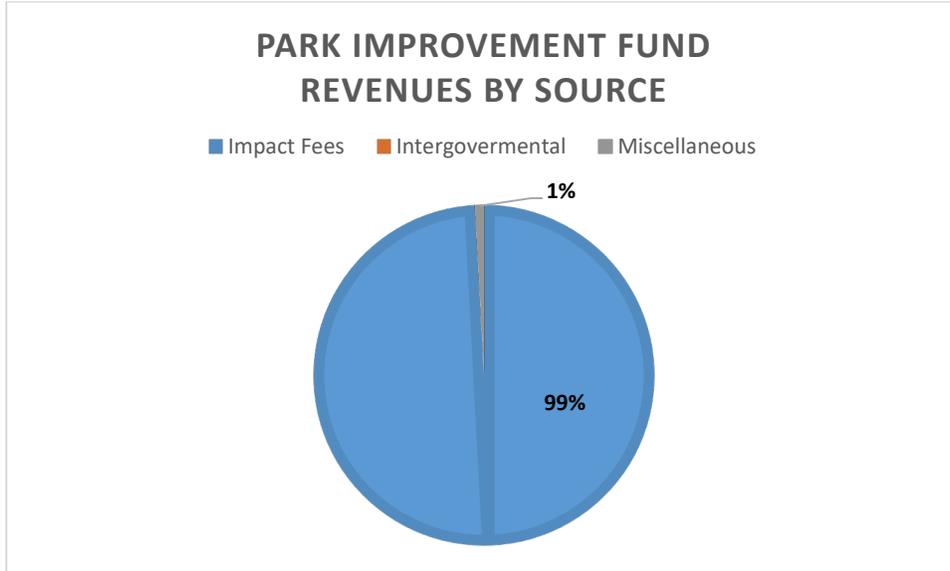
The 2022 budget for the Park Improvement Fund includes revenues of \$1,185,400, an increase of \$747,400 compared to the 2021 Budget. The 2021 budget includes expenditures of \$1,714,450, an increase of \$34,462 compared to the 2021 Budget. The increase in budgeted expenditures is attributed to a transfer out to the Capital Improvement Projects Fund.

**Park Improvement Fund Budget**

<b>Park Improvement Fund</b>	2020 Actuals	2021 Adopted Budget	2021 Year-End Estimates	2022 Proposed Budget
Beginning Fund Balance	2,717,658	1,583,771	1,583,771	896,012
<b><u>Revenues:</u></b>				
Licenses and Permits	848,540	436,500	1,002,314	1,175,400
Earnings on Investment	-	1,500	-	-
Miscellaneous Revenue	70,120	-	37,369	10,000
<i>Transfer In</i>	-	-	-	-
Total Operating Revenues	<u>918,660</u>	<u>438,000</u>	<u>1,039,684</u>	<u>1,185,400</u>
<b><u>Expenditures:</u></b>				
Operations & Maintenance	814,612	1,075,788	1,123,243	1,150,950
Capital Outlay	1,222,435	-	-	-
<i>Transfer Out (CIP)</i>	15,500	604,200	604,200	563,500
Total Expenditures	<u>2,052,547</u>	<u>1,679,988</u>	<u>1,727,443</u>	<u>1,714,450</u>
<b>Excess (Deficiency) of Revenues and Other Sources over Expenditures</b>	<u>(1,133,887)</u>	<u>(1,241,988)</u>	<u>(687,759)</u>	<u>(529,050)</u>
<b>Ending Fund Balance</b>	<u><u>1,583,771</u></u>	<u><u>341,783</u></u>	<u><u>896,012</u></u>	<u><u>366,962</u></u>

**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 2022.

Park Improvement Fund Revenue Sources		
Source	Amount	% of Total
Donation	0	0%
Impact Fees	1,175,400	99%
Intergovernmental	0	0%
Miscellaneous	10,000	1%
Interest	0	0%

**Park Improvement Fund Expenditures**

The Park Improvement Fund shows operating expenses of \$1,277,900. The services provided by this fund are labor-intensive as illustrated below.

**TOWN OF FREDERICK  
ANNUAL BUDGET  
FY 2022**

**PARK IMPROVEMENT FUND EXPENSE SUMMARY**

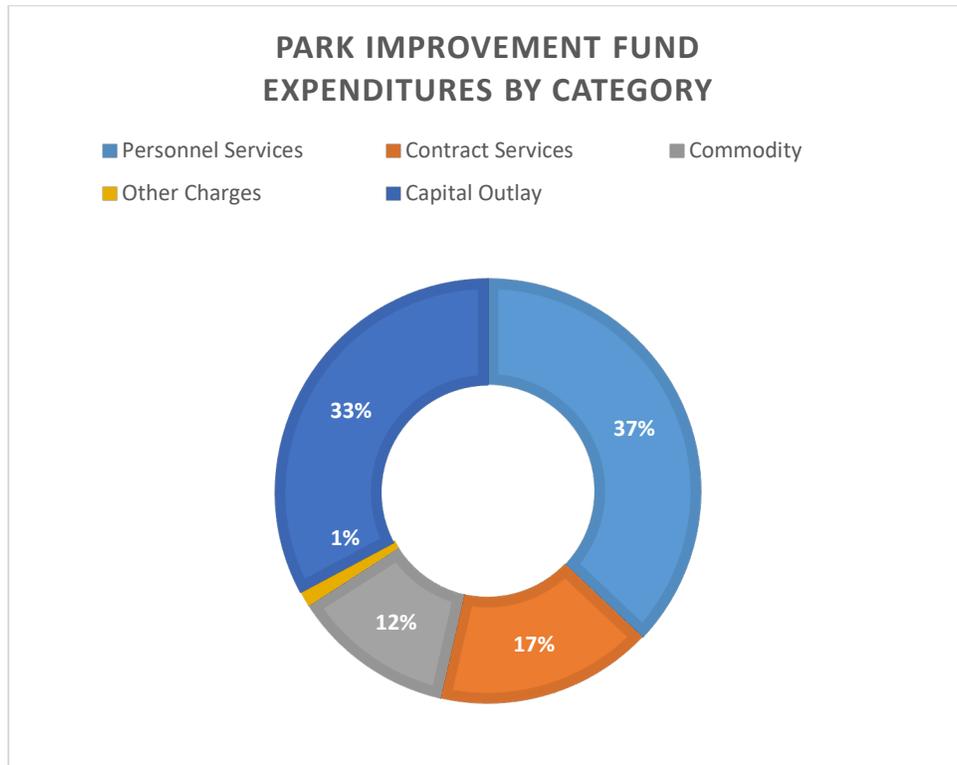
	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Planning	0	225,000	0	17,500	242,500	---	---	242,500
Public Works	0	58,000	214,800	0	272,800	---	---	272,800
General Operations	635,650	0	0	0	635,650	563,500	---	1,199,150
<b>Totals</b>	<b>\$635,650</b>	<b>\$283,000</b>	<b>\$214,800</b>	<b>\$17,500</b>	<b>\$1,150,950</b>	<b>\$563,500</b>	<b>\$0</b>	<b>\$1,714,450</b>

Total Cash Available								\$2,081,412
Ending Fund Balance								\$366,962
% of Total Budget	37.08%	16.51%	12.53%	1.02%	67.13%	32.87%	0.00%	100.00%

**Projects Funded in 2022 Budget**

- Park Improvements
- Dog Park Reconstruction
- Vactor Truck
- Wheel Loader
- Street Sweeper

The chart below details the expenditures for the Park Improvement Fund by category. In 2022, the largest projected expenditures will be personnel services and a transfer out to the Capital Improvement Projects Fund.



**Park Improvement Fund - Full Time Employees**

Department	No. of Full Time Employees
Administration	1.34
Operations	5.20
<b>Total</b>	<b>6.54</b>

## Park Improvement Fund Goals and KPIs

In addition to the projects that have been funded in the 2022 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.

<b>Measure</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
Number of park improvement projects planned	4	4	4	
<i>Performance:</i>				
Percentage of projects completed on schedule	100%	100%	100%	

---

#### **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, playgrounds

<b>Measure</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
Acres of parks	319	323	323	
<i>Performance:</i>				
Average star rating of the parks.	3.5	3.5	3.5	
<i>Performance:</i>				
Hours spent maintaining parks and park related equipment.	904	806	1200	Irrigation was brought in-house.

# OPEN SPACE FUND



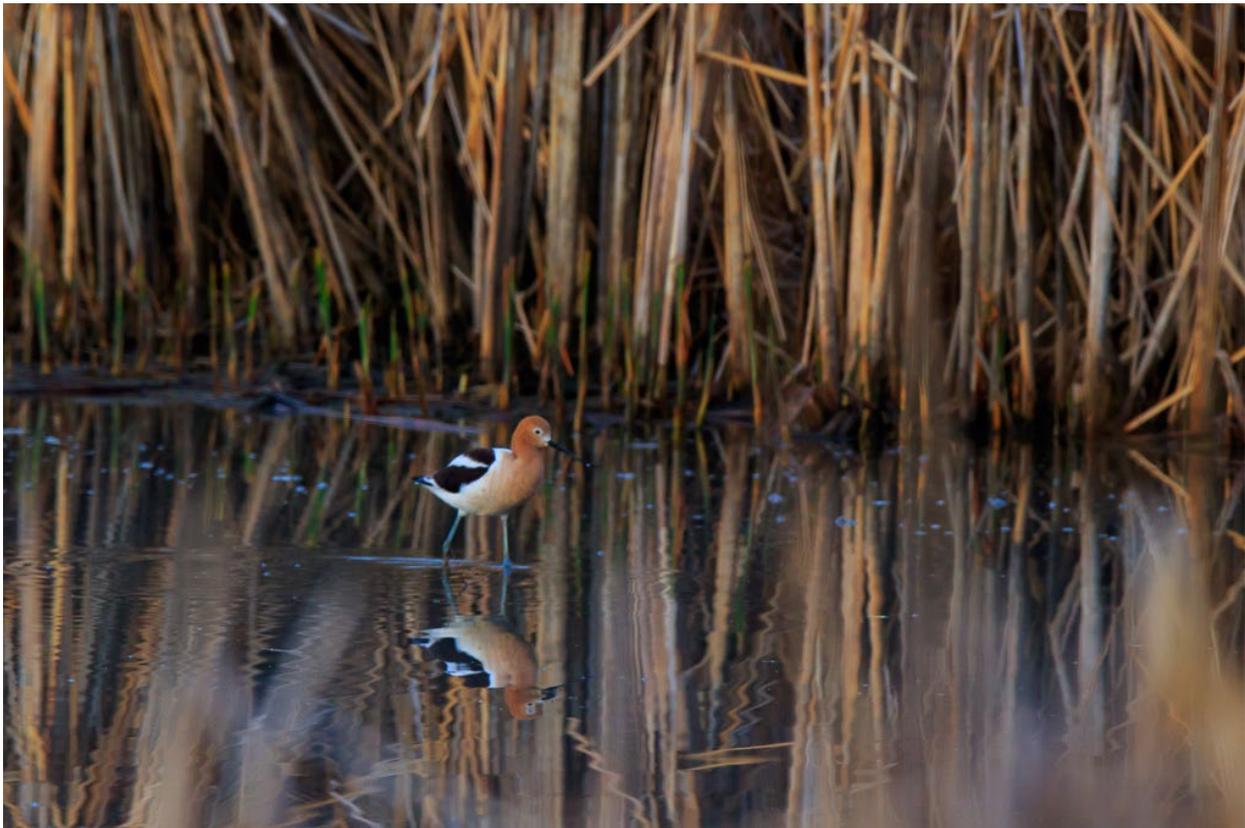
## OPEN SPACE FUND

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.

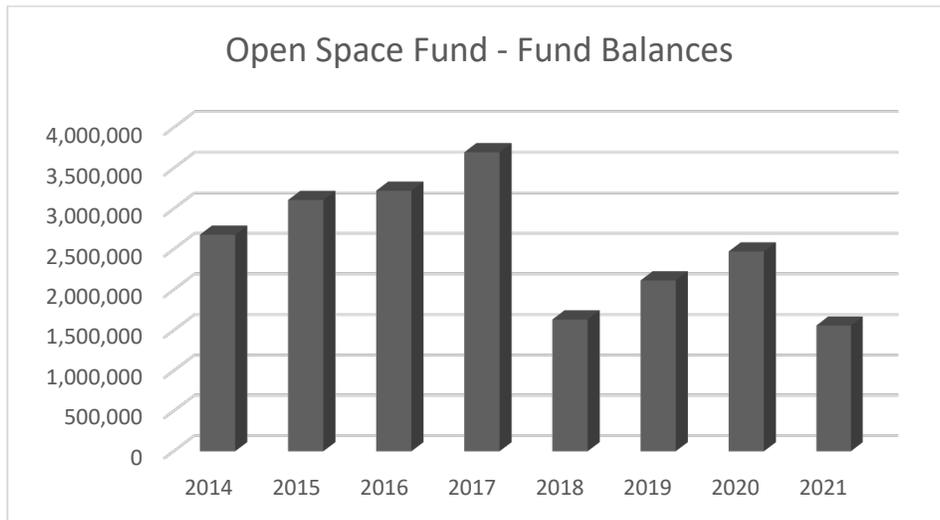
Trails - At the end of the 2021 fiscal year, there were 15.95 miles of town-owned trails.

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

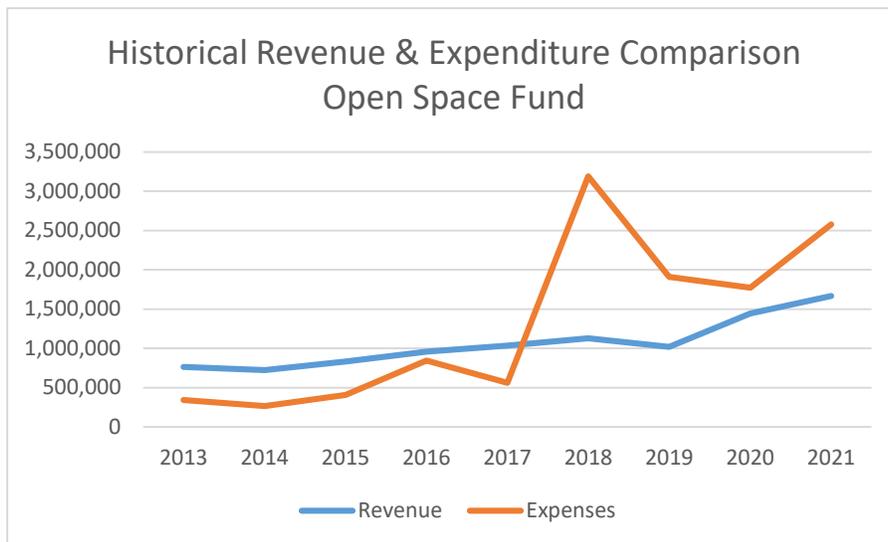


7 - Bulrush Open Space

**Open Space Fund – Fund Balance and Fund Summary**



As the following graph illustrates, the town incurred an increase in fund balance from 2018 thru 2020 due to increased tax and fee revenues received. In 2021 budgeted transfers out to the CIP Fund occurred for approved trail improvements and associated equipment purchases.



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

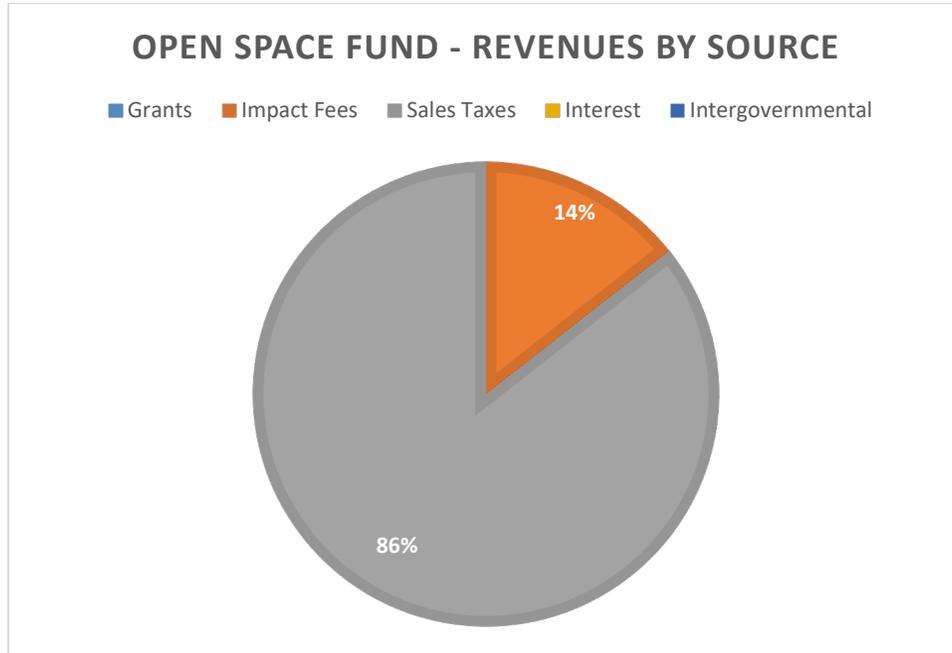
The 2022 budget for the Open Space Fund includes revenues of \$1,666,000, which is aligned to the same revenue projection as 2021. Budgeted expenditures are \$3,225,810, an increase of \$646,459 compared to the 2021 budget. Planned 2022 expenditures are higher because of a \$2,344,500 transfer out to the CIP Fund for land acquisition and trail system expansion.

**Open Space Fund Budget**

<b>Open Space Fund</b>	2020 Actuals	2021 Actuals Jan - Oct	2021 Adopted Budget	2021 Year-End Estimates	2022 Proposed Budget
Beginning Fund Balance	2,620,079	2,473,178	2,473,178	2,473,178	1,559,810
<b><u>Revenues:</u></b>					
Taxes & Fees	1,632,293	1,244,079	1,010,000	1,665,983	1,666,000
Grants & Contributions	-	-	-	-	-
Earnings on Investment	-	-	1,000	-	-
Miscellaneous Revenue	-	-	-	-	-
<i>Transfer In</i>	-	-	-	-	-
Total Operating Revenues	1,632,293	1,244,079	1,011,000	1,665,983	1,666,000
<b><u>Expenditures:</u></b>					
Operations & Maintenance	321,208	238,952	438,152	313,651	881,310
Capital Outlay	1,455,486	-	1,200	-	-
<i>Transfer Out (CIP)</i>	2,500	2,265,700	2,265,700	2,265,700	2,344,500
Total Expenditures	1,779,194	2,504,652	2,705,052	2,579,351	3,225,810
<b>Excess (Deficiency) of Revenues and Other Sources over Expenditures</b>	<b>(146,901)</b>	<b>(1,260,572)</b>	<b>(1,694,052)</b>	<b>(913,368)</b>	<b>(1,559,810)</b>
<b>Ending Fund Balance</b>	<b>2,473,178</b>	<b>1,212,605</b>	<b>779,126</b>	<b>1,559,810</b>	<b>(0)</b>

**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 2022.

Open Space Fund Revenue Sources		
Source	Amount	% of Total
Grants	0	0%
Impact Fees	240,000	14%
Sales Taxes	1,426,000	86%
Interest	0	0%
Intergovernmental	0	0%

**Open Space Fund Expenditures**

Expenditures in the Open Space Fund include operating costs of \$576,810, capital outlay of \$304,500, and a \$2,344,500 transfer out to the CIP Fund. These capital expenditures include open space acquisition, trail expansion, and related equipment purchases.

**TOWN OF FREDERICK  
ANNUAL BUDGET  
FY 2022**

**OPEN SPACE IMPROVEMENT FUND EXPENSE SUMMARY**

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Planning	0	20,000	0	0	20,000	304,500	---	324,500
Public Works	0	10,000	60,000	0	70,000	---	---	70,000
General Operations	486,810	0	0	0	486,810	2,344,500	---	2,831,310
<b>Totals</b>	<b>\$486,810</b>	<b>\$30,000</b>	<b>\$60,000</b>	<b>\$0</b>	<b>\$576,810</b>	<b>\$2,649,000</b>	<b>\$0</b>	<b>\$3,225,810</b>

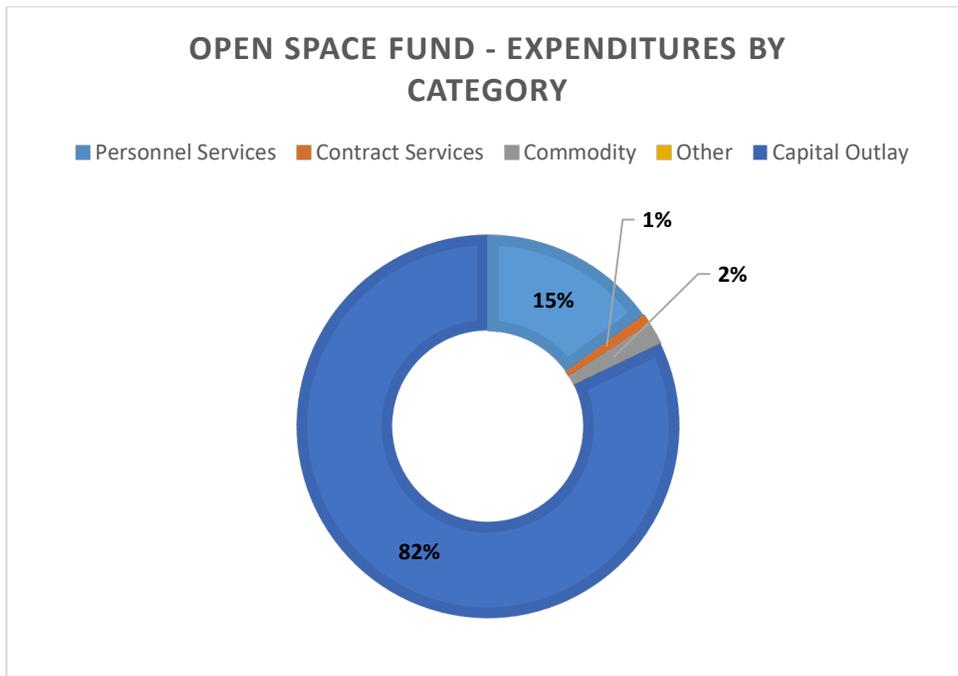
Total Cash Available \$3,225,810

Ending Fund Balance \$0

**Projects Funded in 2022 Budget**

- Open Space Purchase
- Trail System Expansion

The chart below details the expenditures for the Open Space Fund by category. In 2022, the largest incurred cost will be a transfer out to the Capital Improvement Projects Fund, which includes expenditures for open space purchase, trail expansion, and equipment replacements.



### Open Space Fund - Full Time Employees

Department	No. of Full Time Employees
Administration	1.65
Operations	4.18
<b>Total</b>	<b>3.05</b>

### Open Space Fund Goals and KPI's

In addition to the projects that have been funded in the 2022 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	2019	2020	2021	Comments
<i>Workload:</i>				
Linear feet of trails added.	0	5000	0	
<i>Performance:</i>				
Percent of trail projects completed on time and budget.	0%	0%	0%	

---

#### **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, playgrounds

Measure	2019	2020	2021	Comments
<i>Workload:</i>				
Acres of Open Space/Wetlands to maintain	406	406	406	
<i>Workload:</i>				
Miles of trails to maintain	15.95	16.9	16.9	

---

# 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, Chainsaws and Chuckwagons, Tiny Terror Town, 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.

Revenues are derived primarily from donations and transfers from other funds.

### FREDERICK IN FLIGHT: JUNE 25 - 26

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



### CHAINSAWS & CHUCKWAGONS: JULY 20 - 23

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 17

This year marks the 18<sup>th</sup> year that Miners Day will bring the community together to celebrate our history with entertainment, food and fun! The parade kicks off the day's events at 10:00am 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 9:00 pm.



### TINY TERROR TOWN: OCTOBER 22

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.

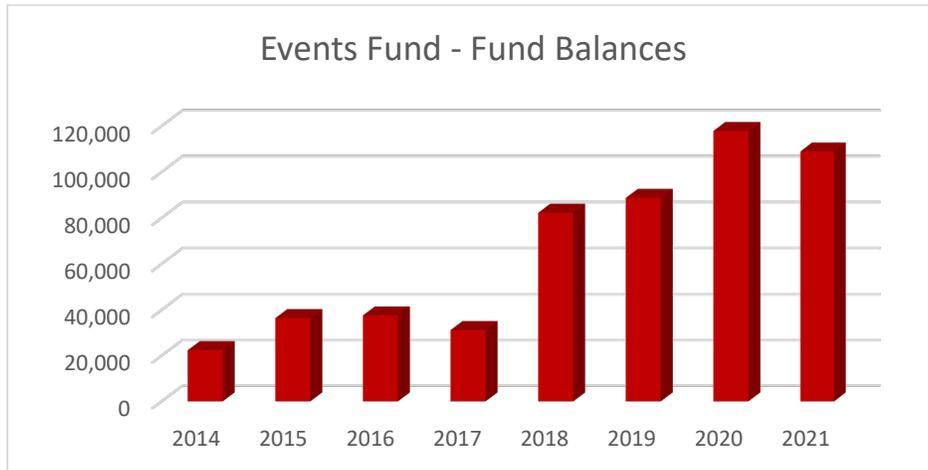


### FESTIVAL OF LIGHTS: DECEMBER 3

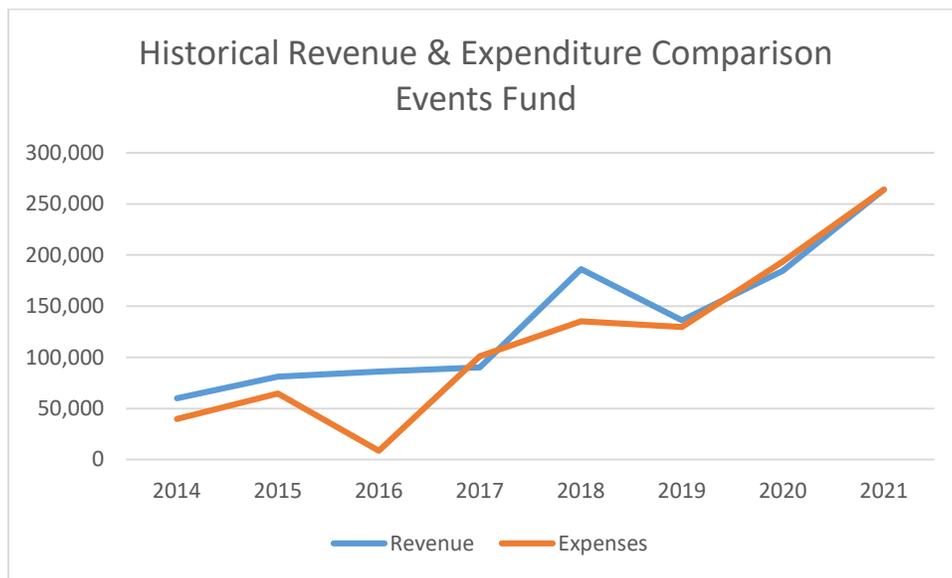
The annual tree lighting ceremony will include traditional festival fun including horse-drawn carriage rides, hot cocoa, ice carving, live music, parade and photos with Santa. It's an amazing start to the holiday season.



**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.

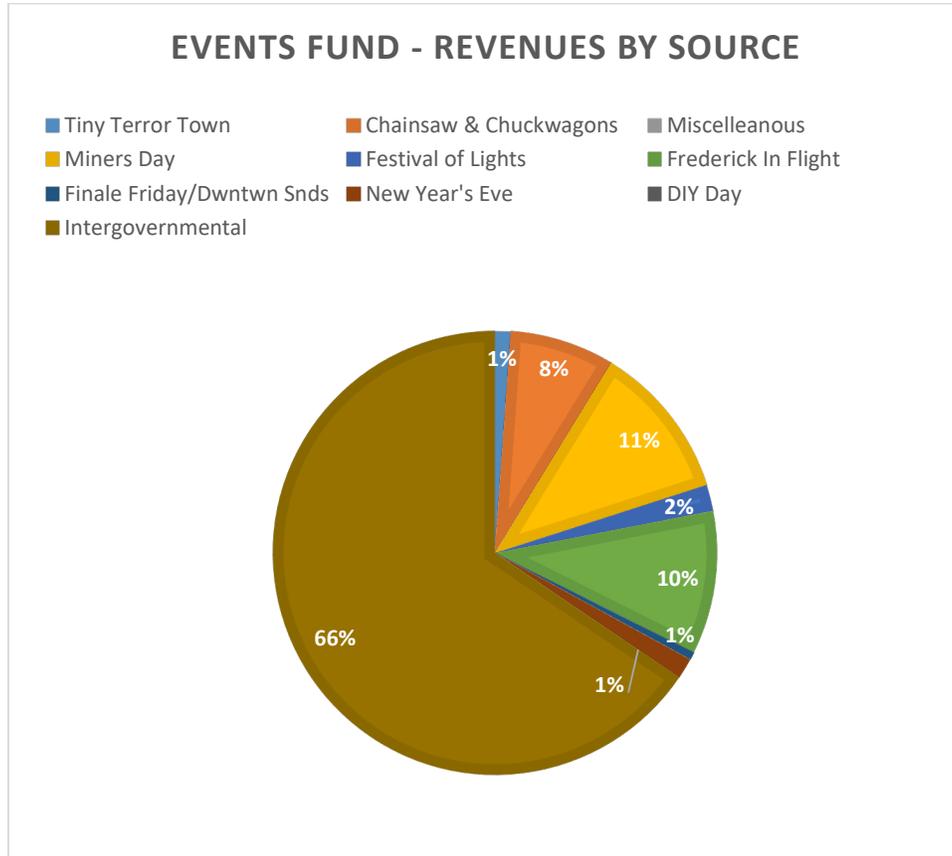
The 2022 budget for the Events Fund includes revenues of \$91,000 and transfers in of \$173,000 consisting of a General Fund subsidy and Board commitment, which consists of a \$78,000 increase in total revenue. Between sponsorship revenue and transfers in, revenues were set to match expenditures, for a total Town event(s) budget of \$264,000 in planned expenditures.

**Events Fund Budget**

<b>Events Fund</b>	2020 Actuals	2021 Actuals Jan - Sept	2021 Adopted Budget	2021 Year-End Estimates	2022 Proposed Budget
Beginning Fund Balance	92,388	117,866	117,866	117,866	108,926
<b>Revenues:</b>					
Grants & Contributions	68,769	86,050	91,000	114,733	91,000
Miscellaneous Revenue	-	-	250	-	-
<i>Transfer In (from GF &amp; Board)</i>	40,000	70,000	94,750	70,000	173,000
Total Operating Revenues	108,769	156,050	186,000	184,733	264,000
<b>Expenditures:</b>					
Operations	83,292	144,356	183,500	192,475	261,500
Capital Outlay	-	898	2,500	1,197	2,500
<i>Transfer Out</i>	-	-	-	-	-
Total Expenditures	83,292	145,254	186,000	193,672	264,000
<b>Excess (Deficiency) of Revenues and Other Sources over Expenditures</b>	<b>25,478</b>	<b>10,796</b>	<b>-</b>	<b>(8,939)</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>117,866</b>	<b>128,661</b>	<b>117,866</b>	<b>108,926</b>	<b>108,926</b>

**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 primary Town events, as well as projected sponsorship revenues.

Events Fund Revenue Sources		
Source	Amount	% of Total
Tiny Terror Town	3,000	1%
Chainsaw & Chuckwagons	20,000	8%
Miscellaneous	0	0%
Miners Day	30,000	11%
Festival of Lights	5,000	2%
Frederick In Flight	27,500	10%
Finale Friday/Dwntwn Snds	1,500	1%
New Year's Eve	4,000	2%
DIY Day	0	0%
Intergovernmental	173,000	66%

**Events Fund Expenditures**

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

**TOWN OF FREDERICK  
ANNUAL BUDGET  
FY 2022**

**EVENTS FUND EXPENSE SUMMARY**

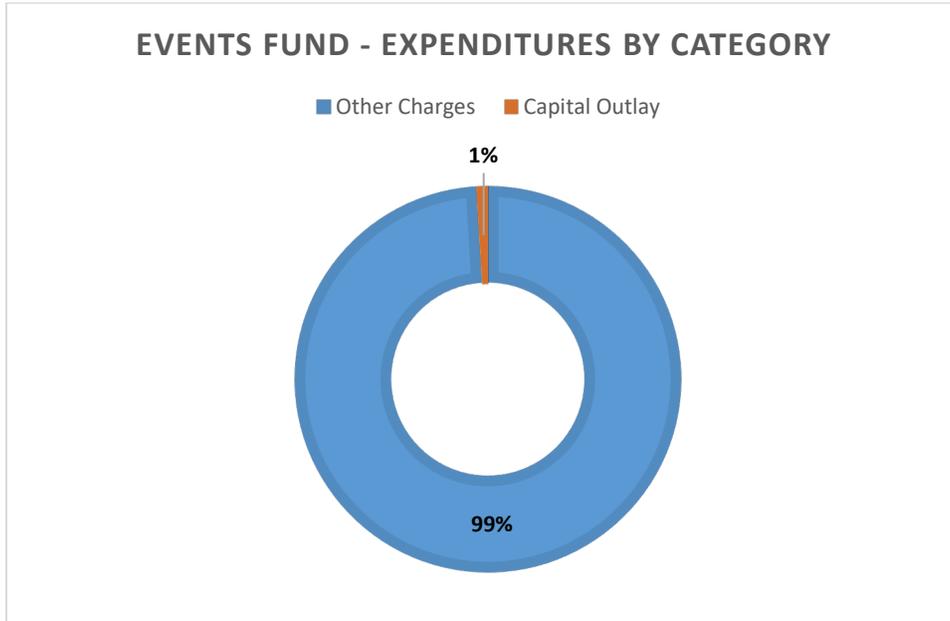
	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Events	0	0	0	261,500	261,500	2,500	---	264,000
Totals	\$0	\$0	\$0	\$261,500	\$261,500	\$2,500	\$0	\$264,000

Total Cash Available								\$372,926
Ending Fund Balance								\$108,926
% of Total Budget	0.00%	0.00%	0.00%	99.05%	99.05%	0.95%	0.00%	100.00%

**Projects Funded in 2022 Budget**

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

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
<b>Total</b>	<b>0</b>

**Events Fund Goals and KPIs**

In addition to the projects that have been funded in the 2022 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	2019	2020	2021	Comments
<i>Workload:</i>				
Number of Events offered.	19	17	29	
<i>Performance:</i>				
Number of Volunteer Hours.	1134	280	532	

### 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	2019	2020	2021	Comments
<i>Workload:</i>				
Hours spent on Sponsorship Recruitment.	230	115	160	
<i>Performance:</i>				
Sponsorship Dollars.	\$137,103	\$42,603	\$90,880	

### Strategic Foundation: Fiscal Responsibility & 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	2019	2020	2021	Comments
<i>Workload:</i>				
Number of event surveys received.	47	117	118	
<i>Performance:</i>				
Average rating from vendors.	73.30%	83.20%	89.69%	
<i>Performance:</i>				
Average rating from attendees.	73.30%	79.89%	84.56%	

# CAPITAL FACILITIES FUND



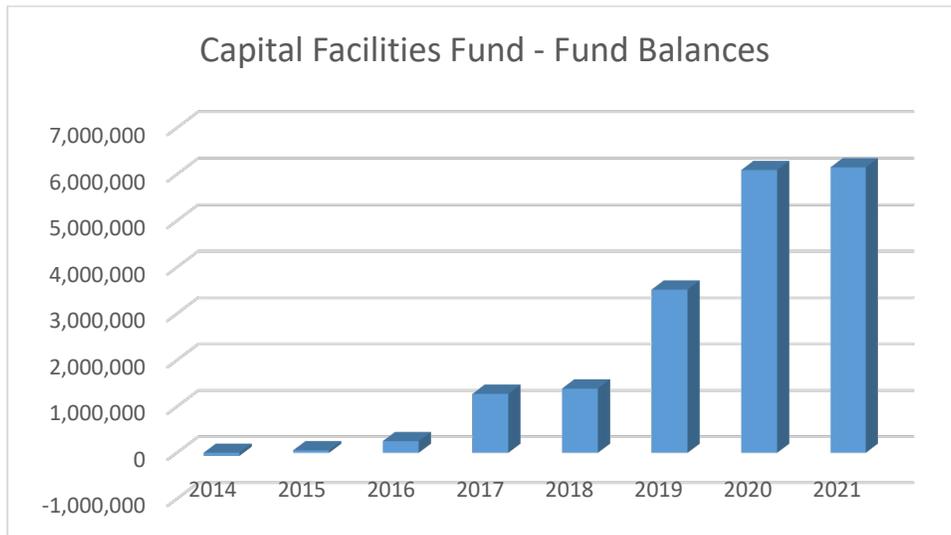
## CAPITAL FACILITIES FUND

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.

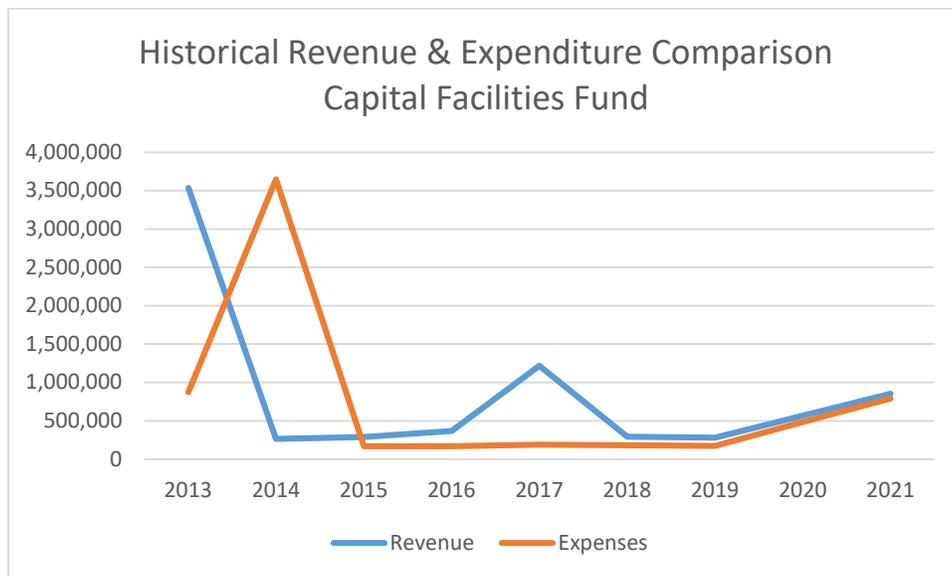


1 - Public Works Facility

**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 expenditures in 2013 and 2014, and transfers in occurred in 2019 and 2020 for future capital facility needs. Fund Balance will remain consistent for 2021 and into 2022.



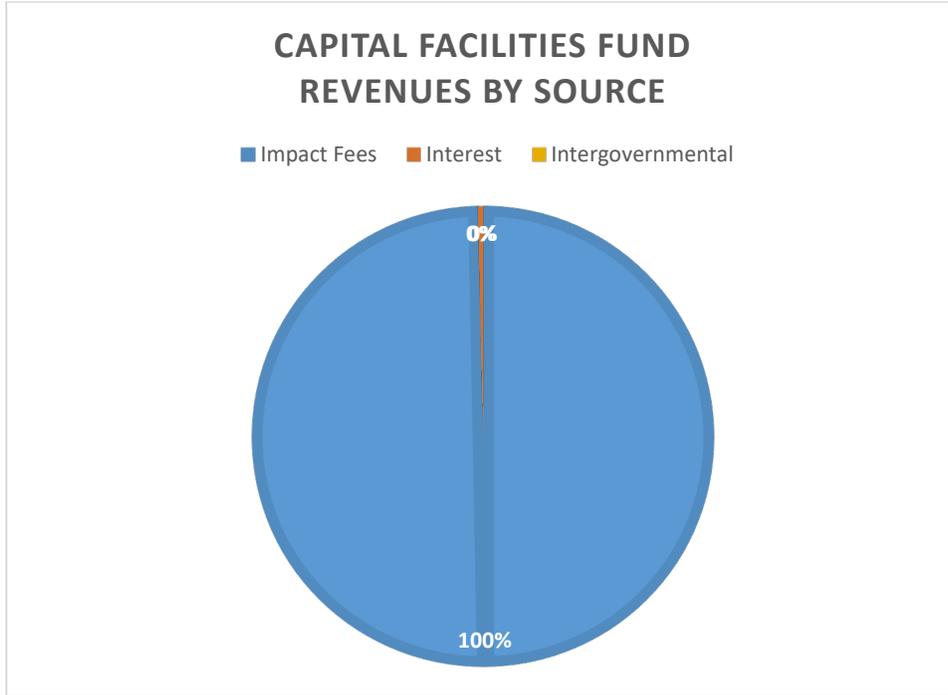
The 2022 budget for the Capital Facilities Fund includes revenues of \$1,025,000, an increase of \$173,648 compared to the 2021 budget. The increase is due to an increase in projected taxes and fees collected in 2022. Expenditures are expected to decrease an estimated (\$468,074) in 2022 due to a budgeted decrease in capital outlay.

**Capital Facilities Fund Budget**

<b>Capital Facilities Fund</b>	2020 Actuals	2021 Actuals Jan - Sept	2021 Adopted Budget	2021 Year-End Estimates	2022 Proposed Budget
Beginning Fund Balance	3,651,719	6,093,054	6,093,054	6,093,054	6,151,832
<b><u>Revenues:</u></b>					
Taxes and Fees	565,550	638,514	330,000	851,352	1,025,000
Miscellaneous Revenue	-	-	1,000	-	-
<i>Transfer In</i>	2,357,470	-	-	-	-
Total Operating Revenues	2,923,020	638,514	331,000	851,352	1,025,000
<b><u>Expenditures:</u></b>					
Capital Outlay	312,045	424,790	101,000	566,387	154,000
Debt Service	169,640	169,640	169,640	226,187	170,500
<i>Transfer Out</i>	-	-	60,360	-	-
Total Expenditures	481,685	594,430	331,000	792,574	324,500
<b>Excess (Deficiency) of Revenues and Other Sources over Expenditures</b>	<b>2,441,335</b>	<b>44,083</b>	<b>-</b>	<b>58,778</b>	<b>700,500</b>
<b>Ending Fund Balance</b>	<b>6,093,054</b>	<b>6,137,138</b>	<b>6,093,054</b>	<b>6,151,832</b>	<b>6,852,332</b>

**Capital Facilities Fund Revenues**

Revenues for this fund come primarily from impact fees and interest.



The Capital Facilities Fund - Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2022.

Capital Facilities Fund Revenue Sources		
Source	Amount	% of Total
Impact Fees	1,025,000	100%
Interest	0	0%
Intergovernmental	0	0%

**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.

**TOWN OF FREDERICK  
ANNUAL BUDGET  
FY 2022**

**CAPITAL FACILITIES FUND EXPENSE SUMMARY**

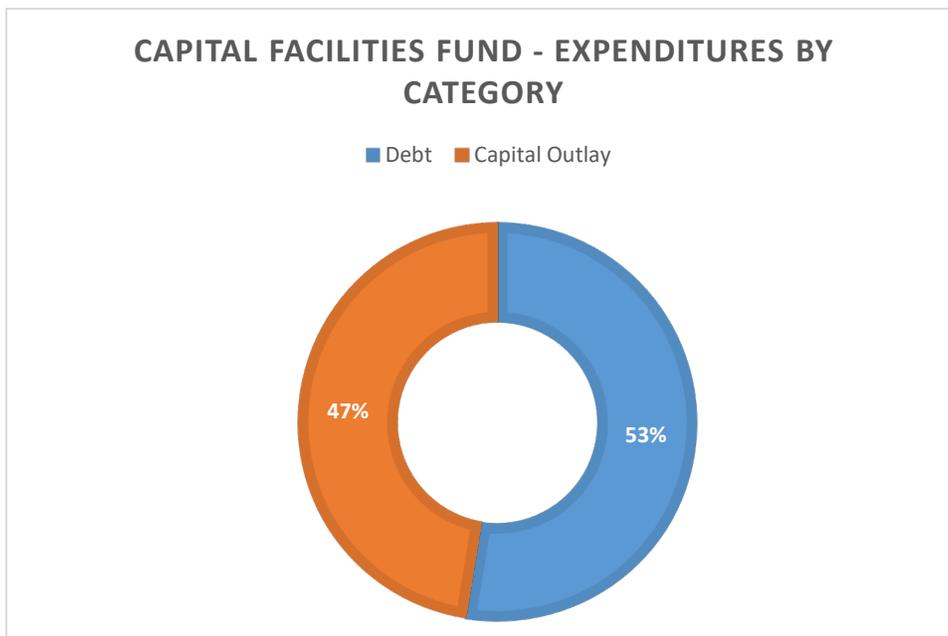
	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Capital Facilities	0	0	0	0	0	154,000	170,500	324,500
Totals	\$0	\$0	\$0	\$0	\$0	\$154,000	\$170,500	\$324,500

Total Cash Available								\$7,176,832
Ending Fund Balance								\$6,852,332
% of Total Budget	0.00%	0.00%	0.00%	0.00%	0.00%	47.46%	52.54%	100.00%

**Items Funded in 2022 Budget**

- Debt payments associated with capital facilities
- Building maintenance and improvement

The chart below details the expenditures for the Capital Facilities Fund by category. Due to the nature of this fund, there are only two expense categories: debt services and capital outlay.



# CAPITAL IMPROVEMENT PROJECTS FUND



## CAPITAL IMPROVEMENT PROJECTS FUND

A Capital Improvement Projects Fund was created in 2021 in order to account for proper segregation of funding for facility maintenance and capital projects, not included in enterprise funds. Transfers from nine (8) funds occurred for the 2022 fiscal year to account for additions of permanent structural changes, property restorations, equipment purchase, land acquisition, pavement maintenance, intersection improvements, and water and storm water projects.

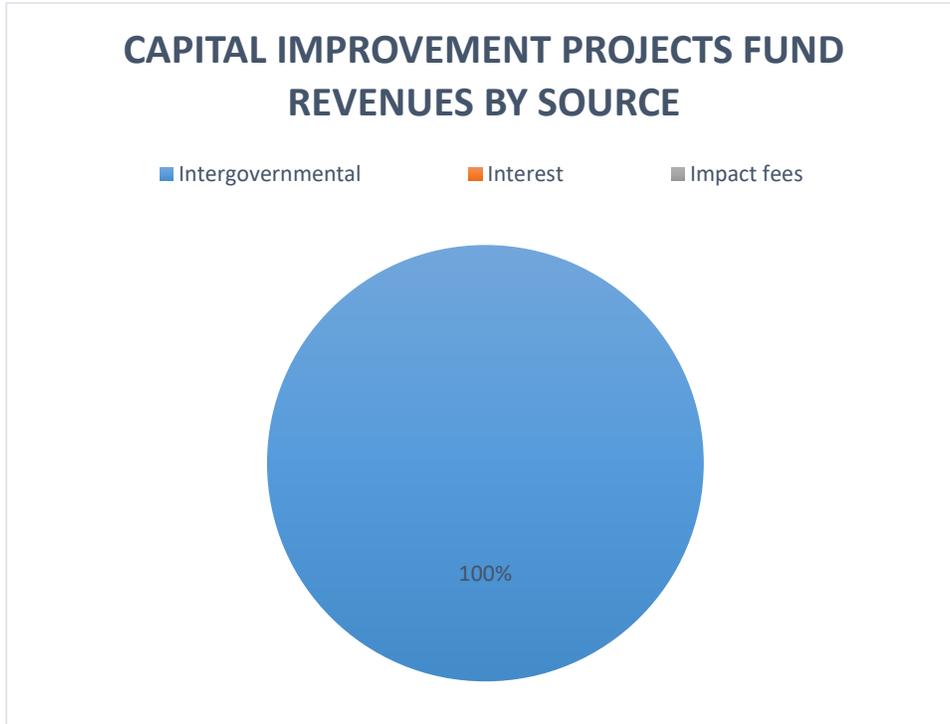
*Transfers From:*

General Fund	\$ 203,250
Street and Alley Fund	4,936,358
Public Safety Fund	88,000
Water Fund	17,022,050
Storm Water Fund	1,415,000
Fleet Fund	40,000
Park Improvement Fund	563,500
Open Space Fund	<u>2,344,500</u>
	\$26,612,658



**Capital Improvement Projects Fund Revenues**

Revenues for this fund come primarily from Intergovernmental transfers.



The Capital Improvement Projects Fund - Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2022.

Capital Improvement Projects Fund Revenue Sources		
Source	Amount	% of Total
Intergovernmental	26,612,658	100%
Interest	0	0%
Impact fees	0	0%

**Capital Improvement Projects Fund Expenditures**

The expenditures in this fund are related to capital outlay.

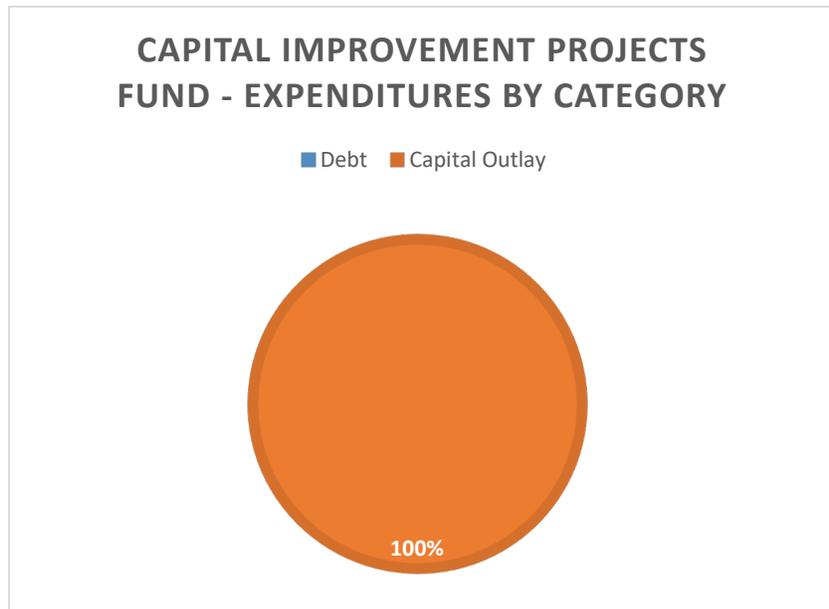
**TOWN OF FREDERICK  
ANNUAL BUDGET  
FY 2022**

**CAPITAL IMPROVEMENT PROJECTS FUND EXPENSE SUMMARY**

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Capital Improvements	0	0	0	0	0	26,612,658	---	26,612,658
<b>Totals</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$26,612,658</b>	<b>\$0</b>	<b>\$26,612,658</b>

Total Cash Available								\$26,612,658
Ending Fund Balance								\$0
% of Total Budget	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%

The chart below details the expenditures for the Capital Improvement Projects Fund by category. Due to the nature of this fund, there is only one expense category of Capital Outlay.



2022 Approved Capital Improvement Projects | By Fund

2022 Projects	Funding Sources								Project Total
	General Fund	Street & Alley Fund	Water Fund	Storm Water Fund	Park Imp Fund	Open Space Fund	Public Safety Fund	Fleet Fund	
<b>Town Clerk</b>									
Public Portal - Laserfiche	18,000								18,000
<b>Subtotal</b>	<b>18,000</b>	-	-	-	-	-	-	-	<b>18,000</b>
<b>Economic Development</b>									
5th Street Revitalization	150,000								150,000
<b>Subtotal</b>	<b>150,000</b>	-	-	-	-	-	-	-	<b>150,000</b>
<b>Engineering</b>									
Colorado/Tipple Intersection Improvement		1,000,000							1,000,000
Silver Birch/Godding Hollow Intersec Improv		140,000							140,000
Colorado Boulevard Capital Maint Project		1,600,000							1,600,000
Public Improvement Obligations - Prosperity		212,758							212,758
ARPA Groundwater Impact Project				500,000					500,000
Northern Integrated Supply Project (NISP)			2,175,550						2,175,550
Concrete & Alleyway Maintenance		200,000							200,000
Colorado Big Thompson (CBT) Unit Purchases			14,000,000						14,000,000
Countryside Drainage				100,000					100,000
Stormwater Improvement OSP Project				200,000					200,000
Street Lights		15,000							15,000
Summit View Raw Water Extension			76,500						76,500
Frederick Speed Management Program		30,600							30,600
Godding Hollow Parkway CR18 Construction									-
Bulrush Blvd CR5 Construction									-
Windy Gap Storage			600,000						600,000
Pavement Maintenance Program		950,000							950,000
Concrete Repair		50,000							50,000
<b>Subtotal</b>	<b>-</b>	<b>4,198,358</b>	<b>16,852,050</b>	<b>800,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>21,850,408</b>
<b>Planning</b>									
Park Improvements					355,500				355,500
Open Space Acquisition						2,000,000			2,000,000
Trail System Expansion						324,500			324,500
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>355,500</b>	<b>2,324,500</b>	<b>-</b>	<b>-</b>	<b>2,680,000</b>
<b>Police</b>									
Construction Building	18,650								18,650
Training Room Tables	3,000								3,000
Furniture Building	10,000								10,000
IT Building (Timberlan)	3,600								3,600
Body Cam/Taser Improvements							88,000		88,000
<b>Subtotal</b>	<b>35,250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>88,000</b>	<b>-</b>	<b>123,250</b>
<b>Public Works</b>									
Compacting Roller for Grader		27,000							27,000
Dog Park Reconstruction					25,000				25,000
Kubota RTV				35,000					35,000
Spreaders for Existing Kubota RTVs		18,000							18,000
Lawn Sweeper					70,000				70,000
Shop Floor Scrubber							25,000		25,000
Shop Lifts Fleet							15,000		15,000
Street Sweeper									-
Tandem Axle Plow Truck		350,000							350,000
Toro Mower & Trailer					93,000				93,000
Traffic Signal Upgrade		28,000							28,000
Vactor Truck			150,000	450,000					600,000
Wheel Loader		20,000	20,000	20,000	20,000	20,000			100,000
Street Sweeper (Additional & Rebuild)		295,000		110,000					405,000
<b>Subtotal</b>	<b>-</b>	<b>738,000</b>	<b>170,000</b>	<b>615,000</b>	<b>208,000</b>	<b>20,000</b>	<b>-</b>	<b>40,000</b>	<b>1,791,000</b>
<b>Grand Total by Funding Source</b>	<b>203,250</b>	<b>4,936,358</b>	<b>17,022,050</b>	<b>1,415,000</b>	<b>563,500</b>	<b>2,344,500</b>	<b>88,000</b>	<b>40,000</b>	<b>26,612,658</b>

# FACILITIES FUND

## {NEW}



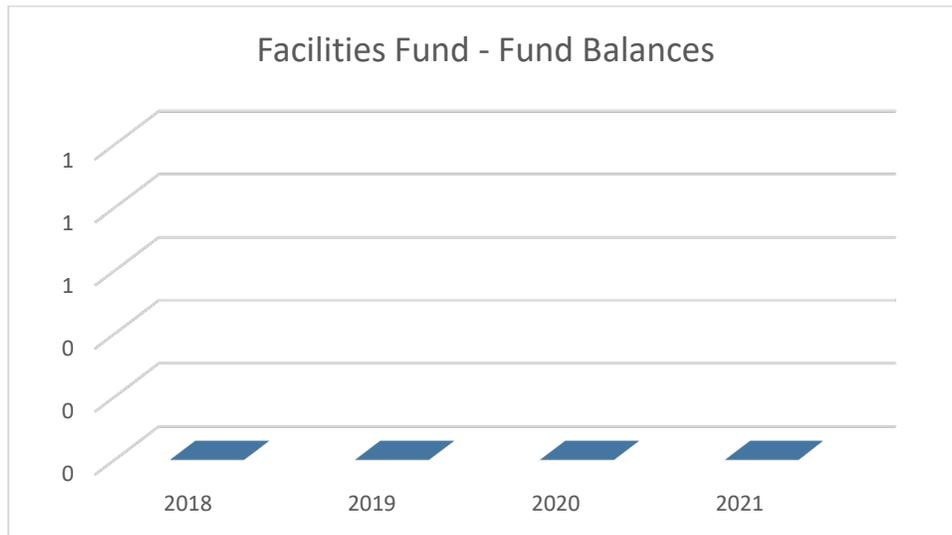
## FACILITIES FUND {NEW}

The Facilities Fund was created in 2022 to account for resources used to operate, maintain, and renovate town buildings and sites. It will establish standards and best practices for managing buildings and support systems, equipment, and furniture. A budgeted Transfer In to this new fund of \$492,256 from General Fund will support 2022 facility operations and maintenance. An additional Facilities Maintenance Technician was also approved in the budget as a dedicated FTE to support the regular maintenance of town facilities.

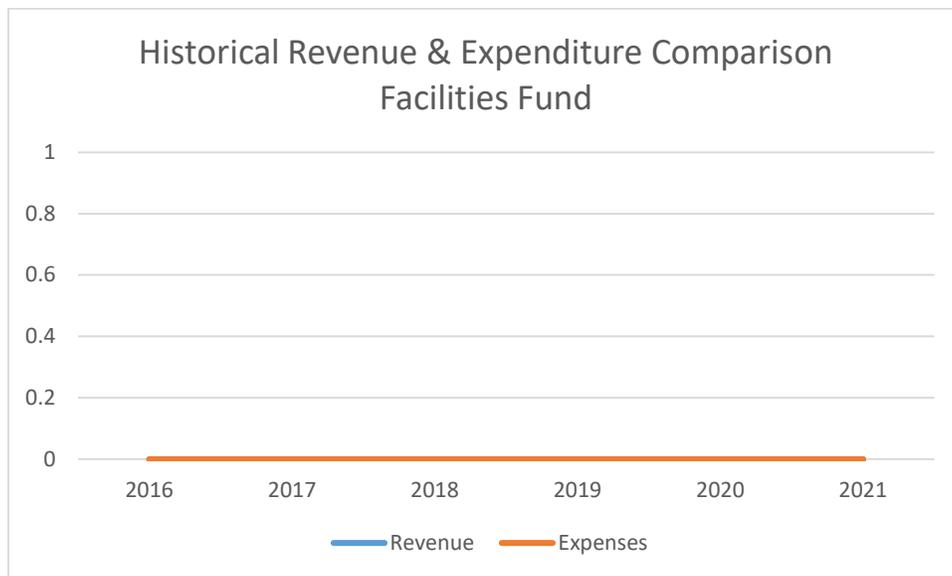


1 - Town Hall Facility

**Facilities Fund - Fund Balance and Fund Summary**



In the initial year of its establishment, the Facilities Fund has no historical fund balance. It is the intention of town leadership to make an annual transfer/ allocation from General Fund in order to support the operation of town facilities. Any unspent allocated funding will slowly increase fund balance levels.



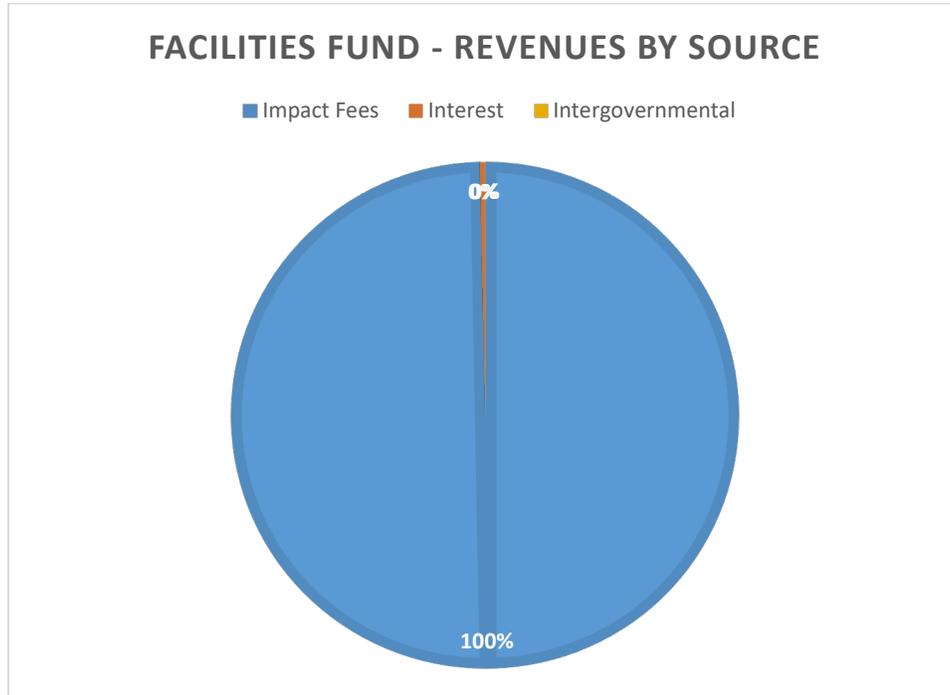
The 2022 budget for the Facilities Fund includes an annual transfer from General Fund of \$492,256. Expenditures consist of allocated personnel costs, building and equipment maintenance, professional services, building utilities, and commodity costs.

**Facilities Fund Budget**

<b>Facilities Fund (NEW)</b>	2020 Actuals	2021 Actuals Jan - Sept	2021 Adopted Budget	2021 Year-End Estimates	2022 Proposed Budget
Beginning Fund Balance	-	-	-	-	-
<b><u>Revenues:</u></b>					
Taxes and Fees	-	-	-	-	-
Miscellaneous Revenue	-	-	-	-	-
<i>Transfer In (from General)</i>	-	-	-	-	492,256
<b>Total Operating Revenues</b>	-	-	-	-	492,256
<b><u>Expenditures:</u></b>					
Operations & Maintenance	-	-	-	-	492,256
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
<i>Transfer Out</i>	-	-	-	-	-
<b>Total Expenditures</b>	-	-	-	-	492,256
<b>Excess (Deficiency) of Revenues and Other Sources over Expenditures</b>	-	-	-	-	-
<b>Ending Fund Balance</b>	-	-	-	-	-

**Facilities Fund Revenues**

Revenues for this fund are received from an annual General Fund allocation. The approved methodology for funding will be based upon departmental square footage utilization.



The Facilities Fund - Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2022.

Facilities Fund Revenue Sources		
Source	Amount	% of Total
Impact Fees	0	0%
Interest	0	0%
Intergovernmental	492,256	100%

**Facilities Fund Expenditures**

The expenditures in this fund are related to facilities operations and maintenance only.

**TOWN OF FREDERICK  
ANNUAL BUDGET  
FY 2022**

**FACILITIES FUND EXPENSE SUMMARY**

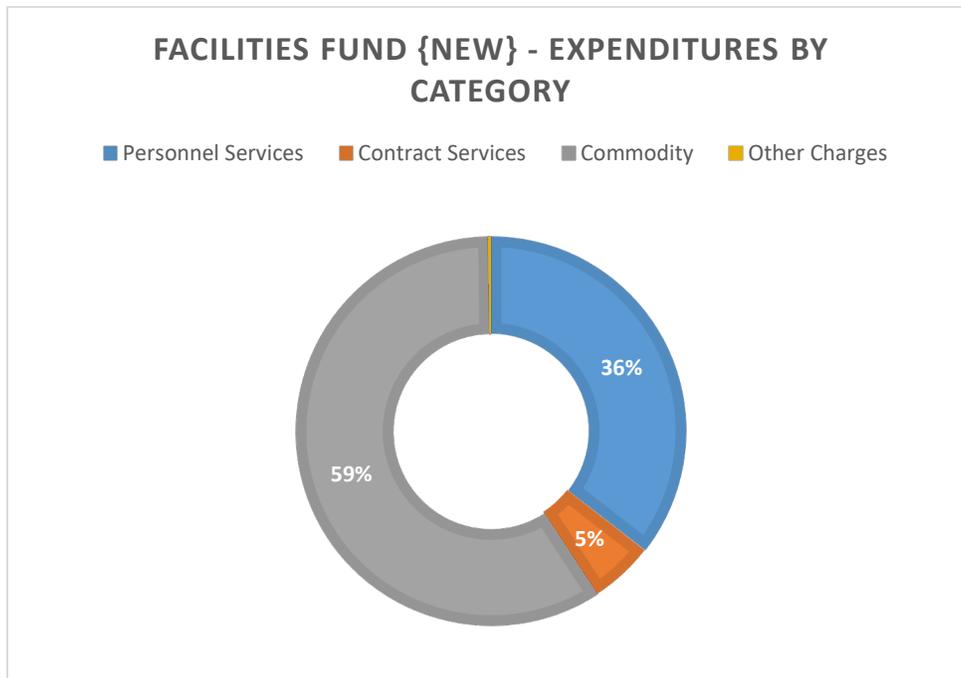
	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Operational Expenses	174,791	26,000	290,465	1,000	492,256	---	---	492,256
Totals	\$174,791	\$26,000	\$290,465	\$1,000	\$492,256	\$0	\$0	\$492,256

Total Cash Available								\$492,256
Ending Fund Balance								\$0
% of Total Budget	35.51%	5.28%	59.01%	0.20%	100.00%	0.00%	0.00%	100.00%

**Items Funded in 2022 Budget**

- Allocated personnel wage and fringe
- Building maintenance and improvement
- Building utilities costs
- Operational and commodity expenses

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



# FLEET FUND

## {NEW}



## FLEET FUND {NEW}

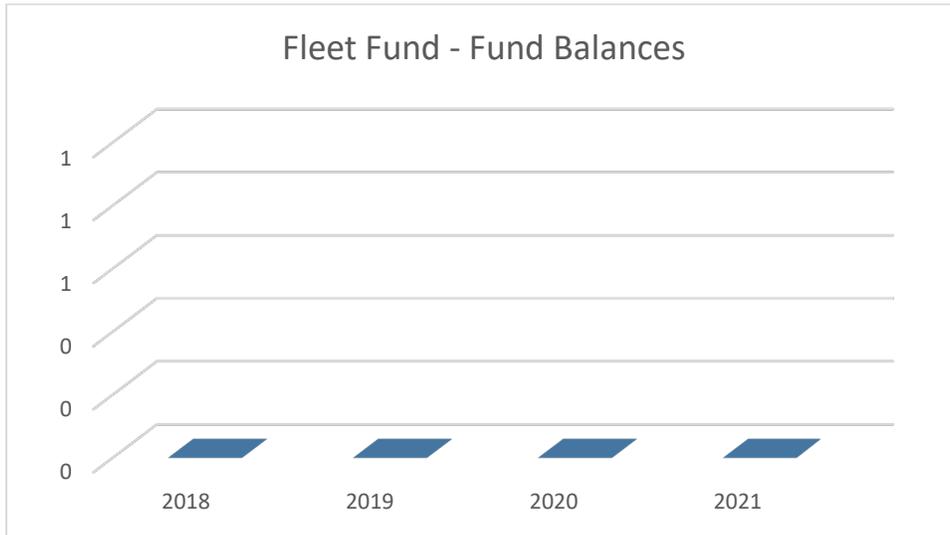
The Fleet Fund was created in 2022 to account for resources used to maintain municipal vehicles and heavy equipment. Services will include fleet management, vehicle repair, preventative maintenance, quality control inspections, procurement, and administering service and parts contracts with vendors. A budgeted Transfer In to this new fund of \$571,950 from General Fund will support 2022 fleet operations and maintenance. An additional Fleet Mechanic was also approved in the budget as a dedicated FTE to support the regular maintenance of town vehicles.



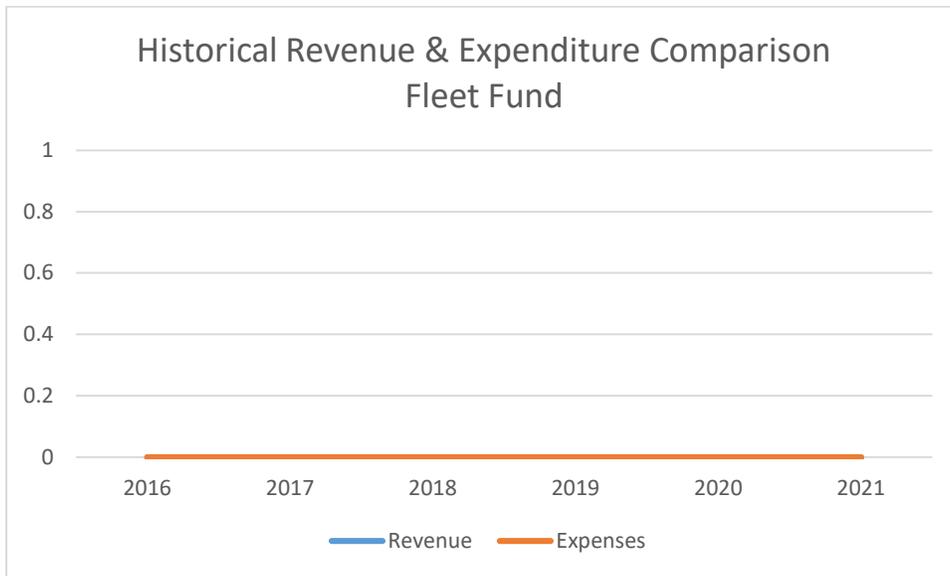
1 - Events Van



**Fleet Fund - Fund Balance and Fund Summary**



In the initial year of its establishment, the Fleet Fund has no historical fund balance. It is the intention of town leadership to make an annual transfer/ allocation from General Fund in order to support the operation of town vehicles. Any unspent allocated funding will gradually increase fund balance levels.



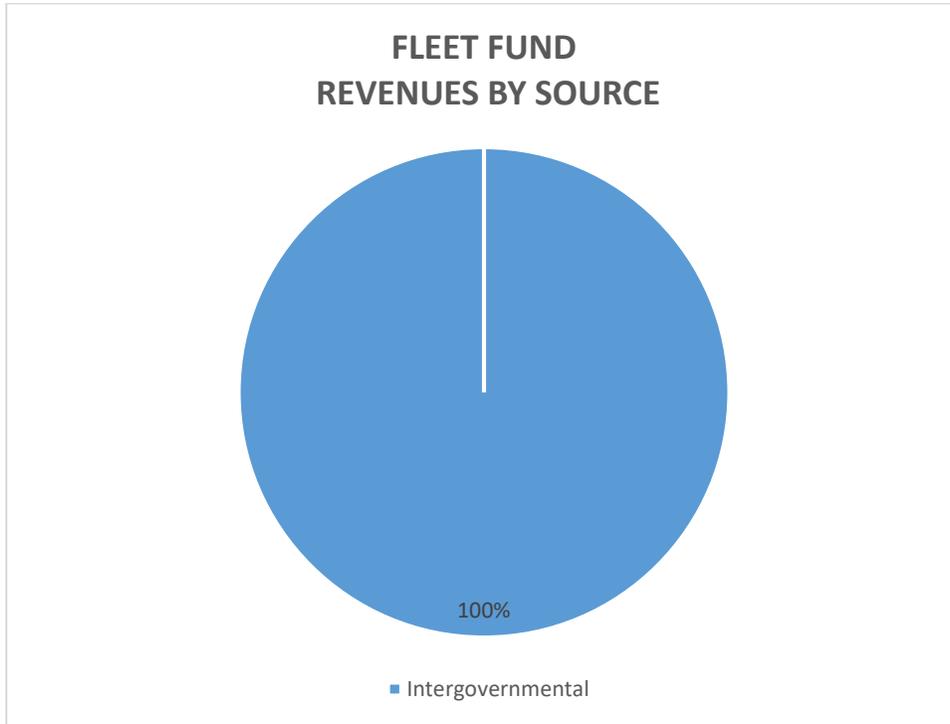
The 2022 budget for the Fleet Fund includes an annual transfer from General Fund of \$571,950. Expenditures consist of allocated personnel costs, vehicle and equipment maintenance, professional services, and commodity costs.

**Fleet Fund Budget**

<b>Fleet Fund (NEW)</b>	2020 Actuals	2021 Actuals Jan - Sept	2021 Adopted Budget	2021 Year-End Estimates	2022 Proposed Budget
Beginning Fund Balance	-	-	-	-	-
<b><u>Revenues:</u></b>					
Taxes and Fees	-	-	-	-	-
Miscellaneous Revenue	-	-	-	-	-
<i>Transfer In (from General)</i>	-	-	-	-	571,950
<b>Total Operating Revenues</b>	-	-	-	-	571,950
<b><u>Expenditures:</u></b>					
Operations & Maintenance	-	-	-	-	531,950
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
<i>Transfer Out (CIP)</i>	-	-	-	-	40,000
<b>Total Expenditures</b>	-	-	-	-	571,950
<b>Excess (Deficiency) of Revenues and Other Sources over Expenditures</b>	-	-	-	-	-
<b>Ending Fund Balance</b>	-	-	-	-	-

**Fleet Fund Revenues**

Revenues for this fund are received from an annual General Fund allocation. The approved methodology for funding will be based upon departmental usage of town vehicles.



The Fleet Fund - Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2022.

Fleet Fund Revenue Sources		
Source	Amount	% of Total
Impact Fees	0	0%
Interest	0	0%
Intergovernmental	571,950	100%

**Fleet Fund Expenditures**

The expenditures in this fund are related to facilities operations and maintenance only.

**TOWN OF FREDERICK  
ANNUAL BUDGET  
FY 2022**

**FLEET FUND EXPENSE SUMMARY**

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Operational Expenses	246,289	10,000	260,968	14,693	531,950	40,000	---	571,950
Totals	\$246,289	\$10,000	\$260,968	\$14,693	\$531,950	\$40,000	\$0	\$571,950

Total Cash Available \$571,950

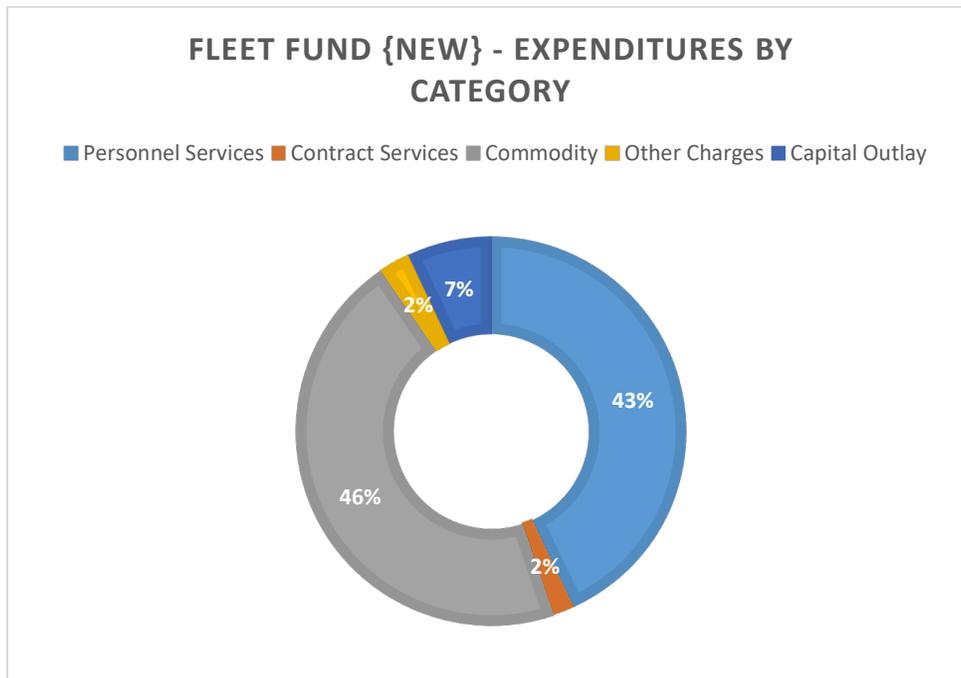
Ending Fund Balance \$0

% of Total Budget 100.00%

**Items Funded in 2022 Budget**

- Allocated personnel wage and fringe
- Vehicle and heavy equipment maintenance
- Operational and commodity expenses
- \$40,000 Transfer Out to CIP Fund: Shop Floor Scrubber & Shop Lifts

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



# GOLF COURSE FUND



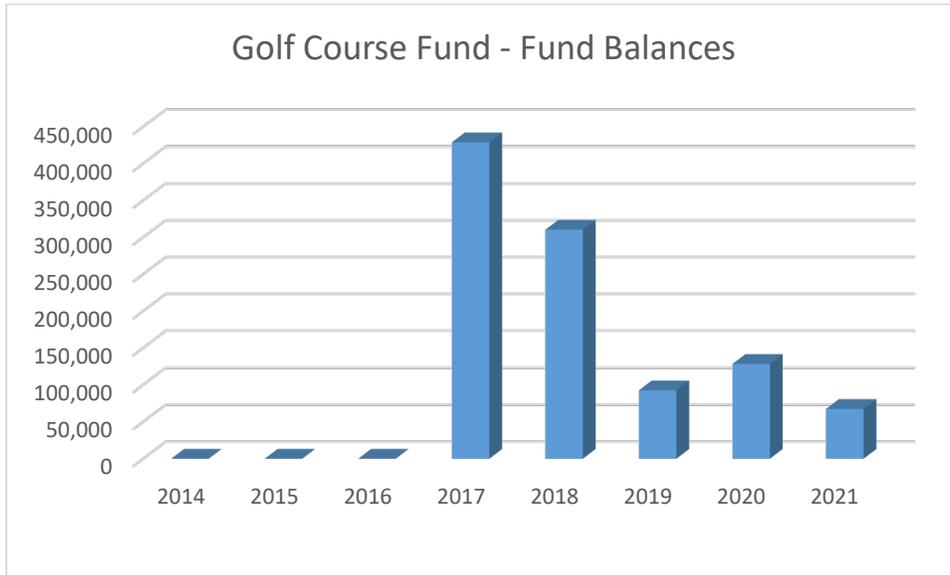
## GOLF COURSE FUND

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.

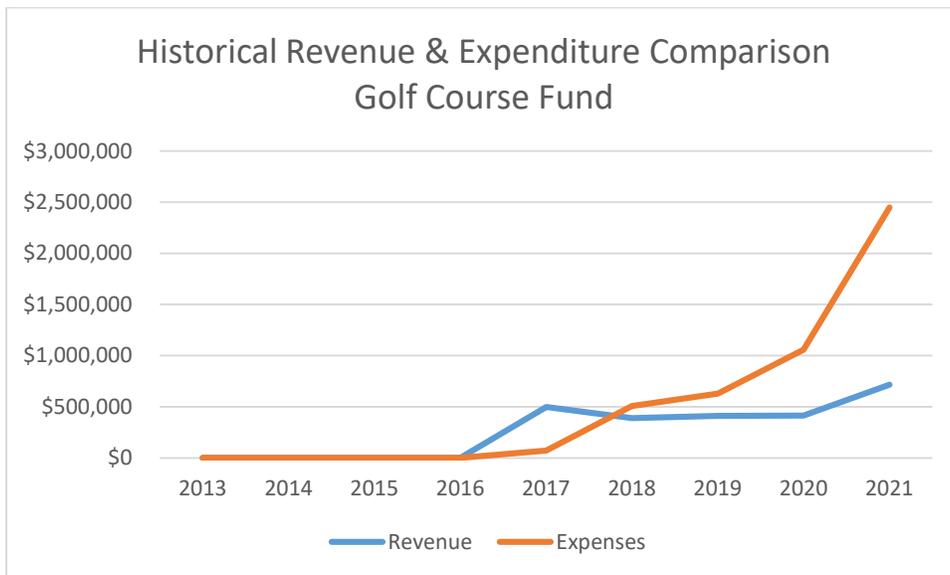


1 - Bella Rosa Golf Course

**Golf Course Fund - Fund Balance and Fund Summary**



As the following graph illustrates, the Golf Course Fund continues to incur a regular net loss. This negative fund equity is supplemented by an annual transfer of funds from the General Fund.



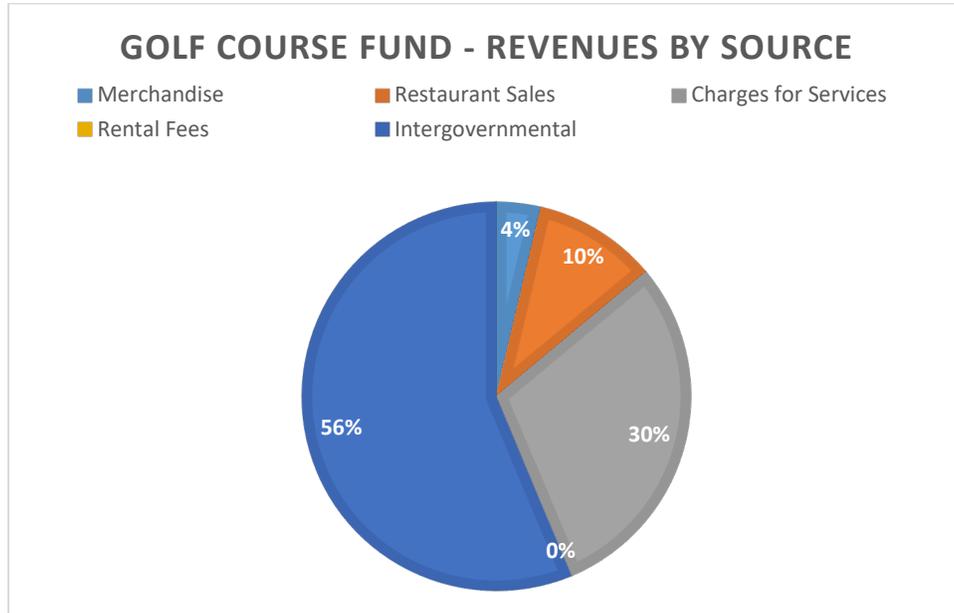
The 2022 budget for the Golf Course Fund includes revenues of \$1,661,750 with a \$935,050 transfer in from General fund and expenditures of \$1,661,750.

**Golf Course Fund Budget**

<b>Golf Fund</b>	2020 Actuals	2021 Actuals Jan - Sept	2021 Adopted Budget	2021 Year-End Estimates	2022 Proposed Budget
Beginning Fund Balance	(15,552)	103,710	103,710	103,710	5,355
<b><u>Revenues:</u></b>					
Grants & Contributions	-	-	10,000	-	-
Miscellaneous Revenue	416,022	562,009	538,800	749,346	726,700
<i>Transfer In</i>	787,059	1,598,818	1,598,818	1,598,818	935,050
Total Operating Revenues	1,203,081	2,160,827	2,147,618	2,348,164	1,661,750
<b><u>Expenditures:</u></b>					
Operations & Maintenance	1,037,354	883,547	1,009,978	1,178,062	1,637,250
Capital Outlay	46,465	98,113	-	130,817	24,500
<i>Transfer Out (CIP)</i>	-	1,137,640	1,137,640	1,137,640	-
Total Expenditures	1,083,819	2,119,299	2,147,618	2,446,519	1,661,750
<b>Excess (Deficiency) of Revenues and Other Sources over Expenditures</b>	<b>119,262</b>	<b>41,528</b>	<b>-</b>	<b>(98,355)</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>103,710</b>	<b>145,238</b>	<b>103,710</b>	<b>5,355</b>	<b>5,355</b>

**Golf Course Fund Revenue**

Revenues for this fund are derived 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 2022.

Golf Course Revenue Sources		
Source	Amount	% of Total
Merchandise	61,000	4%
Restaurant Sales	171,000	10%
Charges for Services	493,000	30%
Rental Fees	1,500	0%
Intergovernmental	935,250	56%

**Golf Course Fund Expenditures**

The expenditures in this fund are related to the operations and maintenance of Bella Rosa Golf Course and the ‘The Back 9 at Bella Rosa’ restaurant. As this is the fifth year that the town has operated the course and third full year of restaurant operations, all of the expenses are fairly new and the 2022 expenditures were projected based on existing contracts for items such as golf carts and projected restaurant costs. Capital expenditures of \$24,500 consist of equipment purchase and replacement.

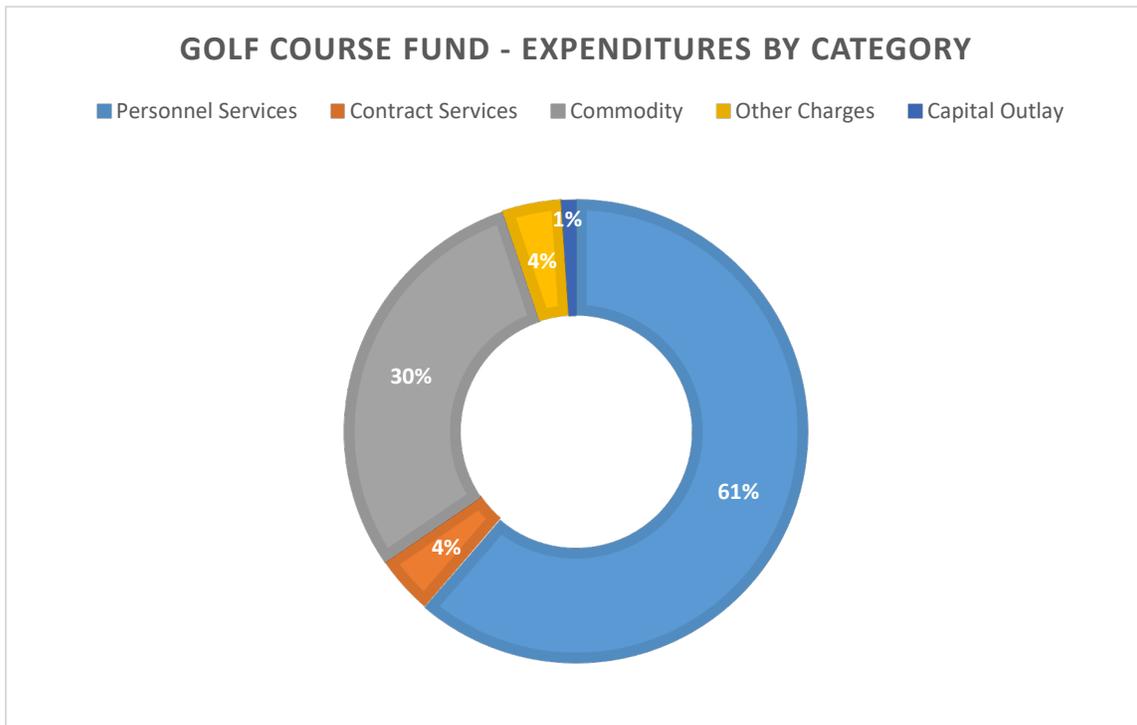
**TOWN OF FREDERICK  
ANNUAL BUDGET  
FY 2022**

**GOLF FUND EXPENSE SUMMARY**

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Golf Course	663,900	68,150	299,650	35,000	1,066,700	17,100	---	1,083,800
Golf Restaurant	355,000	9,150	173,500	32,900	570,550	7,400		577,950
<b>Totals</b>	<b>\$1,018,900</b>	<b>\$77,300</b>	<b>\$473,150</b>	<b>\$67,900</b>	<b>\$1,637,250</b>	<b>\$24,500</b>	<b>\$0</b>	<b>\$1,661,750</b>

Total Cash Available	\$1,667,105
Ending Fund Balance	\$5,355

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	4.00
Golf Course Restaurant	3.00
<b>Total</b>	<b>7.00</b>

### Golf Course Fund Goals and KPIs

In addition to the projects that have been funded in the 2022 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: Youth program participation & growth**

##### **Objective:**

Expose junior golfers to Bella Rosa youth programs.

##### **Strategy:**

Implement multiple programs (beginner, intermediate, advanced) to attract all ages and abilities.

<b>Measure:</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
-----------------	-------------	-------------	-------------	-----------------

##### *Workload:*

Juniors signed up for junior golf.	110	108	132	
------------------------------------	-----	-----	-----	--

##### *Performance:*

Juniors that completed the program.	107	105	127	
-------------------------------------	-----	-----	-----	--

---



---

#### **Strategic Foundation: Outing round execution & growth**

##### **Objective:**

To host well organized and quality golf outings to groups of all sizes.

##### **Strategy:**

Visit local businesses/schools with outing information to generate interest in outings and leagues.

<b>Measure:</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
-----------------	-------------	-------------	-------------	-----------------

##### *Workload:*

Number of outing rounds scheduled.	620	650	645	
------------------------------------	-----	-----	-----	--

##### *Performance:*

Number of outing rounds played.	525	125	575	
---------------------------------	-----	-----	-----	--

---

**Strategic Foundation: Annual pass revenues****Objective:**

To develop customer loyalty through annual pass sales.

**Strategy:**

Market annual pass programs at the golf course and distribution channels.

<b>Measure:</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
-----------------	-------------	-------------	-------------	-----------------

*Workload:*

Number of annual passes sold.	58	55	88	
-------------------------------	----	----	----	--

*Performance:*

Annual pass revenue.	\$29,058	\$22,371	\$39,314	
----------------------	----------	----------	----------	--

**Strategic Foundation: Driving range revenues****Objective:**

Grow our driving range participation through our punch card program.

**Strategy:**

Market our driving range punch card programs through our distribution channels.

<b>Measure:</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
-----------------	-------------	-------------	-------------	-----------------

*Workload:*

Number of punch cards sold.	87	70	132	
-----------------------------	----	----	-----	--

*Performance:*

Punch card revenues.	\$6,699	\$5,689	\$9,675	
----------------------	---------	---------	---------	--

**Strategic Foundation: Golf Shop merchandise sales & growth****Objective:**

To sell quality merchandise branded with our course logo.

**Strategy:**

Increase sales through creative displays & upselling.

<b>Measure:</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
-----------------	-------------	-------------	-------------	-----------------

*Workload:*

Number of merchandise items sold.	2,850	2,244	4,263	
-----------------------------------	-------	-------	-------	--

*Performance:*

Merchandise revenue.	37,250	28,777	68,167	
----------------------	--------	--------	--------	--

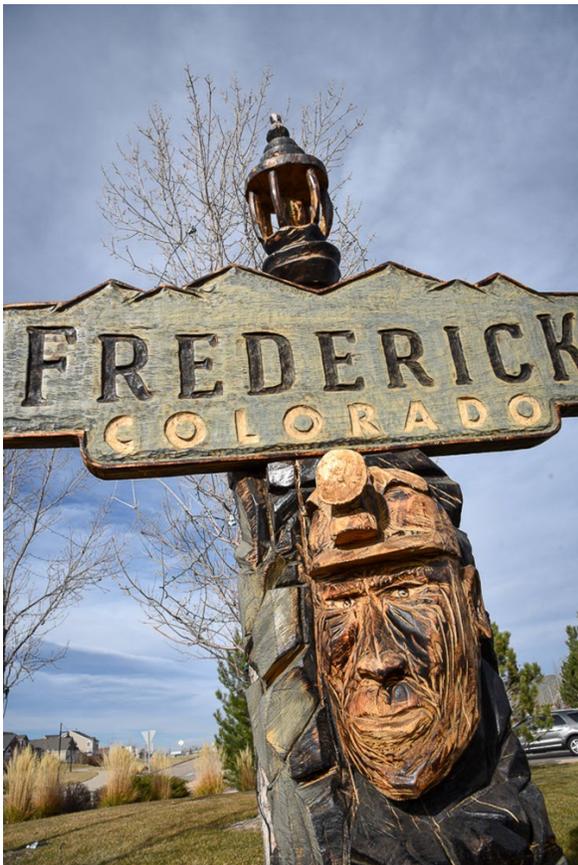
# ART IN PUBLIC PLACES FUND



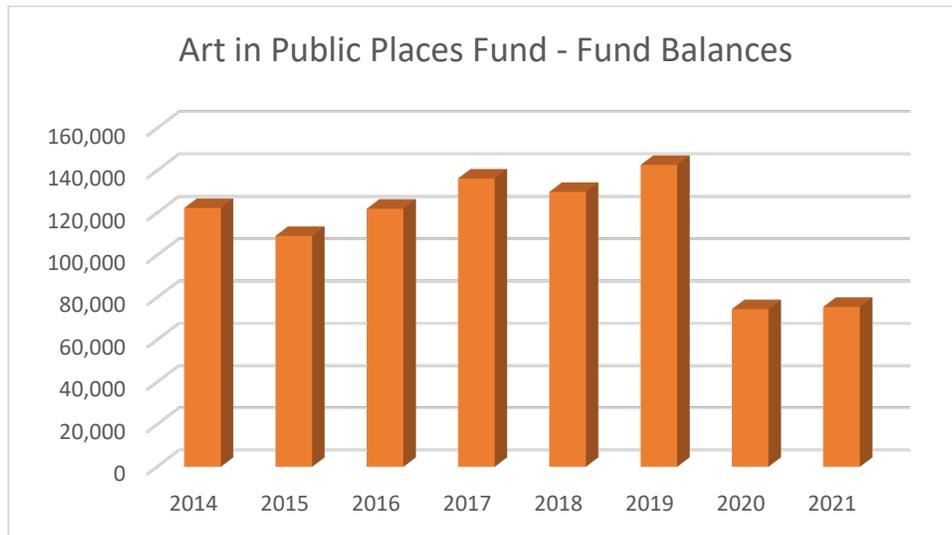
## ART IN PUBLIC PLACES FUND

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 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.

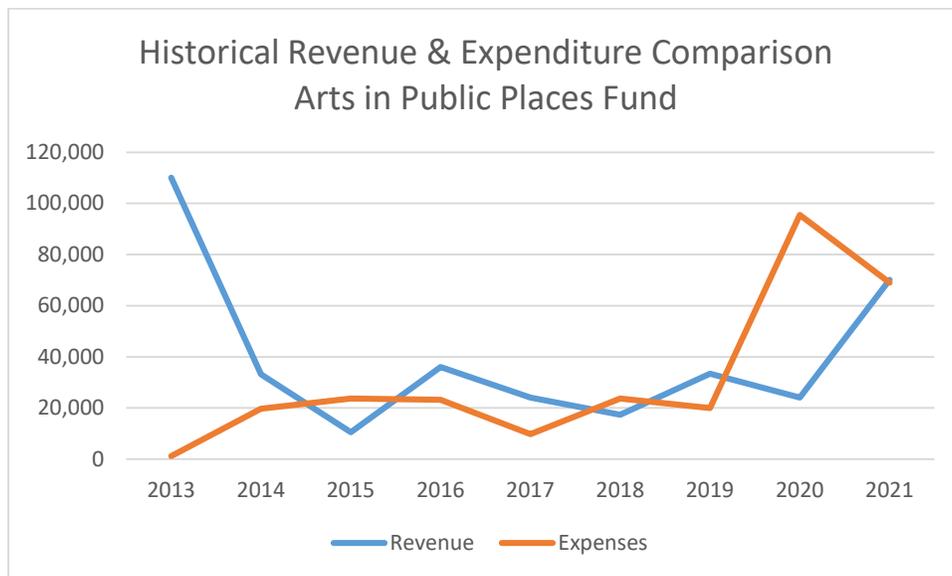
The Art in Public Places program is administered by the Frederick Arts Commission. The Commission is appointed by the Board of Trustees. One of the commission's core functions is to suggest placement of public art in the community. The Commission seeks to place interesting and unique pieces of art throughout 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**



The source of revenues for the Art Fund are small annual contributions in conjunction with an average General Fund transfer in of \$40,000 annually. Historical expenditures have been fairly consistent, with limited maintenance to art sculpture and budgeted capital outlay for future purchases. A relatively low fund balance is maintained for additional art projects or emergency repair.



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

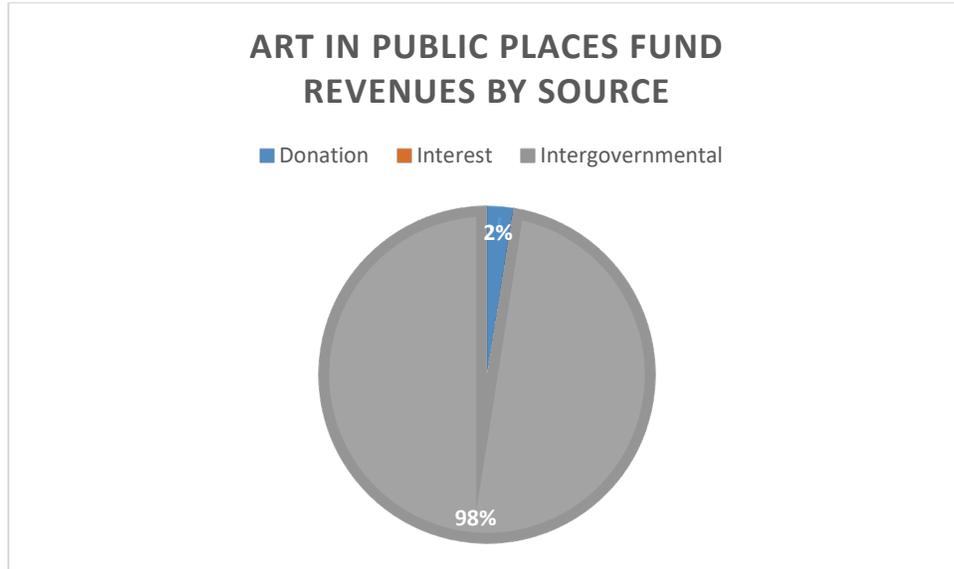
The 2022 budget for the Art in Public Places Fund includes revenues of \$40,000, a decrease of \$30,000 compared to the 2021 budget. This is due to a planned decrease in General Fund subsidy as a result of planned capital outlay. Planned 2022 expenditures are relatively flat compared to 2021 for scheduled art maintenance and acquisition of new public art.

**Art in Public Places Budget**

<b>Art in Public Places Fund</b>	2020 Actuals	2021 Actuals Jan - Sept	2021 Adopted Budget	2021 Year-End Estimates	2022 Proposed Budget
Beginning Fund Balance	145,934	74,491	74,491	74,491	75,548
<b><u>Revenues:</u></b>					
Grants & Contributions	1,110	55	1,000	73	1,000
Miscellaneous Revenue	-	-	-	-	-
<i>Transfer In</i>	23,000	70,000	39,000	70,000	39,000
Total Operating Revenues	24,110	70,055	40,000	70,073	40,000
<b><u>Expenditures:</u></b>					
Operations & Maintenance	791	4,977	10,000	6,637	10,000
Capital Outlay	94,761	46,785	30,000	62,380	30,000
<i>Transfer Out</i>	-	-	-	-	-
Total Expenditures	95,553	51,762	40,000	69,017	40,000
<b>Excess (Deficiency) of Revenues and Other Sources over Expenditures</b>	<b>(71,443)</b>	<b>18,293</b>	<b>-</b>	<b>1,057</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>74,491</b>	<b>92,784</b>	<b>74,491</b>	<b>75,548</b>	<b>75,548</b>

**Art in Public Places Revenue**

Revenues for this fund come from donations, art shows, and transfers from other funds. The transfers in from other funds is by far the largest 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 2022.

Art in Public Places Fund Revenue Sources		
Source	Amount	% of Total
Donation	1,000	3%
Interest	0	0%
Intergovernmental	39,000	98%

**Art in Public Places Fund Expenditures**

This fund has expenditures that are related to art projects. The \$30,000 in expenditures are classified as nonrecurring capital outlay and \$10,000 in contract services for maintenance.

**TOWN OF FREDERICK  
ANNUAL BUDGET  
FY 2022**

**ART IN PUBLIC PLACES FUND EXPENSE SUMMARY**

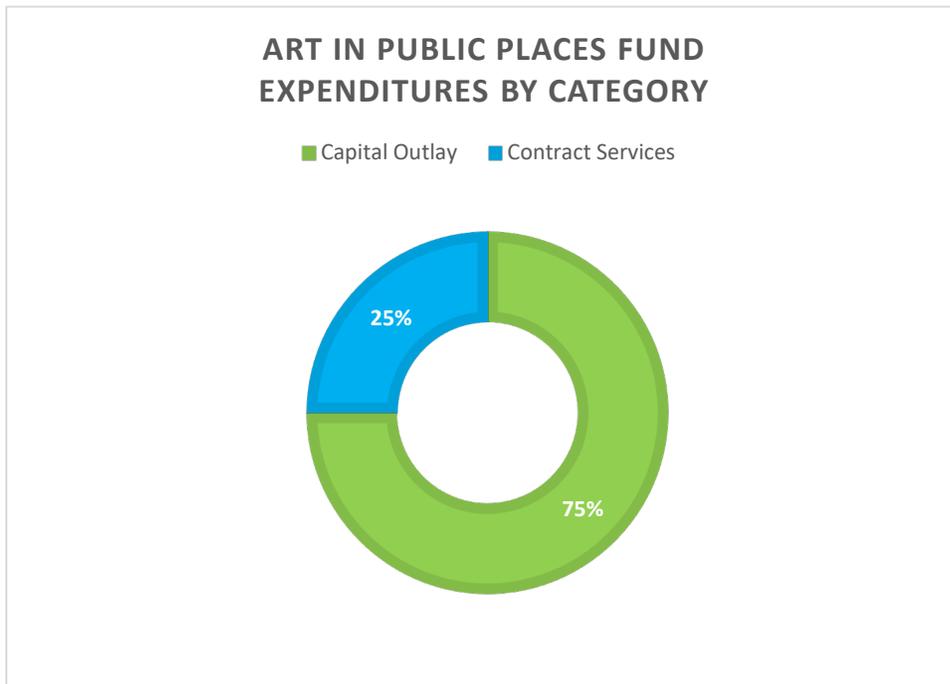
	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Art in Public Places	0	10,000	0	0	10,000	30,000	---	40,000
Totals	\$0	\$10,000	\$0	\$0	\$10,000	\$30,000	\$0	\$40,000

Total Cash Available	\$115,548
Ending Fund Balance	\$75,548

**Projects Funded in 2022 Budget**

- Art acquisition and maintenance

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 categories in 2022 are capital outlay and contract services.



## Art in Public Places Fund Goals and KPIs

In addition to the projects that have been funded in the 2022 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 creativity

<b>Measure:</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
Number of new art pieces placed in the community.	10	5	8	Skatepark murals were counted as one art piece, the centerpiece was counted separately.
<i>Performance:</i>				
Number of new art pieces placed within 90 days of completion of the piece.	0	5	8	Skatepark murals were counted as one art piece, the centerpiece was counted separately.

---

#### **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

<b>Measure:</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
Number of art pieces that received regular maintenance.	46	50	75	
<i>Performance:</i>				
Percentage of art pieces that needed maintenance and received it.	100%	100%	80%	

---

# HISTORIC PRESERVATION FUND



## HISTORIC PRESERVATION FUND

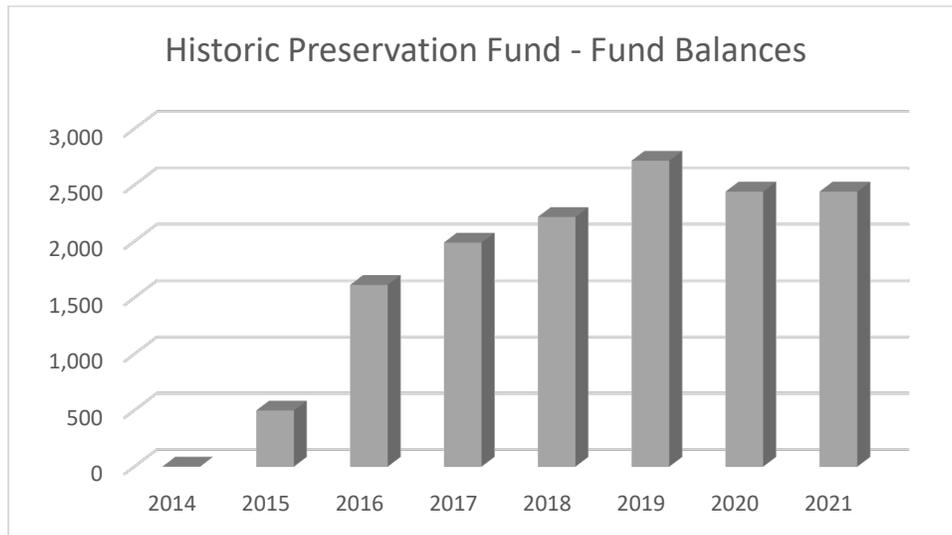
The Historic Preservation Fund was established September of 2013. In 2013, Historic Preservation Commission Member, W. Sean Scott, authored *Around Frederick*, a history book about Frederick. Mr. Scott requested that the royalty payments from the sale of his book be given to the town. This fund is used 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 of historically significant areas.

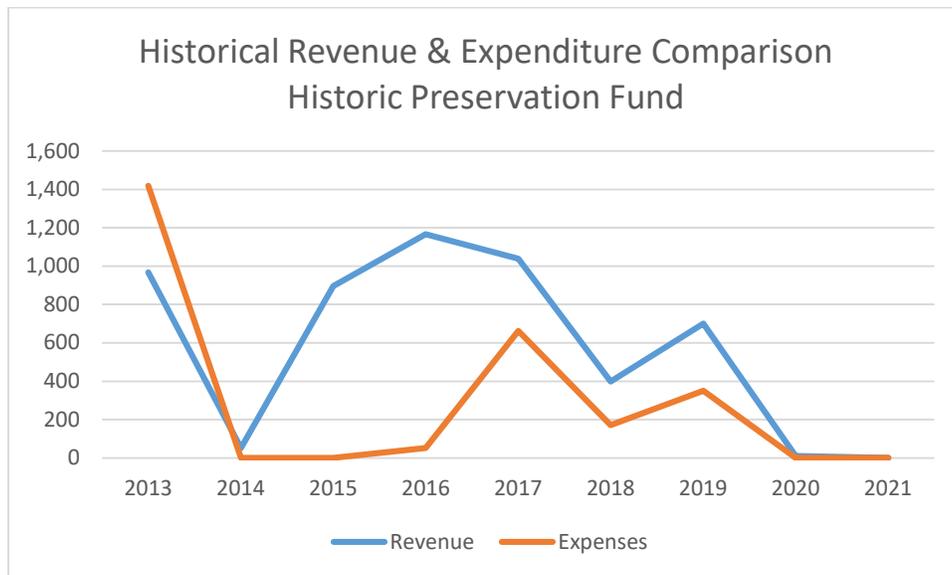


1 - Historic City Hall in Crist Park

**Historic Preservation Fund - Fund Balance and Fund Summary**



This is a fairly small fund in relation to fund balance and as the following graph illustrates, a minimal fund balance is maintained for historical site maintenance and preservation.



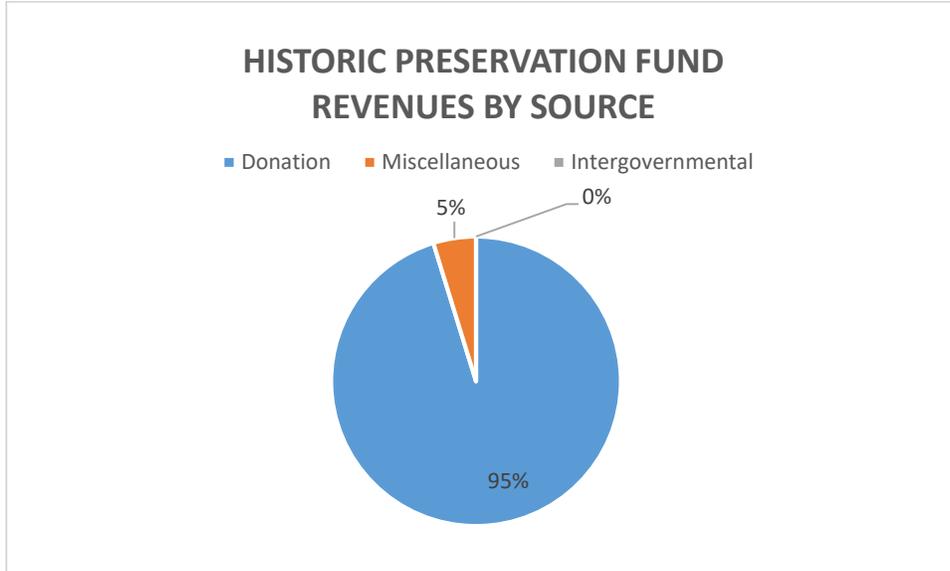
The 2022 budget for the Historic Preservation Fund includes contribution revenues of \$1,050. Expenditures are set at the same level for annual site maintenance.

**Historic Preservation Fund Budget**

<b>Historic Preservation Fund</b>	2020 Actuals	2021 Actuals Jan - Sept	2021 Adopted Budget	2021 Year-End Estimates	2022 Proposed Budget
Beginning Fund Balance	2,431	2,441	2,441	2,441	2,441
<b><u>Revenues:</u></b>					
Grants & Contributions	-	-	1,000	-	1,000
Miscellaneous Revenue	10	-	50	-	50
<i>Transfer In</i>	-	-	-	-	-
Total Operating Revenues	10	-	1,050	-	1,050
<b><u>Expenditures:</u></b>					
Operations & Maintenance	-	-	1,000	-	1,000
Capital Outlay	-	-	-	-	-
<i>Transfer Out</i>	-	-	-	-	-
Total Expenditures	-	-	1,000	-	1,000
<b>Excess (Deficiency) of Revenues and Other Sources over Expenditures</b>	<b>10</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>50</b>
<b>Ending Fund Balance</b>	<b>2,441</b>	<b>2,441</b>	<b>2,491</b>	<b>2,441</b>	<b>2,491</b>

**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 2022.

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.

**TOWN OF FREDERICK  
ANNUAL BUDGET  
FY 2022**

**HISTORIC FUND EXPENSE SUMMARY**

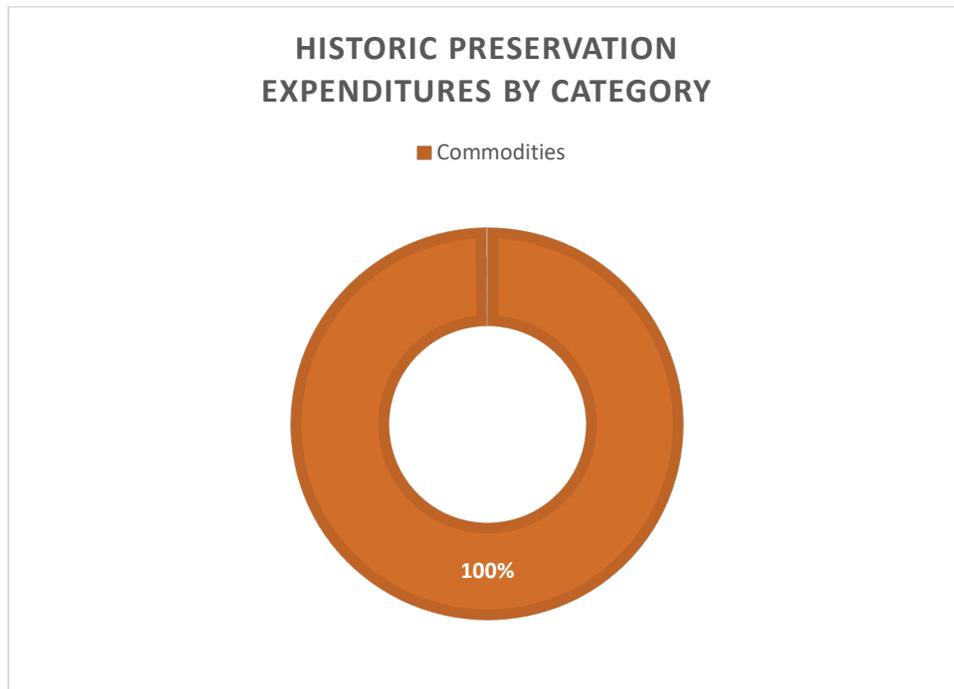
	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Historic Preservation	0	0	1,000	0	1,000	---	---	1,000
Totals	\$0	\$0	\$1,000	\$0	\$1,000	\$0	\$0	\$1,000

Total Cash Available								\$3,491
Ending Fund Balance								\$2,491
% of Total Budget	0.00%	0.00%	100.00%	0.00%	100.00%	0.00%	0.00%	100.00%

**Projects Funded in 2022 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 2022 is commodities.



**Historic Preservation Fund Goals and KPIs**

In addition to the projects that have been funded in the 2022 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 innovative, creative, and interactive features in parks, trails, and cultural amenities to promote learning and community engagement

Measure	2019	2020	2021	Comments
<i>Workload:</i>				
Number of town events that the historic commission could participate in.	8	2	2	
<i>Performance:</i>				
Number of events that the historic commission did participate in.	2	2	2	

---

# PUBLIC SAFETY FUND



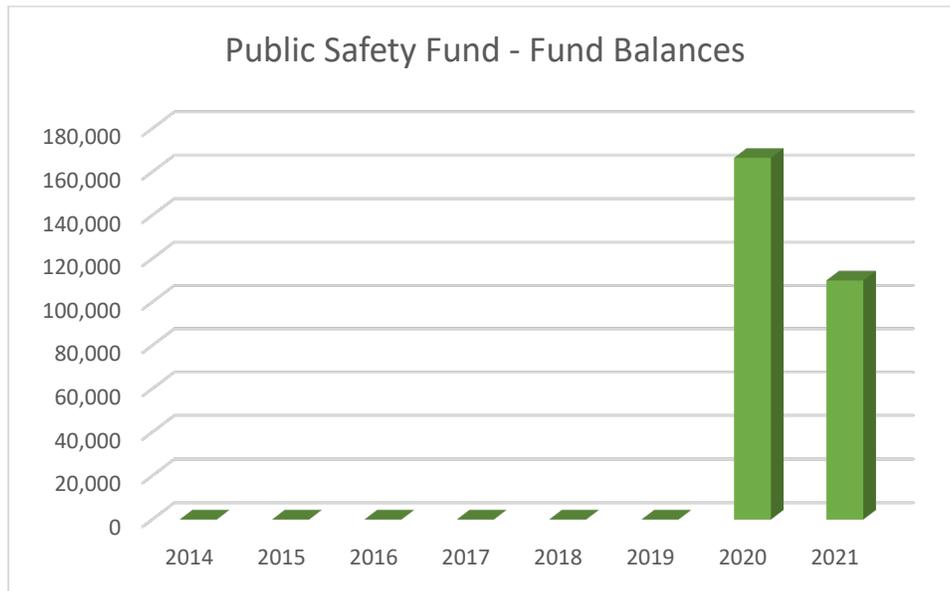
## **PUBLIC SAFETY FUND**

The Town of Frederick established a Public Safety Impact Fee and Fund in 2020. The fee collected is to be used for capital improvements including, without limitation, police protection planning, preliminary architectural and engineering services, architectural and engineering design studies, land surveys, land acquisition, site improvements and off-site improvements associated with new or expanded facilities; the construction of buildings and facilities; and the purchase of public safety and police apparatus and equipment, including communications equipment, with an average useable life of at least five years, and other similar expenditures necessary to adequately protect and defend new development and its inhabitants while maintaining the Frederick Police Department’s current insurance services organization rating.

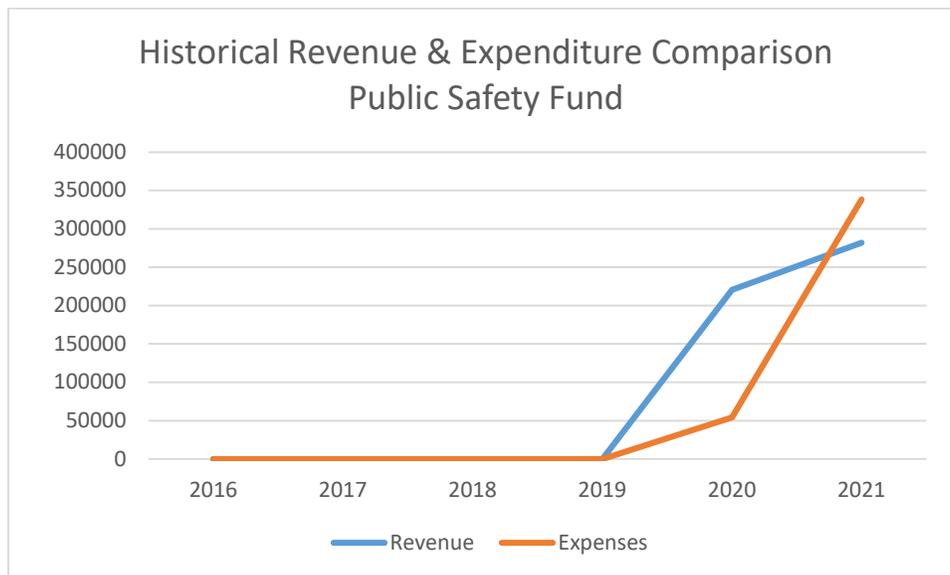
The fee established by the Frederick Public Safety Impact Fee Study is a reasonable fee sufficient to cover the costs of administration, inspection, publication of notice and similar matters for this fund will be charged to applicants for building permits based on the nature of proposed development. The fee schedule will be adopted by resolution periodically by the Board of Trustees and shall include rates for commercial/industrial, single-family residential and multi-family residential.



**Public Safety Fund – Fund Balance and Fund Summary**



In the second year of its existence, unspent permit and fee revenues have contributed towards a 2021 fund balance of approximately \$100,000. The impact fee collections are dedicated towards allowable capital improvements in future years. Fund Balance will fluctuate as CIP needs are identified and approved by the Board.



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

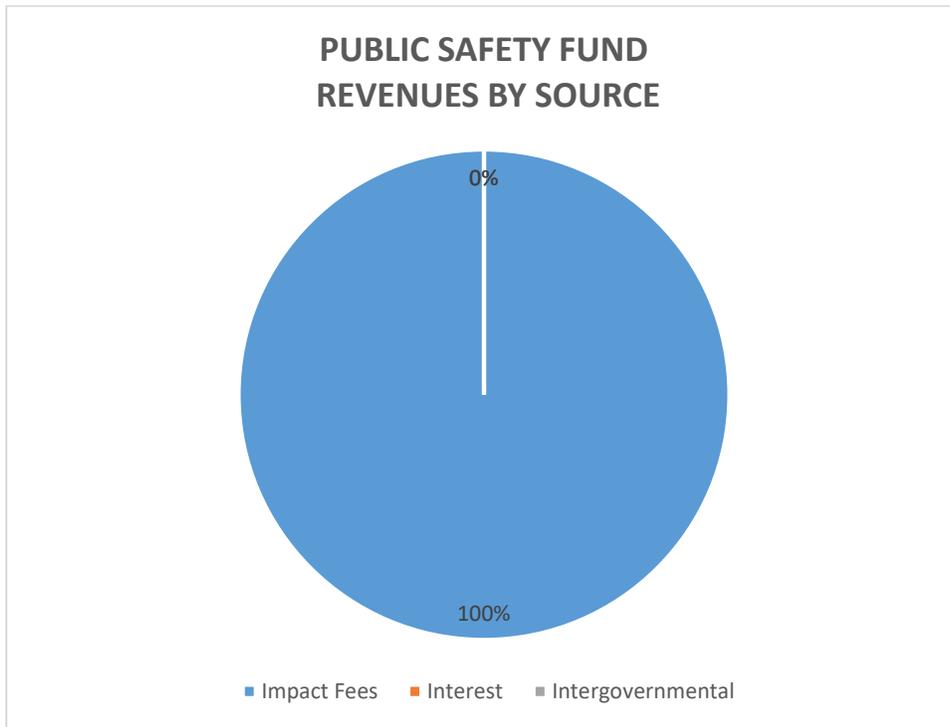
The 2022 budget for the Public Safety Fund includes projected revenues of \$368,000, an increase of \$86,127 compared to the 2021 budget. Planned 2022 expenditures consist of an \$88,000 transfer out to the CIP Fund for Police Department body camera and taser improvements.

**Public Safety Fund Budget**

<b>Public Safety Fund</b>	2020 Actuals	2021 Actuals Jan - Sept	2021 Adopted Budget	2021 Year-End Estimates	2022 Proposed Budget
Beginning Fund Balance	0	166,485	166,485	166,485	109,955
<b><u>Revenues:</u></b>					
Permits & Fees	220,560	234,894	160,000	281,873	368,000
Miscellaneous Revenue	-	-	-	-	-
<i>Transfer In</i>	-	-	178,403	-	-
Total Operating Revenues	<u>220,560</u>	<u>234,894</u>	<u>338,403</u>	<u>281,873</u>	<u>368,000</u>
<b><u>Expenditures:</u></b>					
Capital Outlay	54,074	-	-	-	-
<i>Transfer Out (CIP)</i>	-	338,403	338,403	338,403	88,000
Total Expenditures	<u>54,074</u>	<u>338,403</u>	<u>338,403</u>	<u>338,403</u>	<u>88,000</u>
<b>Excess (Deficiency) of Revenues and Other Sources over Expenditures</b>	<u><b>166,485</b></u>	<u><b>(103,509)</b></u>	<u><b>-</b></u>	<u><b>(56,530)</b></u>	<u><b>280,000</b></u>
<b>Ending Fund Balance</b>	<u><b>166,485</b></u>	<u><b>62,976</b></u>	<u><b>166,485</b></u>	<u><b>109,955</b></u>	<u><b>389,955</b></u>

**Public Safety Fund Revenues**

Revenues for this fund are derived primarily from impact fees.



The Public Safety Fund - Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2022.

Public Safety Fund Revenue Sources		
Source	Amount	% of Total
Impact Fees	368,000	100%
Interest	0	0%
Intergovernmental	0	0%

**Public Safety Fund Expenditures**

The expenditures in this fund are related to capital improvements with a budgeted transfer out for 2022. Fund Balance is projected to increase to \$389,955 in the second year of the fund’s existence. This balance is restricted towards approved CIP needs and will continue to be transferred to the CIP Fund to properly segregate planned capital outlay.

**TOWN OF FREDERICK  
ANNUAL BUDGET  
FY 2022**

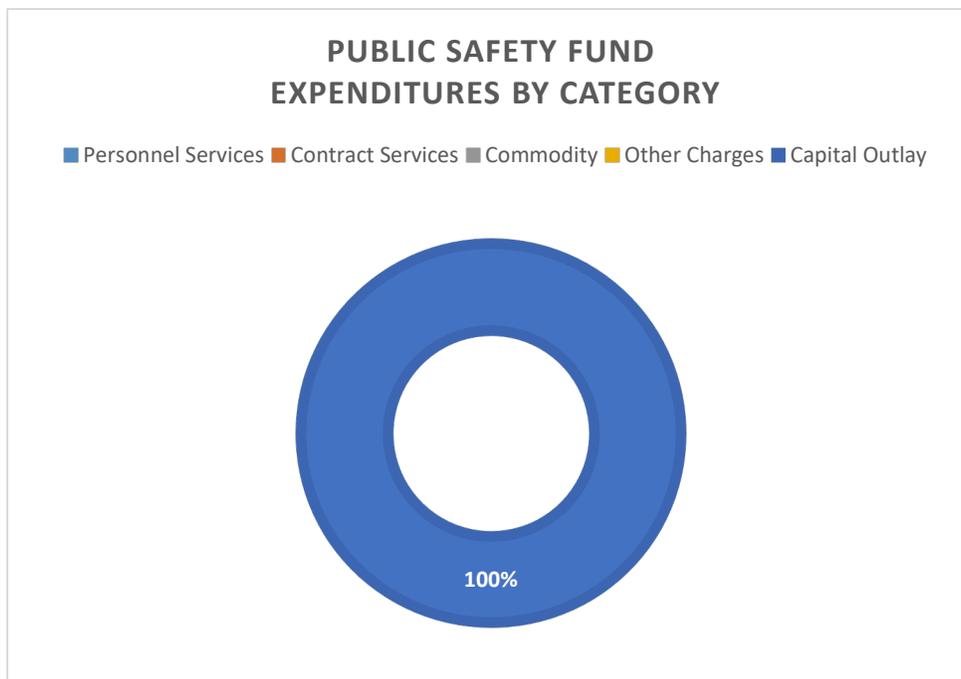
**PUBLIC SAFETY FUND EXPENSE SUMMARY**

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Operational Expenses	0	0	0	0	0	88,000	---	88,000
<b>Totals</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$88,000</b>	<b>\$0</b>	<b>\$88,000</b>

Total Cash Available								\$477,955
Ending Fund Balance								\$389,955
% of Total Budget	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

The chart below details the expenditures for the Public Safety Fund by category. Due to the nature of this fund, there is only one expense category of Capital Outlay.



# PROPRIETARY FUND



# WATER FUND



## WATER FUND

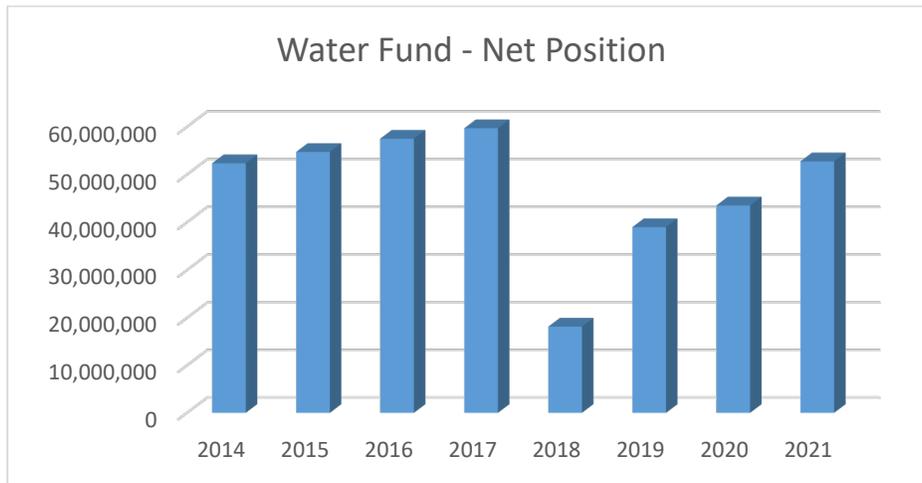
The Town of Frederick Water Fund is an enterprise fund responsible for the operations, maintenance, and capital-related items of the town water distribution system. This includes the repair and installation of lines into the system, reading of all meters for billing purposes, and monitoring the testing 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 water lines or other improvements 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.

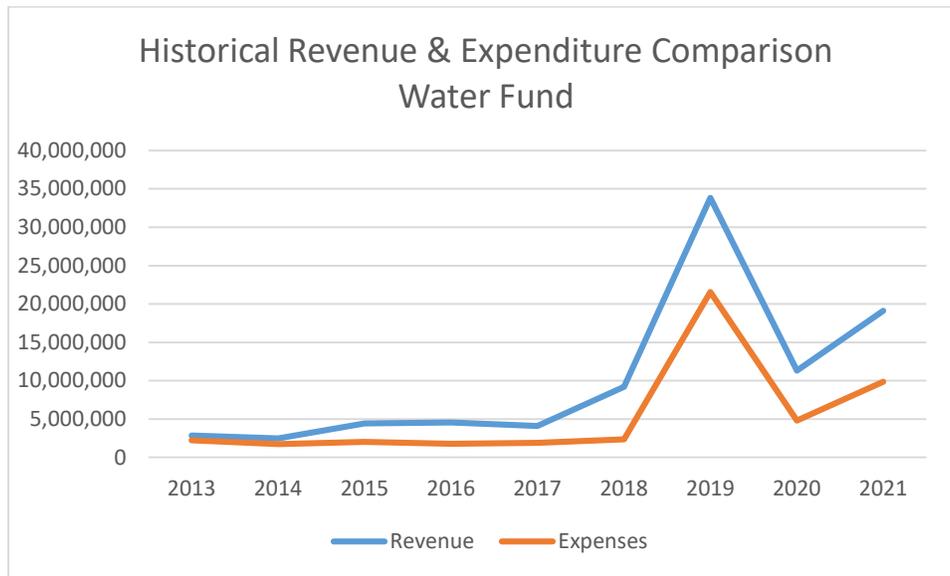
The Town Board has elected to participate in the Northern Integrated Supply Project (NISP) as the best alternative to meet the town's potable water supply needs out to 2030. This high quality water supply would provide the town with a firm yield of 2,600 acre feet of water per year. NISP would develop 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, a steady increase in fund balance has occurred since 2018. This increase is two-fold: 1) Operational expenses are significantly less than received charge for service and fee revenues, and 2) Transfers Out to the CIP Fund for unit water purchases have lessened the increase.



Note: This graph reflects all revenues and expenses.

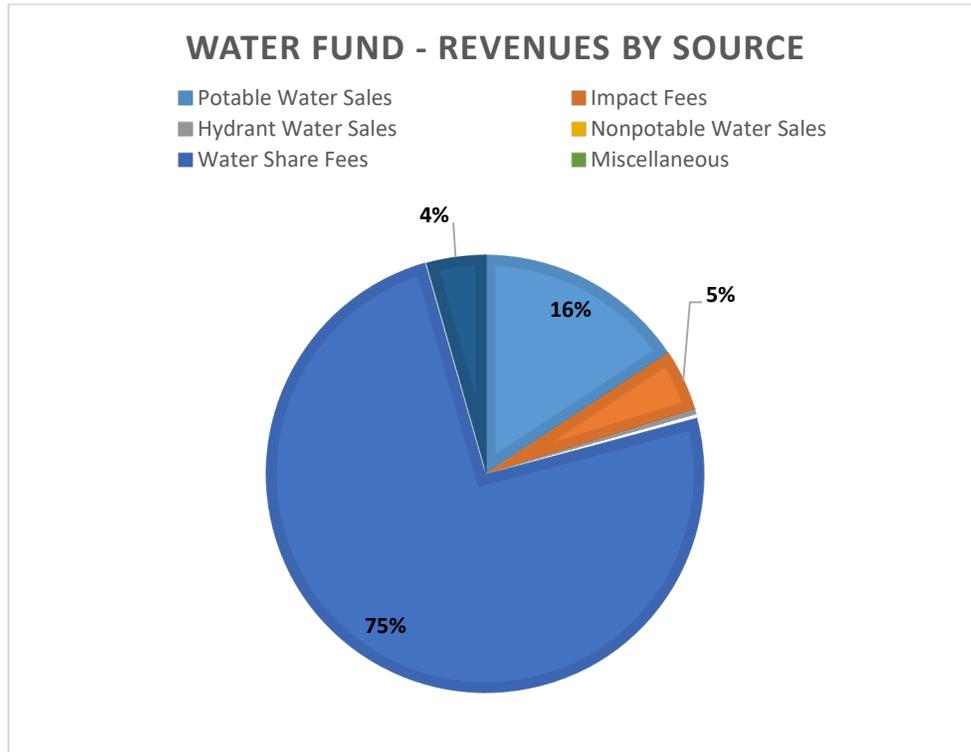
The 2022 budget for the Water Fund includes operating revenues of \$3,831,000, a decrease of (\$668,590) compared to the 2021 budget. Planned operating expenditures are \$4,295,563 and a \$17,022,050 transfer out to the Capital Improvement Projects Fund, consisting of participation in the Northern Integrated Supply Project, Colorado Big Thompson unit water purchases, and the Windy Gap Storage project.

**Water Fund Budget**

<b>Water Fund</b>	2020 Actuals	2021 Actuals Jan - Sept	2021 Adopted Budget	2021 Year-End Estimates	2022 Proposed Budget
Beginning Fund Balance	37,053,651	43,533,420	43,533,420	43,533,420	52,763,038
<b><u>Revenues:</u></b>					
Charges for Services	3,668,456	3,001,503	2,864,500	4,002,004	3,253,000
Miscellaneous Revenue	293,836	373,190	20,000	497,586	578,000
Total Operating Revenues	3,962,291	3,374,693	2,884,500	4,499,590	3,831,000
<b><u>Expenses:</u></b>					
Operations & Maintenance	2,555,494	2,489,579	3,937,034	3,319,439	4,295,563
Capital Outlay	2,266,819	12,427	-	16,569	-
Depreciation	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfer Out (CIP)	-	6,541,250	6,541,250	6,541,250	17,022,050
Total Operating Expenses	4,822,313	9,043,256	10,478,284	9,877,258	21,317,613
Operating Income (Loss)	(860,021)	(5,668,563)	(7,593,784)	(5,377,668)	(17,486,613)
<b><u>Non-Operating Revenues (Expenses):</u></b>					
Tap Fees	196,200	203,468	100,000	271,290	303,000
Capital Investment Fees	7,143,590	10,751,997	2,241,000	14,335,996	16,296,000
Interest Expense	-	-	10,000	-	-
Transfer In	-	-	5,242,784	-	-
Total Non-Operating Revenues (Expenses)	7,339,790	10,955,464	7,593,784	14,607,286	16,599,000
<b>Excess (Deficiency) of Revenues and Other Sources over Expenses</b>	<b>6,479,769</b>	<b>5,286,901</b>	<b>(0)</b>	<b>9,229,618</b>	<b>(887,613)</b>
<b>Ending Fund Balance</b>	<b>43,533,420</b>	<b>48,820,321</b>	<b>43,533,420</b>	<b>52,763,038</b>	<b>51,875,425</b>

**Water Fund Revenues**

Water Fund revenues primarily consist 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 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 2022.

Water Fund Revenue Sources		
Source	Amount	% of Total
Potable Water Sales	3,208,500	15.7%
Impact Fees	938,000	4.6%
Hydrant Water Sales	80,000	0.4%
Nonpotable Water Sales	40,000	0.2%
Water Share Fees	15,256,500	74.7%
Miscellaneous	20,000	0.1%
Other Fees	887,000	4.3%
Interest	0	0.0%
Intergovernmental	0	0.0%

**Water Fund Expenditures**

Planned operating expenses for the Water Fund are \$4,295,563. The services provided by this fund are labor intensive as illustrated below.

**TOWN OF FREDERICK  
ANNUAL BUDGET  
FY 2022**

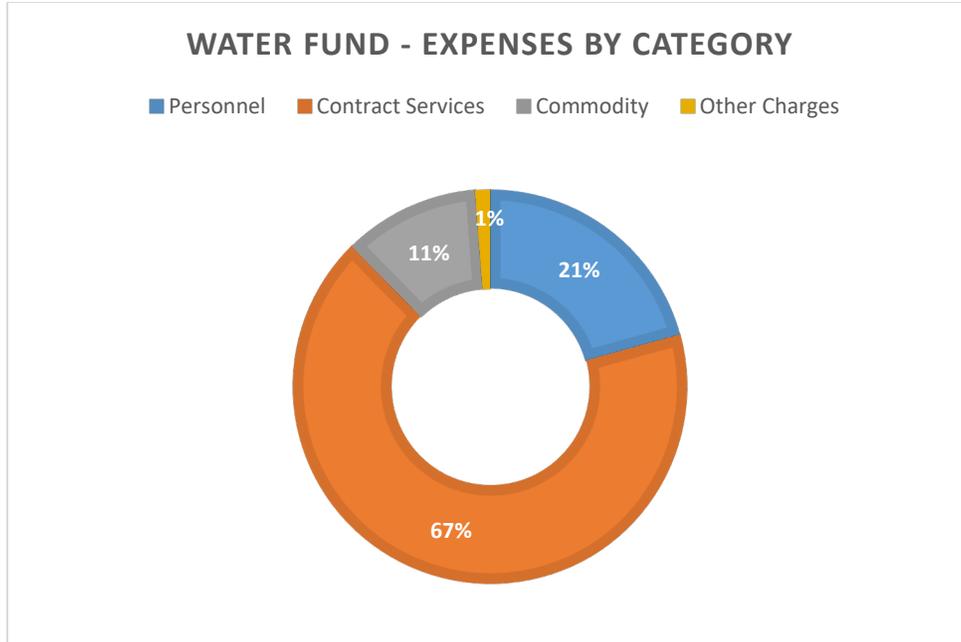
**WATER FUND EXPENSE SUMMARY**

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
General Admin	612,422	21,000	0	25,000	658,422	17,022,050	---	17,680,472
General Operations	278,841	0	0	5,000	283,841	---	---	283,841
Engineering	0	3,133,050	0	6,500	3,139,550	---	---	3,139,550
Public Works	0	15,000	198,750	0	213,750	---	---	213,750
<b>Totals</b>	<b>\$891,263</b>	<b>\$3,169,050</b>	<b>\$198,750</b>	<b>\$36,500</b>	<b>\$4,295,563</b>	<b>\$17,022,050</b>	<b>\$0</b>	<b>\$21,317,613</b>
Total Cash Available								\$73,193,038
Ending Fund Balance								\$51,875,425
% of Total Budget	4.18%	14.87%	0.93%	0.17%	20.15%	79.85%	0.00%	100.00%

**Projects Funded in 2022 Budget**

- Windy Gap Storage water allocation
- Summit View raw water line extension
- Northern Integrated Supply Project water allocation
- Colorado Big Thompson (CBT) Unit Purchases
- Vactor Truck (25% share)
- Wheel Loader (20% share)

The chart below details the expenditures for the Water Fund by category. The continued largest cost category is contract services, consisting of Engineering professional services, water assessments, and Central Weld water purchases.



**Water Fund - Full Time Employees**

Department	No. of Full Time Employees
Administration	3.10
Operations	5.64
<b>Total</b>	<b>8.74</b>

## Water Fund Goals and KPIs

In addition to the projects that have been funded in the 2022 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	2019	2020	2021	Comments
<i>Workload:</i>				
Number of calls/emails concerning water concerns.	30	45	100	
<i>Performance:</i>				
Percentage of water related calls/emails responded to in 48 hour period.	95%	85%	80%	

---

#### **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	2019	2020	2021	Comments
<i>Workload:</i>				
Total number of plans/items submitted.	25	43	52	
<i>Performance:</i>				
Average number of-hours for engineering department's first application review.	2	6	2	

---

#### **Strategic Foundation: Community Safety**

##### **Objective:**

Provide and maintain safe infrastructure in our community

##### **Strategy:**

Provide community education on water

Measure	2019	2020	2021	Comments
<i>Workload:</i>				
Number of community/outreach events offered.	0	1	0	Updated Water Efficiency Plan identifies events/programs to implement
<i>Performance:</i>				
Number of community/outreach events supported.	0	1	0	Town Board has agreed to fund an FTE in 2022 for Community Programs

**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	2019	2020	2021	Comments
<i>Workload:</i>				
Linear feet of new raw water infrastructure installed.	440	300	2100	Hidden Creek development significantly extended raw water service
<i>Performance:</i>				
Acres of park maintained with raw water.	155.57	159.1	167.2	

**Strategic Foundation: Facilities & Infrastructure**

**Objective:**

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

**Strategy:**

Maintain existing infrastructure in all areas of Town

Measure	2019	2020	2021	Comments
<i>Workload:</i>				
Number of fire hydrants flushed annually.	222	58	150	
<i>Performance:</i>				
Percentage of hydrants flushed annually.	85%	20%	25%	

# STORM WATER FUND



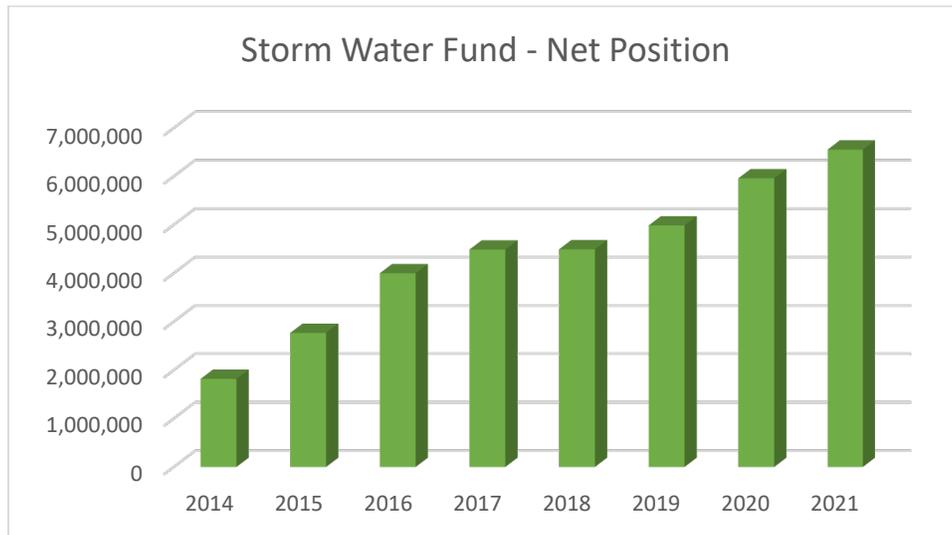
## **STORM WATER FUND**

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. This allows the movement of emergency vehicles during flood events and minimizes inconveniences to businesses and citizens from storm events. It's accomplished by funding the construction, operation, and maintenance of the storm water system along with the administration of the storm water utility. This fund is an enterprise fund, which 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.

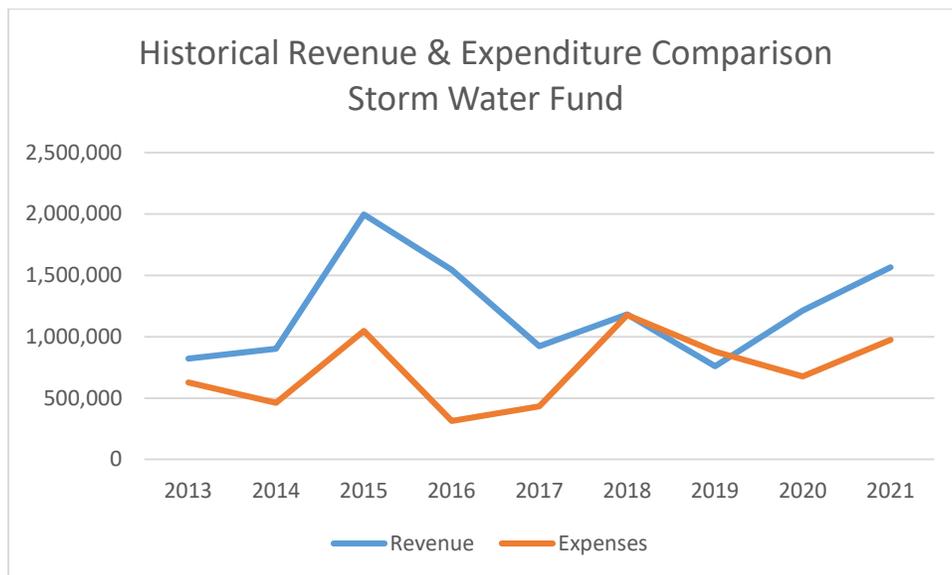
The Storm Water Fund is also responsible for the design and construction of capital improvements and the costs of capital equipment for the utility. Planned capital improvements are needed to serve new development and growth in the town. Funding for new capital projects comes mainly from impact fees 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 storm water 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 Storm Water Master Plan as adopted by the Town Board.

**Storm Water 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 Storm Water Fund since 2014.



Note: This graph reflects all revenues and expenses.

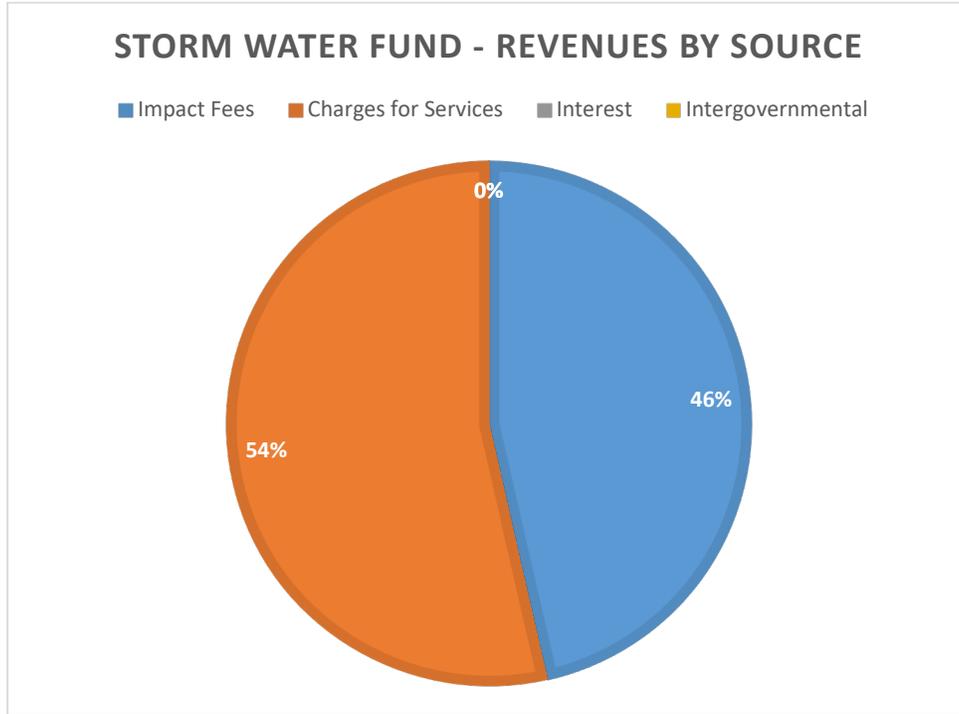
The 2022 budget for the Storm Water Fund includes total revenues of \$1,646,000, of which \$745,000 are operating revenues. This amount is \$508,000 more than what was budgeted in 2021, due to an increase in capital outlay and miscellaneous revenues. Planned expenditures are \$2,086,403, which is \$948,837 more than what was budgeted in 2021 due to a \$1,305,000 transfer out to the Capital Improvement Projects Fund.

**Storm Water Fund Budget**

<b>Storm Water Fund</b>	2020 Actuals	2021 Actuals Jan - Sept	2021 Adopted Budget	2021 Year-End Estimates	2022 Proposed Budget
Beginning Fund Balance	5,422,058	5,959,406	5,959,406	5,959,406	6,550,739
<b>Revenues:</b>					
Charges for Services	717,394	563,127	600,000	750,837	745,000
Miscellaneous Revenue	20,029	6,757	-	9,010	-
<b>Total Operating Revenues</b>	<b>737,423</b>	<b>569,885</b>	<b>600,000</b>	<b>759,846</b>	<b>745,000</b>
<b>Expenses:</b>					
Operations & Maintenance	563,779	472,668	908,816	630,224	781,403
Capital Outlay	111,760	86,647	-	115,529	-
<i>Transfer Out (CIP)</i>	-	228,750	228,750	228,750	1,305,000
<b>Total Operating Expenses</b>	<b>675,539</b>	<b>788,065</b>	<b>1,137,566</b>	<b>974,503</b>	<b>2,086,403</b>
Operating Income (Loss)	61,884	(218,180)	(537,566)	(214,657)	(1,341,403)
<b>Non-Operating Revenues (Expenses):</b>					
Capital Revenues	475,464	500,823	375,000	667,764	771,000
Miscellaneous Revenue	-	103,670	-	138,226	130,000
Interest Expense	-	-	1,000	-	-
<i>Transfer In</i>	-	-	161,566	-	-
<b>Total Non-Operating Revenues (Expenses)</b>	<b>475,464</b>	<b>604,493</b>	<b>537,566</b>	<b>805,990</b>	<b>901,000</b>
<b>Excess (Deficiency) of Revenues and Other Sources over Expenses</b>	<b>537,348</b>	<b>386,313</b>	<b>-</b>	<b>591,333</b>	<b>(440,403)</b>
<b>Ending Fund Balance</b>	<b>5,959,406</b>	<b>6,345,719</b>	<b>5,959,406</b>	<b>6,550,739</b>	<b>6,110,336</b>

**Storm Water Fund Revenues**

Storm Water Fund revenues primarily consist of customer receipts and impact fees. The chart below shows the proportion of each major revenue source to total Storm Water Fund revenues.



The Storm Water Fund – Revenue Sources table below lists the major revenue sources, as well as the amounts that are projected for 2022.

Storm Water Fund Revenue Sources		
Source	Amount	% of Total
Impact Fees	764,000	46%
Charges for Services	882,000	54%
Interest	0	0%
Intergovernmental	0	0%

**Storm Water Fund Expenditures**

Storm Water expenditures for the 2022 budget are both operating and capital in nature. The Storm Water Fund has a budgeted \$1,305,000 transfer out to the Capital Improvement Projects Fund, designated towards the ARPA Groundwater Impact Project, Countryside Drainage Project, Storm Water Improvement OSP Project, and equipment replacement and repair.

**TOWN OF FREDERICK  
ANNUAL BUDGET  
FY 2022**

**STORM WATER FUND EXPENSE SUMMARY**

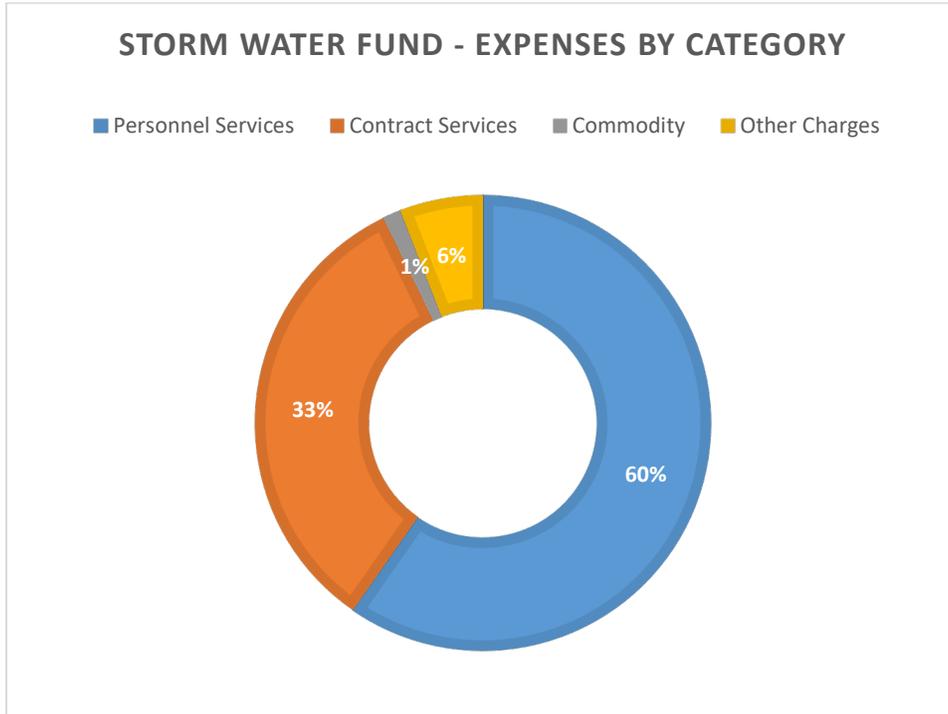
	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Engineering	0	31,500	0	1,500	33,000	---	---	33,000
Public Works	0	79,000	7,700	0	86,700	---	---	86,700
General Operations	561,703	0	0	100,000	661,703	1,305,000	---	1,966,703
<b>Totals</b>	<b>\$561,703</b>	<b>\$110,500</b>	<b>\$7,700</b>	<b>\$101,500</b>	<b>\$781,403</b>	<b>\$1,305,000</b>	<b>\$0</b>	<b>\$2,086,403</b>

Total Cash Available								\$8,196,739
Ending Fund Balance								\$6,110,336
% of Total Budget	26.92%	5.30%	0.37%	4.86%	37.45%	62.55%	0.00%	100.00%

**Projects Funded in 2022 Budget**

- ARPA Groundwater Impact Project
- Countryside Drainage
- Stormwater Improvement OSP Project
- Kubota RTV
- Vactor Truck (75% share)
- Wheel Loader
- One (1) Street Sweeper rebuild
- One (1) Street Sweeper purchase

The chart below details the expenditures for the Storm Water Fund by category. This fund is fairly capital and labor intensive as reflected in the 2022 cost categories.



**Storm Water - Full Time Employees**

Department	No. of Full Time Employees
Administration	1.51
Operations	4.20
<b>Total</b>	<b>5.71</b>

## **Storm Water Fund Goals and KPIs**

In addition to the projects that have been funded in the 2022 budget, the Storm Water 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**

##### **Goal:**

Provide and maintain public safety in our community

##### **Objective:**

Respond to quality of life issues impacting the citizens of Frederick

<b>Measure</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
Number of calls/emails concerning drainage.	10	12	10	
<i>Performance:</i>				
Percentage of drainage related calls/emails responded to in 48 hour period.	95%	98%	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

<b>Measure</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Comments</b>
<i>Workload:</i>				
Number of floodplain permit applications.	4	3	2	
<i>Performance:</i>				
Percentage of permits reviewed in 2 week period.	100%	100%	0%	

---

**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	2019	2020	2021	Comments
<i>Workload:</i>				
Total number of plans/items submitted.	30	43	52	
<i>Performance:</i>				
Average number of hours for engineering department's first application review.	3	6	3	

**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	2019	2020	2021	Comments
<i>Workload:</i>				
Linear feet of public drainage infrastructure.	60,500	66,710	68,348	
<i>Performance:</i>				
Linear feet of public drainage infrastructure inspected and accepted.	5,133	6,210	1,638	

# FIDUCIARY FUND



# OIL ROYALTY TRUST FUND

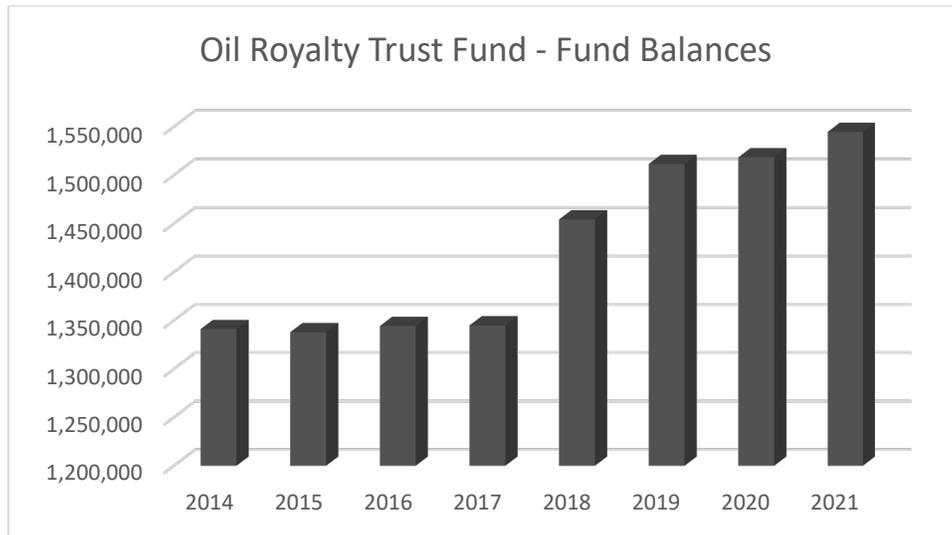


## **OIL ROYALTY TRUST FUND**

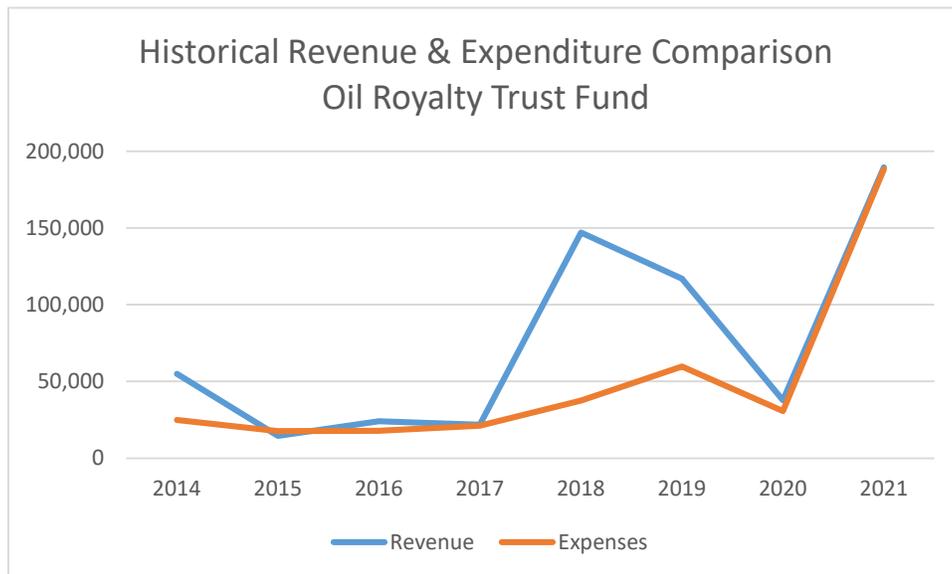
The Oil Royalty Trust Fund was established to receive revenues from oil royalties. The funds are then used for capital improvements, economic development purposes, and other community beneficial programs including donations to non-profit organizations and the Frederick Scholarship Program.

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.

**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 2014 through 2021.



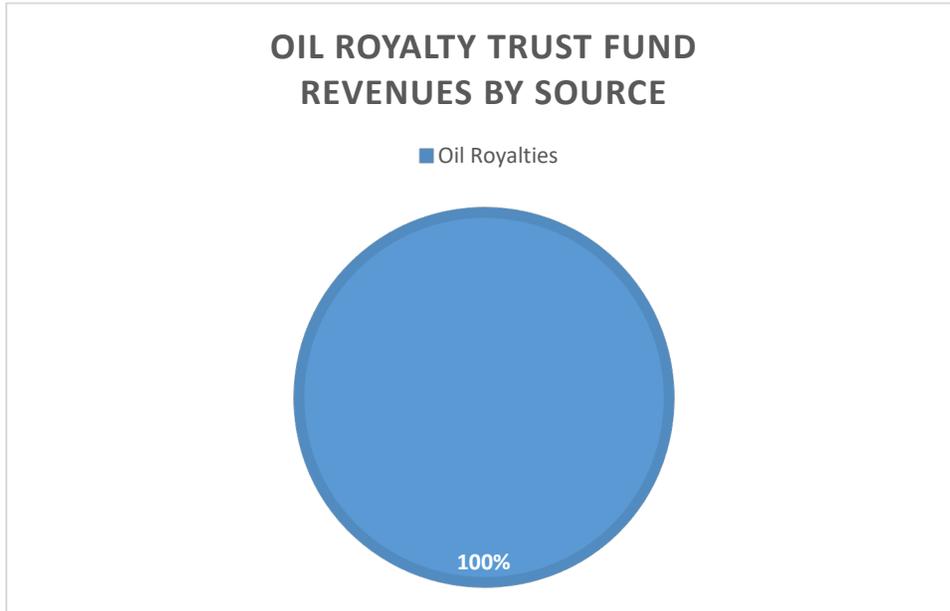
The 2022 Oil Royalty Trust Fund budget includes total revenues of \$150,000, which reflects a \$108,000 increase from the 2021 budget due to an increase in royalties. The 2022 budget includes total expenditures of \$75,000, which is a \$21,000 increase from what was budgeted in 2021.

**Oil Royalty Trust Fund Budget**

<b>Oil Royalty Trust Fund</b>	2020 Actuals	2021 Actuals Jan - Sept	2021 Adopted Budget	2021 Year-End Estimates	2022 Proposed Budget
Beginning Fund Balance	1,511,597	1,542,834	1,542,834	1,542,834	1,480,789
<b>Revenues:</b>					
Intergovernmental	62,594	135,645	40,000	180,860	150,000
Earnings on Investment	-	-	1,500	-	-
Miscellaneous Revenue	-	-	-	-	-
<i>Transfer In</i>	-	-	12,000	-	-
Total Operating Revenues	<u>62,594</u>	<u>135,645</u>	<u>53,500</u>	<u>180,860</u>	<u>150,000</u>
<b>Expenditures:</b>					
Operations & Maintenance	5,716	144,678	15,000	192,904	15,000
Donation & Scholarship	25,641	37,500	38,500	50,000	60,000
<i>Transfer Out</i>	-	-	-	-	-
Total Expenditures	<u>31,357</u>	<u>182,178</u>	<u>53,500</u>	<u>242,904</u>	<u>75,000</u>
<b>Excess (Deficiency) of Revenues and Other Sources over Expenditures</b>	<u><b>31,237</b></u>	<u><b>(46,534)</b></u>	<u><b>-</b></u>	<u><b>(62,045)</b></u>	<u><b>75,000</b></u>
<b>Ending Fund Balance</b>	<u><b>1,542,834</b></u>	<u><b>1,496,300</b></u>	<u><b>1,542,834</b></u>	<u><b>1,480,789</b></u>	<u><b>1,555,789</b></u>

**Oil Royalty Trust Fund Revenues**

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



The Oil Royalty Trust Fund - Revenue Sources table below lists the major revenue sources, as well as the amounts that are projected for 2022.

Oil Royalty Revenue Sources		
Source	Amount	% of Total
Oil Royalties	150,000	100%
Interest	0	0%

**Oil Royalty Trust Fund Expenditures**

The expenditures in this fund consist of professional services, community donations, and scholarships. There are no capital outlay or debt service costs.

**TOWN OF FREDERICK  
ANNUAL BUDGET  
FY 2022**

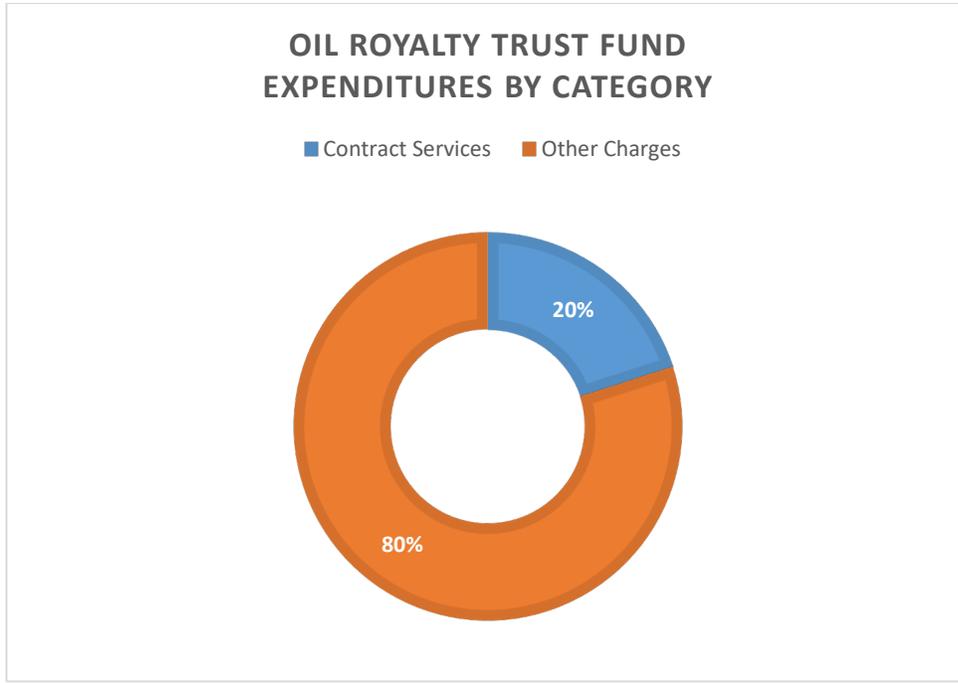
**OIL ROYALTY TRUST FUND EXPENSE SUMMARY**

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Oil Royalty	0	15,000	0	60,000	75,000	---	---	75,000
Totals	\$0	\$15,000	\$0	\$60,000	\$75,000	\$0	\$0	\$75,000
Total Cash Available								\$1,630,789
Ending Fund Balance								\$1,555,789
% of Total Budget	0.00%	20.00%	0.00%	80.00%	100.00%	0.00%	0.00%	100.00%

**Projects Funded in 2022 Budget**

- Scholarships
- Donations to local programs

The chart below details the expenditures for the Oil Royalty Trust Fund by category. In 2022, the largest expenditure will be other charges, which includes scholarships and donations to local agencies.



**Oil Royalty Trust Fund - Fund Full Time Employees**

Department	No. of Full Time Employees
Administration	0
Operations	0
<b>Total</b>	<b>0</b>

**Oil Royalty Trust Fund Goals and KPIs**

In addition to the projects that have been funded in the 2022 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**

**Goal:**

Community Vitality.

**Objective:**

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

Measure	2019	2020	2021	Comments
<i>Workload:</i>				
Number of community grant applications received.	7	3	2	
<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.

**COMPONENT UNIT:** Legally separate organizations for which the elected officials of the agency are financially accountable.

**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.

**FIDUCIARY FUND:** Used to account for resources that a government holds as a trustee or agent on behalf of an outside party that cannot be used to support the government's own programs.

**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.

**FULL-TIME EQUIVALENT:** Commonly referred to as FTE, an agency generally considers a full-time equivalent employee to be valued at 2,080 annual working hours.

**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.

**GAAFR:** Governmental Accounting, Auditing, and Financial Reporting. Commonly referred to as the "Blue Book," the GAAFR provides practical guidance to accounting and auditing professionals working on behalf of state and local governments.

**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.

**PBB:** Program Based Budgeting.

**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.

**TABOR:** The Taxpayers' Bill of Rights is an amendment to the Colorado Constitution enacted by voters in 1992 that limits the amount of revenue that governments in Colorado can retain and spend.

**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
<b>GENERAL FUND</b>				
			\$547,950	Fleet Fund
			445,000	Facilities Fund
			39,000	Art Fund
			173,000	Events Fund
			935,050	Golf Fund
			203,250	CIP Fund
<b>SPECIAL REVENUE FUNDS</b>				
Art in Public Places Fund	\$39,000	General Fund		
Events Fund	173,000	General Fund		
Golf Fund	935,050	General Fund		
Open Space Fund			\$2,344,500	CIP Fund
Street & Alley Fund			4,198,358	CIP Fund
Water Fund			17,022,050	CIP Fund
Storm Water Fund			1,305,000	CIP Fund
Park Improvement Fund			563,500	CIP Fund
Public Safety Fund			88,000	CIP Fund
Fleet Fund			40,000	CIP Fund

### Fund Transfers

Fund transfers are used in multiple funds that the town utilizes on an annual basis. The transfers from Park Improvement Fund are 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, Capital Improvement Projects Fund, and the newly created Fleet and Facilities Funds are sustained by transfers from the General Fund.

## STAFFING SUMMARY

Fund/Department	2021 Actual	2021 Budgeted	2022 Budget
<b>Governmental Funds</b>			
<u>General Fund:</u>			
Administration	9.05	8.40	8.65
Economic			
Development	0.00	0.00	0.70
Town Attorney	0.00	0.00	0.90
Finance	1.40	1.40	1.75
Courts Division	1.00	1.00	1.00
Planning	3.55	3.55	4.50
Police	31.00	31.00	33.00
Public Works	3.75	3.75	2.80
Engineering	3.90	3.90	3.15
Buildings	0.00	0.00	0.00
General Fund Total	53.65	53.00	56.45
Street & Alley Fund	7.65	7.65	8.28
Conservation Trust Fund	0.00	0.00	0.00
Park Improvement Fund	8.85	8.85	6.54
Open Space Fund	3.05	3.05	5.83
Capital Facilities Fund	0.00	0.00	0.00
CIP Fund	0.00	0.00	0.00
Events Fund	0.00	0.00	0.00
Golf Course Fund	6.00	6.00	7.00
Art In Public Places Fund	0.00	0.00	0.00
Historic Preservation Fund	0.00	0.00	0.00
Fleet Fund	0.00	0.00	3.10
Facilities Fund	0.00	0.00	2.00
<b>Proprietary Funds</b>			
Water Fund	8.55	8.55	8.74
Storm Water Fund	3.90	3.90	5.71
<b>Fiduciary Funds</b>			
Oil Royalty Fund	0.00	0.00	0.00
<b>Total FTEs:</b>	<b>91.65</b>	<b>91.00</b>	<b>103.65</b>

**Changes to FTEs in 2022**

There were eleven additional full-time positions approved in the 2022 budget. The positions added town-wide include a Deputy Town Manager, Parks & Open Space Director, two (2) Police Officers, Planning Technician, Grant Administrator, Water Supervisor, Storm Water Engineer, Fleet Mechanic, Facilities Maintenance Technician, and Economic Development Manager. All positions are allocated across town funds based on the amount of time and effort spent on fund activities. The table above reflects the allocations of all employees.