



Built On What Matters

2016 BUDGET



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INTRODUCTION

TOWN GOVERNMENT



Mayor Tony Carey



Mayor Pro Tem Laura Brown



Trustee Rafer Burnham



Trustee Donna Hudziak



Trustee Gavin Payne



Trustee Amy Schiers



Trustee Fred Skates



TOWN MANAGER AND DEPARTMENT DIRECTORS

Matt LeCerf

Town Manager

Gary Barbour

Chief of Police

Marco Carani

Public Works Director

Richard Leffler

Engineering Director

Meghan Martinez

Town Clerk

Mitzi McCoy

Finance Director

Lauren Mueller

Human Resources Director

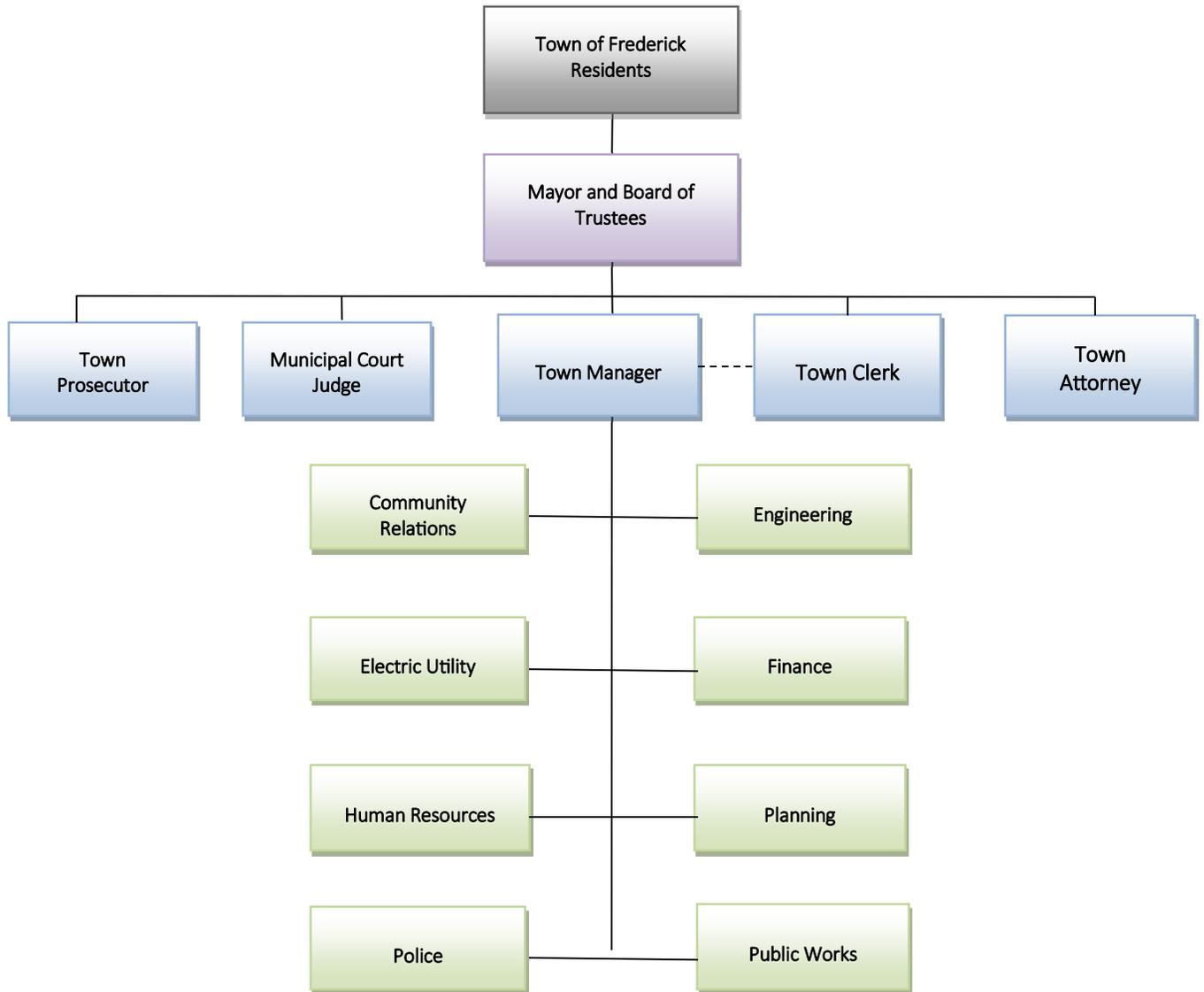
Jennifer Simmons

Planning Director

Megan Williams

Community Relations Manager

ORGANIZATIONAL CHART



Town Manager's Message

January 1, 2016

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

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

On behalf of the Town Staff and through their hard work it is my pleasure to present the 2016 fiscal year budget approved and adopted by the Frederick Town Board on December 14, 2015. 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 2016 calendar year.

It is amazing each year reflecting on the successes that the team has achieved in the organization for the benefit of the community. These successes are a result of the hard work and dedication of every single employee in the organization and their dedication to the goals and objectives, the hard work of the Mayor and Board of Trustees to provided us with the resources to ensure success and most importantly the feedback that we receive from the citizens related to what they want to see in the community and how they want to feel in the community.

Whether it's the police department completing is reaccreditation of the state certification program, the planning department guiding the process of creating a new comprehensive plan, the finance department receiving its award for Comprehensive Annual Financial Reporting (CAFR), the engineering department overseeing the reconstruction of Godding Hollow Parkway, the public works department repairing a water line or filling a pot hole, the human resources department guiding the process to hire great people, and all the while the communicating these activities and successes to the citizens. It illustrates just a small segment of the successes that we have experienced. The 2016 budget will continue to ensure accomplishment of new goals and objectives. The accomplishments planned for 2016 contribute to making Frederick great and illustrate how this community is built on what matters, and verifies that all that we do is founded on the desire to serve the community and make the community great.

Budget Development and Purpose

The Town of Frederick budget is developed through a collaborative process between and with the Citizens, Board of Trustees, and Staff. All three are instrumental in the process and its success. The primary objectives in development of the budget are to naturally progress in a direction that achieves the mission of the organization and to provide and deliver the core services that are expected by the Citizens. It is critical that we listen to the Citizens throughout the year to understand their concerns and issues. To that extent, whenever possible, we want to

implement their ideas and desires for the betterment of the community. It is under this premise that we develop the budget and make allocations with an assertive effort to meet or exceed Citizens' expectations.

With the focus exclusively on the Citizen's and the community we are able to direct our efforts on the services and improvements that matter most to the community. We are passionate about the delivery of the core services and achievement of major goals that will benefit the community.

Reflected in this budget document are the things that matter – both short-term and long-term priorities of the community as established by the Board of Trustees. It is the understanding of these priorities and incorporating them into the budget that builds the framework for development of the budget.

Our long-term goals are objectives that will take a significant amount of time to realize. Some of these within our organization include establishment of our long-term financial position, development of meaningful relationships that will make our community stronger and facilitate economic development opportunities, and implementation of the comprehensive plan which will be completed this year. Generally our short-term goals are more immediate and tangible for the community. The 2016 budget represents the desired outcomes of the Mayor and Board of Trustees. While last year's budget was primarily driven by the September 2013 floods, we expect the final project from this natural disaster to be completed around the end of the first quarter of 2016. Consequently, we are moving forward in a direction that enables us to focus on continued growth and development as opposed to recovery efforts.

The long-term priorities are sometimes less tangible immediately, but they have a greater impact and build strength in the community and the organization. With the long-term goals we would expect to see levels of service change. They are generally items that are focused on:

- Improve and expand the core services that benefit our community and the Citizen's
- Strategically plan for the future objectives of the organization for the Citizen's benefit
- Improve the quality of life for the community and its members.
- Continue to improve the financial position of the Town.

Detailed below are overviews of the major funds of the Town of Frederick budget. A number of significant projects will be started and completed this year which are outlined in the overviews. It is going to be a great year in Frederick as a result of the resources provided in this budget.

Major Fund Overviews

General Fund

The Town's general fund is made up primarily of administrative services of all departments along with the entire police department operations. The administrative services include finance, general administrative, courts, engineering, public works, planning, and Town Board functions. The general fund has a total fund expenditure for 2016 of \$6,898,970, which is an increase total

from last year's budget by 7.1%. From this total cost, \$5,504,970 is operations and maintenance, and \$1,394,000 is for capital improvements. To balance the budget this year an allocation from the reserve fund balance needed to be made, but it still results in a healthy reserve fund balance of \$1,740,181. This is a higher balance than what was projected at the end of 2015, representing 115 days of an operating fund balance for the general fund.

Revenue projections for 2015 are expected to be roughly \$165,000 higher than anticipated and we anticipate a slight increase in 2016 above and beyond the previous year by almost \$145,000. Contributing to this increase is a stronger economy as evidence by growth in new construction, higher sales tax revenues, and additional ad valorem tax revenues. We are still making allocations into the general fund for the purposes of meeting obligations and liabilities related to road improvements that were agreed upon between the developers and the Town of Frederick in the various Memorandums of Approved Public Improvements (MOAPI). As we move forward we need to be keenly aware of our revenue sources. Last year we experienced a significant increase in severance tax related to Oil & Gas. This year with recent decreases in production, we are not anticipating the same level. Watching for variations in the market on a regular basis will help us ensure the long term financial stability. In 2016, a number of projects are planned in the general fund that include:

- Installation of the new full movement signalization of Aggregate Boulevard (WCR 7) and Highway 52 to ensure safety at this intersection.
- Wayfinding signage will be completed in the Downtown area of Frederick to create more and better awareness of the flourishing and revitalization of Downtown Frederick.
- The gateway entrance to Frederick at the northeast corner of Highway 52 and Colorado Boulevard will be completed as well as the improvements to Colorado Boulevard and the roundabouts for better traffic flow in this corridor.
- The Police Department will replace 3 vehicles in their fleet that have met their useful life.
- The addition of a mechanic to the organization to manage the Town's vehicle fleet. This will help to reduce costs for maintenance of our vehicles and equipment.
- Lastly the administration has the inclusion of \$650,000 for the purpose of satisfying developer agreement liabilities and obligations. There is no clear set schedule when these will be called for by developers, but we do anticipate a number of these obligations to be completed in 2016.

Street and Alley Fund

The total street fund expenditure for 2016 is \$3,759,934, of this cost \$1,836,100 is for operations and maintenance and \$1,081,450 is for capital outlays. The dramatic increase compared to 2015 for operations and maintenance is attributed to the reintroduction of the pavement maintenance program which could also be interpreted as a capital outlay if preferred. This fund will have an ending fund balance of \$430,684 which is only 86 days of operating fund balance. This is a substantial drop from last year. The decrease is associated primarily to the completion of flood damaged roadways from 2015 and the near completion of the Godding Hollow Project. These project completions will minimize maintenance needs on certain areas of our community by creating great roadways in our community. The Town continues to contract for its solid waste services throughout the residential community. If we continue in this

direction, a rate increase will be necessary for sustainability of this service. These rates would still be lower than our neighboring communities that we continue to benchmark our services from. Specifically, the 2016 fiscal year will focus on projects including:

- Completion of the Godding Hollow Parkway improvements which has received a grant from the Department of Local Affairs to help finance a portion of this critical improvement. This bulk of this project was an effort to repair damage caused by the September 2013 floods. The intersection of Godding Hollow Parkway and Colorado Boulevard will also be completed with a full movement intersection and signal system.
- In the first quarter of 2016, we expect the completion of reconstruction and resiliency to Wetland Loop a roadway that was destroyed also during the September 2013 floods.
- An allocation of \$750,000 has been made for the purpose of pavement maintenance and striping of roadways in the community. In 2015 we were unable to make this allocation due to resources and the need to focus efforts on the flood recovery.
- 2016 will be the first year of a planned 7 year project to pave all of the alleyways in Downtown Frederick. The total cost for this project is approximately \$1.5 million and \$250,000 has been appropriated for this fiscal year to begin the project.

Water Fund

The total water fund expenditure for 2016 is \$6,003,280 and of this cost \$3,565,030 is for operations and maintenance, the remaining balance of \$2,438,250 is for capital outlays. This fund will have an ending fund balance of \$3,856,428 which is 395 days of operating fund balances.

During 2015, the Town entered into a contractual agreement to purchase one share of Windy Gap. This now means that we are partners on two water projects – Northern Integrated Supply Project (NISP) and Windy Gap which helps to diversify our water portfolio. It is critical to have a diverse water portfolio of many water types for the future growth of the community and Frederick will continue to be aggressive in the acquisition of water of all types.

There was a large increase to the capital outlay funding in 2016 as a result of a 2015 retreat where the Board outlined a plan to become more aggressive with water acquisition. This coupled with the need to expand our non-potable water system and reduce our reliance on potable water in our park system has resulted in the increase to capital projects in and for the community. Some of the specific projects approved in the 2016 budget include:

- The Town will expand its raw water system by building a pump house and raw water mains that will connect into the new Johnson Farms Park as well as complete the planned irrigation pond which will serve the Wyndham Hill subdivision park areas.
- Purchase of more CBT system water is planned for 2016 as part of an on-going agreement with a seller of the water.

Storm Water Fund

The total storm water fund expenditure for 2016 is \$699,933 and of this cost \$431,945 is for operations and maintenance. The remaining \$202,000 is for capital outlays. The ending fund balance will be extremely low at only \$65,988 and represents 56 days operating fund balance.

The fund balance is considerably lower than normal because of the fact that the Town has made a considerable investment in its storm water infrastructure since the floods of 2013 and many of the long-term storm water along roadways has been improved during this time to be build a more resilient community. Some of these include Godding Hollow Parkway, Bella Rosa Parkway, Wetland Loop, and an improved detention pond between Frederick Way and Ridgeway Boulevard.

Notable improvements from the stormwater fund include those partnered with the street and alley fund and a flood analysis study with necessary improvements from the study to mitigate future flooding in Downtown Frederick. Cost estimates for the downtown improvements have been approved at a budget limit of \$200,000.

Electric Fund

The total electric fund expenditure for 2016 is \$4,290,680 and of this cost \$3,856,680 is for operations and maintenance. The remaining \$434,000 is for capital outlays which is focused on improving system reliability and reducing overall costs. During 2016 the Town will complete its evaluation of acquisition of the electrical distribution system in the incorporated areas as well as complete a number of pro forma scenarios on if it is of definite value for the community. The elected official will base their valuation will look at several factors, some of the most important are:

- Ensuring that rates are less than what other service providers are in the area
- The reliability of the system is not compromised
- Customer service improves

Planned improvements for the electric fund include:

- Some of the notable changes will be the intent to install a number of the primary feeders underground and eliminate an abundance of spaghetti noodles in the air which is an eyesore.
- Attempt to replace at least 50% of the existing street lighting system with energy efficient LED's.

Park Improvement Fund

The Park Improvement Fund is a general fund item that is kept separate due to the impact fee that is allocated for capital improvements. In total the park improvement fund has a total expenditure of \$1,059,472 for 2016, \$572,470 of this is operations and maintenance. The remaining \$486,500 is for capital improvements, the bulk of which is for expansion of the next Frederick Recreation Area which we hope to have leveraged with a grant. With the contemplation of a grant, it is unclear if we will be successful in completing a portion of the project this year. This project though will be the creation of a skate park in the community at FRA which the design will be completed this year which will help us prepare for the grant submittal process. The balance of the capital improvements is for signage at the parks in the community. As I have stated before, even though there appears to be a healthy fund balance of over 400 days in the Park Fund, there still exists the fact that there is no sustainable revenue source for this fund and how we will handle park improvements and more importantly the

maintenance moving forward to ensure long term sustainability is going to be a challenge we need to address in the short term.

Open Space Fund

The total open space fund expenditure for 2016 is \$1,115,650 and of this cost \$333,400 is operations and maintenance with \$782,250 for capital outlays. Funding for the open space fund is provided by the capital improvement fee and ½% sales tax which was approved in 1994 a very progressive inclusion of revenue given the time this was approved. The fund balance at the end of the calendar year will be very healthy at almost \$2.5 million; an asset that will be necessary as we begin to look at other regional park options and needs for the community on the west side of I-25. There are a number of capital outlay projects planned for 2016 including:

- Replacement and/or installation of over 100 trees into the community as we continue our commitment to be a Tree City USA community.
- Landscaping enhancements along transportation corridors.
- Trail development in various locations along Godding Hollow Parkway and a Safe Routes to School Grant programming to Thunder Valley K-8.

Conclusion

It is because of the support of the Citizens and the Mayor and Board that the Staff are able to do their jobs as well as they do. There are a number of initiatives the Town completed in 2015 and I believe that they are going to have a positive impact for economic development in our community. Should these efforts and the vision come to fruition, the financial outlook of this Town will continue to improve and we will have long-term sustainability and success. With a strong infrastructure in place and changing economy we are able to continue to provide the high level of services residents enjoy as well as invest in new amenities and opportunities that we have all come to expect annually from Frederick.

In order to align with the vision of the Community and the Board of Trustees; Staff built the 2016 budget based on needs not wants and more importantly what matters to the community. We are expecting a very successful year for the Community and the Organization. This budget provides us with the resources both in our people and financially to achieve the objectives and goals. At the same time, it also ensure the financial strength of the organization moving forward.

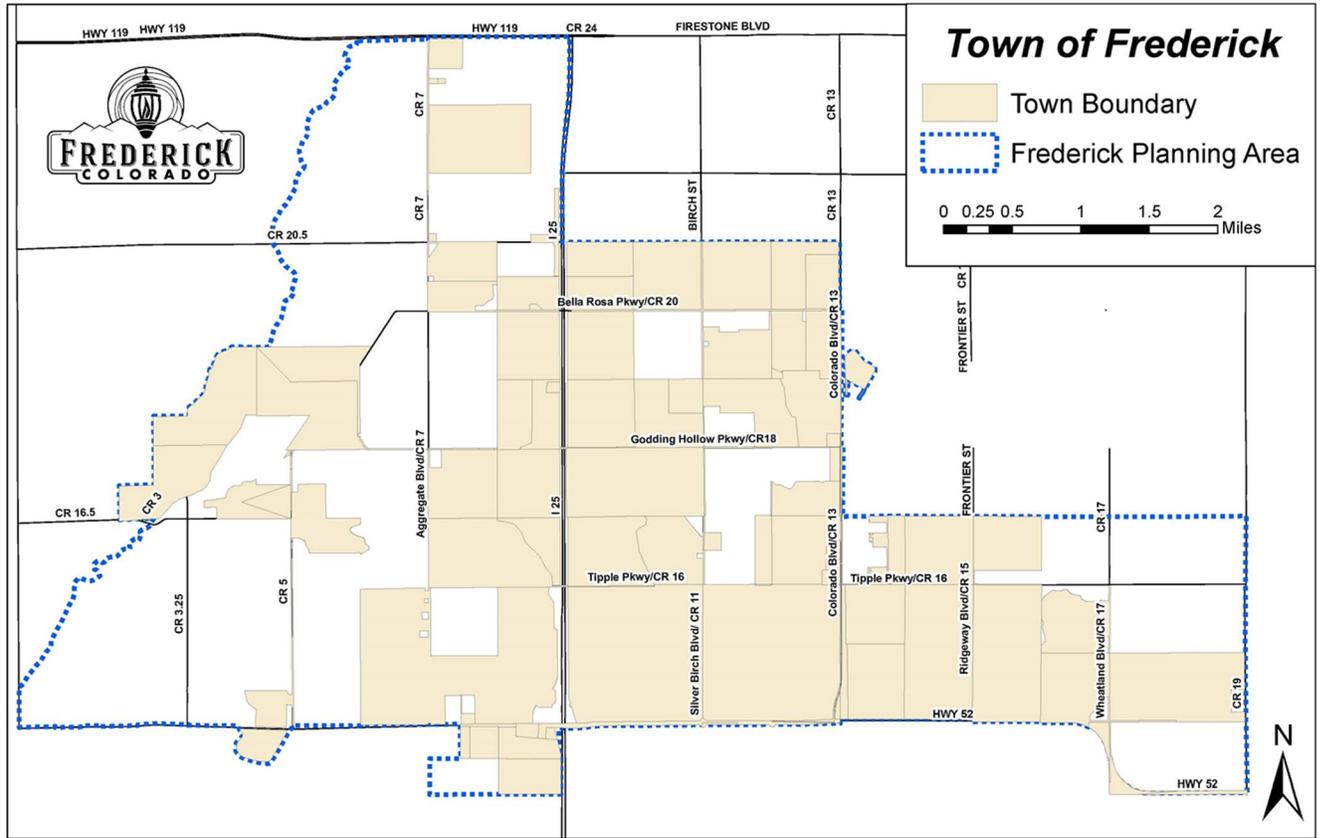
Special thanks should be given to the Mayor and Board of Trustees for their hard work on the budget, setting the direction and priorities, and making challenging inquiries about what the outcomes will be in the 2016 fiscal year. Also, the hard work of Finance Director Mitzi McCoy in development of the budget is critical, who without her and her team this document would not be possible.

Respectfully submitted,

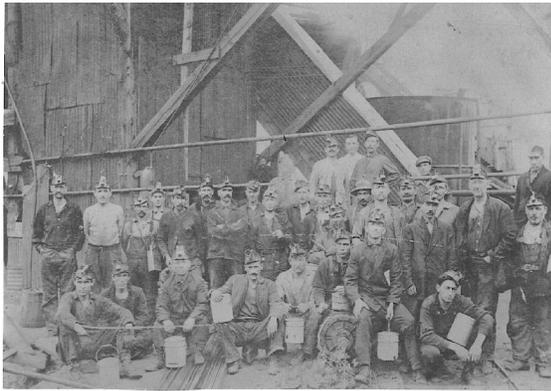

Matthew LeCerf
Town Manager


Mitzi McCoy
Finance Director

TOWN OF FREDERICK MAP



COMMUNITY PROFILE



History

The Town of Frederick was incorporated in 1907 and received its first Post Office in December of that same year. The area where the Town is located was once referred to as McKissick but was renamed by the daughters of Frederick A. Clark who was a land owner in the Town.

The Town of Frederick was the first town to incorporate in what is referred to as the Carbon Valley area that consists of Frederick, Dacono and Firestone. The area was rich with coal mines which was the reason that Frederick got its start. The coal mining industry attracted immigrants from Italy, France, Greece, Turkey and several other countries. Early settlers of the area were generally men that came to the area alone to explore before moving their families.

In the early 1900's, Frederick grew faster than the other communities in the area. Frederick had a newspaper that began in 1908 and the community boasted other businesses such as lumber yards, grocery stores, blacksmiths, a drug store and taverns. Frederick was also home to the leading mercantile called the Two Toms Store. In 1912, Frederick got its first railroad depot.

Over time, technology progressed and mining methods changed. The coal workers formed unions and would strike when they felt it was necessary to improve conditions. Coal mining was a dangerous job and several men were killed in the mines over the years. For those that survived the dangers in the mine, many were later impacted with Black Lung. The miners who formed the Town embraced the challenge and hard work that it took to build a community they were proud to call home.

Many changes have happened in Frederick in the last 108 years but the foundations of the Town have stayed the same. Currently the Frederick brand statement sums it up best:

“We believe in rolling up our sleeves not just for ourselves, but for others. We believe in playing outside until the stars flicker on and protecting the hallowed grounds of childhood. We believe in a lifelong commitment to actions as good as our intentions. We believe in the power of our voices and the obligation of our hearts to form a strong foundation. We believe we're onto something that's worth all we can give it. Here, the life we dream of is ours to create.”



Location

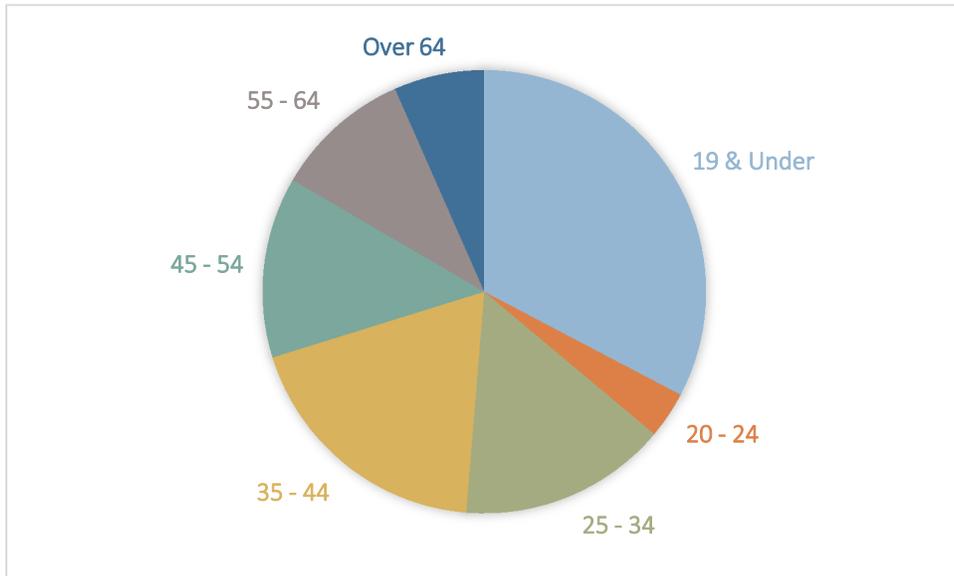
The Town of Frederick is located on Colorado’s beautiful Front Range of the Rocky Mountains. The Town is comprised of 14 square miles of area, both east and west of Interstate 25, south of State Highway 119, and along State Highway 52. Its current population of over 10,000 residents enjoy the town’s 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 includes Firestone, Dacono, Mead and Erie, Frederick plays the role of community hub for a larger population of 46,000.

Demographics

Frederick Population

2009	2010	2011	2012	2013	2014
8,247	8,436	8,679	9,452	10,050	10,554

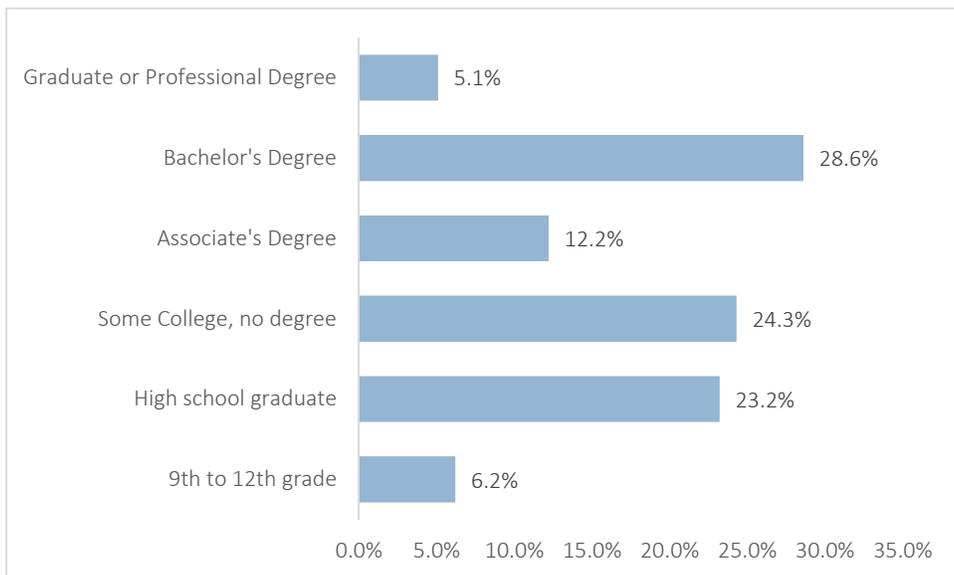
Population by Age



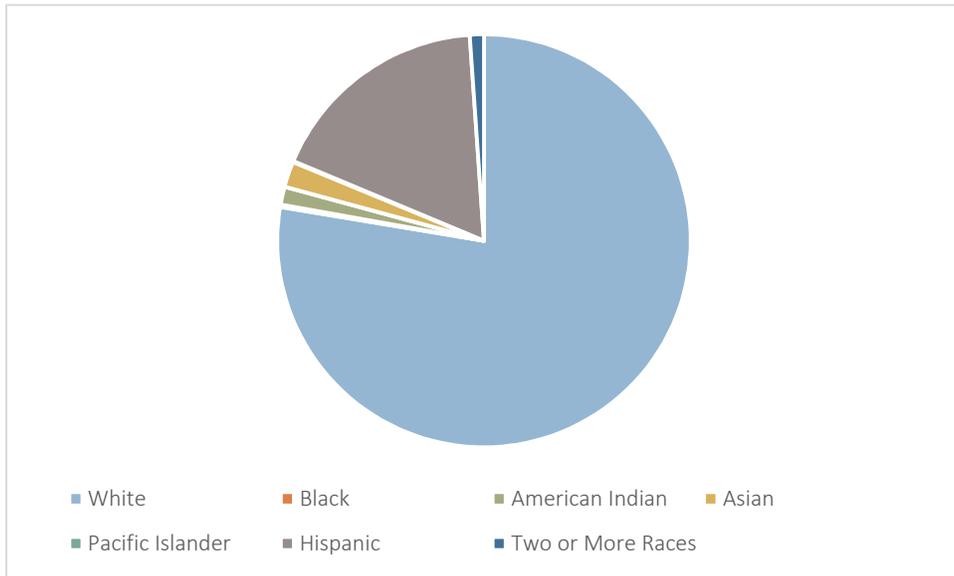
Household Information

Number of Households	3,952
Average Number of People per Household	2.9
Median Household Income	\$83,043

Education Levels



Race and Ethnicity



Employment by Industry

Occupation	% of Workforce
Management, business, science and arts	39.4%
Service occupations	14.6%
Sales and office	24.1%
Natural resources, construction, and maintenance	10.1%
Production, transportation and material moving	11.8%



Principal Employers

Employer	2015			2005		
	Rank	Estimated Number of Employees	Percentage of Total City Employment	Rank	Estimated Number of Employees	Percentage of Total City Employment
St. Vrain Valley School District	1	465	14.6%	1	390	17.0%
Production Control Services	2	275	8.6%	9	63	2.7%
Sparton Medical Systems	3	202	6.3%			
Galaxy 1 Marketing	4	150	4.7%			
Otterbox	5	130	4.1%			
PCS Ferguson	6	120	3.8%			
Varra Companies, Inc	7	120	3.8%			
Premier Manufacturing	8	112	3.5%			
Star Precision	9	100	3.1%	4	114	5.0%
Metal Sales Manufacturing	10	98	3.1%	8	64	2.8%
Transwest Truck Trailer RV						
TSN				7	65	2.8%
McDonald Farms				10	35	1.5%
Complete Production Services				2	210	9.1%
Stevinson Lexus						
Delphi Corp.				3	170	7.4%
Western States Reclamation				5	100	4.3%
Carbon Valley Recreation				6	67	2.9%
Total		1772	55.6%		1278	55.6%

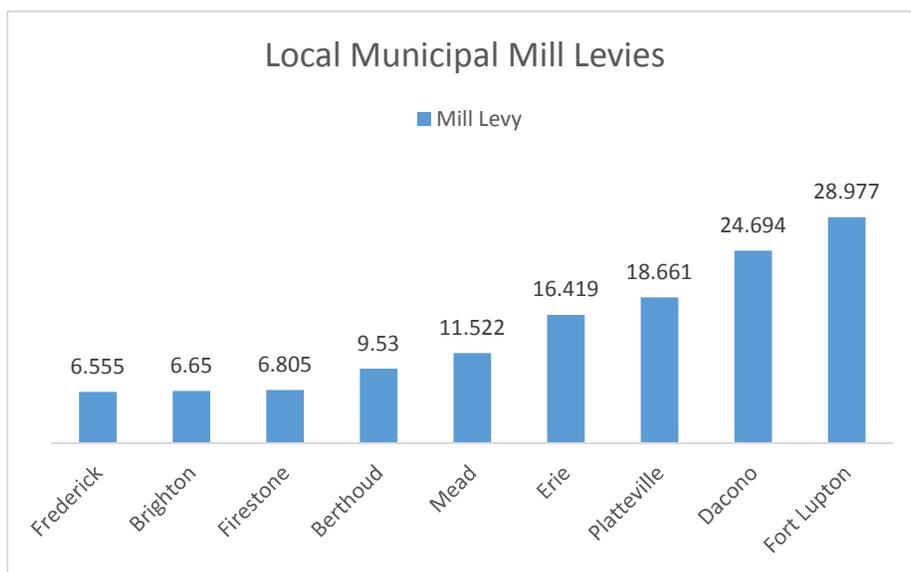
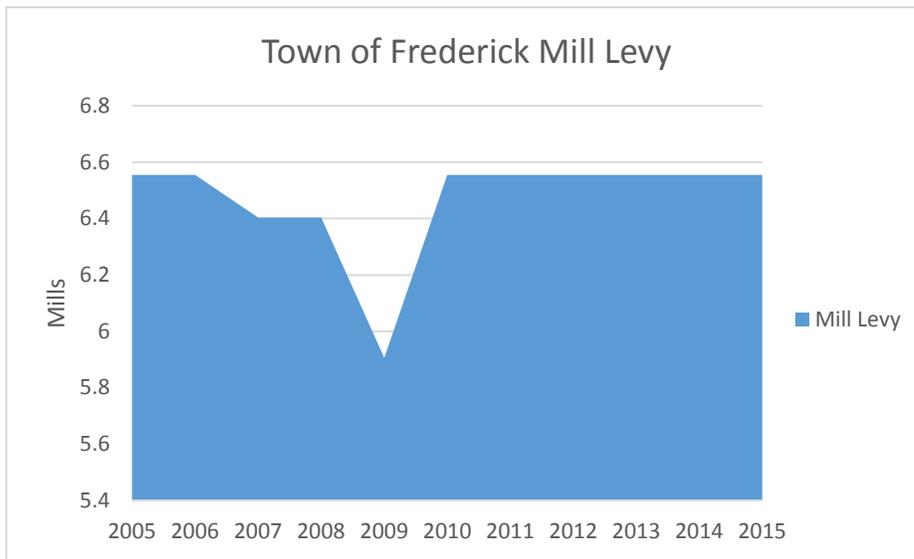
Principal Property Taxpayers

Property Owner	Assessed Value	Rank	% of Total Assessed Value
ENCANA OIL & GAS (USA) INC	37,975,330	1	20.63%
SPINDLE HILL ENERGY LLC	24,853,800	2	13.50%
KERR-MCGEE OIL & GAS ONSHORE LP	15,665,300	3	8.51%
OIRE COLORADO C LLC	3,512,140	4	1.91%
KERR- MCGEE GATHERING LLC	2,485,350	5	1.35%
AUTOMOTIVE SERVICES INC	2,462,700	6	1.34%
FR FREDERICK LLC	2,148,530	7	1.17%
LITTLE MIGHT LLLP	1,930,290	8	1.05%
METAL SALES MANUFACTURING CORP	1,914,000	9	1.04%
KP KAUFFMAN COMPANY INC	1,741,600	10	0.95%

SALES TAX RATES

<u>Entity</u>	<u>Rate</u>
State of Colorado	2.9%
Weld County	0.0%
Town of Frederick	2.5%

PROPERTY TAX RATES



General

Community members enjoy unparalleled views of the Rocky Mountains and recreational opportunities abound throughout the community's trails, parks and open space. Educational amenities and opportunities for community involvement allow Frederick's residents to take an active role in shaping a community they are proud to call home.

Improvements are occurring throughout the Town in both the public and private sectors. New neighborhoods and business parks are being constructed every day. The Frederick Public Works Department has a new facility to call home in the Eagle Business Park that allows them to serve the community more efficiently and effectively. Additional trail connections between segments of Town are being constructed to improve biking, walking, and running routes.

As one of the fastest growing communities in Colorado, Frederick is working hard to ensure that growth results in a cohesive community that preserves the small-town feel and rich heritage its residents have come to enjoy. Whether you're a retailer looking to expand into a growing market or an employer looking for a new corporate home, in Frederick, the life you dream of is yours to create.





OVERVIEW OF BUDGET

Overview of Budget

Form of Government

The Town of Frederick was incorporated in 1907. Frederick is a statutory municipality. State statutes provide for a Council-Manager form of government. The executive power is vested in the Town Board who appoints the Town Manager to run the daily affairs of the Town. The Town Board is composed of six members elected at large and one Mayor, all of whom are elected to serve staggered four-year terms. The Mayor is also elected at-large. The Town Manager is responsible to the Town Board for the proper administration of all affairs of the Town and is required to bring forward the Town's annual budget.

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
- Electric Utility
- Storm water Utility

Employees and Benefits

The Town currently has approximately 55 regular, full-time positions (exempt and non-exempt) for 2016. 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, vision, 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 four percent (6%) of the salary for the employees who choose to participate. Voluntary contributions up to the maximum allowed by law of the base wage are encouraged under the plan.

Employees of the Town that serve as sworn police officers are required to participate in a police pension plan. Each officer must contribute four and a quarter percent (4.25%) of their gross weekly wages and the Town contributes four percent (4.0%).

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.

2016 BUDGET AND FINANCIAL POLICIES

Budget Philosophy

The budget is a long-range plan by which financial policy is implemented and controlled. The Colorado Constitution and Colorado State Budget Law provide the basic legal requirements and time lines for the Town's budget process. Board goals, ordinances and resolutions provide policy direction that responds to the needs and desires of the community.

Municipal services are funded through a variety of taxes, fees, charges for service, and intergovernmental grants. Generally the Town:

- Utilizes conservative growth and revenue forecasts.
- Appropriates the budget in accordance with Town policies, the Colorado Constitution and Colorado Laws.
- Adopts financial management policies that establish guidelines for financial plans.
- Establish budgets for all funds based on adopted policies and practices.
- Adjusts the budget to reflect changes in the local economy, changes in priorities, and receipt of unbudgeted revenues.
- Organizes the budget so that revenues are related to expenditures, as much as possible.
- Prepares a multi-year financial plan for capital improvements.
- Allows staff to manage the operating and capital budgets, with Town Board approval.
- Provides department managers with immediate access to revenue and expenditure information to assist their efforts in controlling annual expenditures against appropriations.

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.

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.

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.

Public Hearings

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

Adoption of Budget and Appropriation of Funds

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

Budget Calendar

Process	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Board goal setting sessions								
Budget worksheet distribution								
Directors prepare budget requests								
Update 5 year capital plan								
Finance Review								
Town Manager Review								
Proposed Budget to Board								
Public Hearings/Budget Approval/Mill Levy Set								

Changes to Adopted Budget

After commencement of the fiscal year, the amounts appropriated for the proposed expenditures in the adopted budget may not be repealed and are deemed appropriated for each purpose specified. The expenditures of the Town operating funds cannot exceed the budgeted appropriations for the respective fund. In certain cases, however, adopted budgets can be increased, decreased or amounts transferred between funds upon Board authorization.

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.

Unanticipated Revenue

The Board may approve for expenditure any unanticipated revenue that may be received during the fiscal year. Such revenue may be generated from grants, issuance of bonds, or the implementation of a new fee.

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 encumbered 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, and 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.

Lapsed Appropriations

All appropriations not spent or unencumbered at the end of the fiscal year lapse into the fund balance applicable to the specific fund, except for as follows:

- Grant funds – appropriations for federal or state grants do not lapse until the expiration of the grant. The Town Board can terminate a capital project or a federal or state grant at any time prior to completion of the project or expiration of the grant.

Budget Preparation

The Town Board provides overall guidance and direction for the design and development of the Town's budget. Goals and objectives supporting community values and vision can be found throughout the budget document. Policies are as follows:

- The annual draft budget submitted by the Town Manager for Town Board consideration will be "balanced", i.e. Revenues will meet or exceed Expenditures.
- If special circumstances warrant the use of General Fund reserves, the Town Manager will submit a memorandum to Town Board outlining the circumstances, the amount requested, the impact on Town services, and alternatives to the use of General Fund reserves.

BUDGET GOALS

- Implement strategic vision and goals
- Involve citizens at all levels throughout the budget process
- Ensure all staff is aware of and involved in the Town budget
- Allow responsibility for budget preparation and presentation to rest with the Department Heads
- Create a budget that is easy to understand and visually appealing
- Tie the goals of the community to the budget for implementation
- Create a long term capital improvement funding plan
- Implement rate and fee reviews
- Adopt a one year budget that sets goals, objectives, and performance measures
- Address all audit concerns

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.

Town Fund Types:

Governmental

- *General Fund*- the General Fund is the general operating fund of the Town. It is used to account for all resources except those required to be accounted for in another fund.
- *Special Revenue Funds*- Special Revenue Funds account for specific revenue sources that are legally restricted for specific purposes. The Town's Special Revenue Funds include: Street and Alley Fund, Conservation Trust Fund, Parks Fund, Open Space Fund, Events Fund, Art in Public Places Fund, and Historic Preservation Fund.
- *Debt Service Funds*- Debt Service Funds are used to account for the accumulation of resources for, and the payment of, bond principal and interest from governmental resources. At this time the Town has no debt service funds.
- *Capital Project Funds* – Capital Project Funds are created to account for resources used for the acquisition and construction of capital facilities by the Town of Frederick. The Town's Capital Project Funds include the Capital Facilities Fund.

Proprietary

- *Enterprise Funds*- Enterprise Funds account for the Town's ongoing activities which are similar to those found in the private sector, and financial activity is reported in essentially the same manner as in commercial accounting where net income and capital maintenance are measured. The Town has the following Enterprise Funds: Water Fund, Storm Water Fund, and Electric Fund.
- *Internal Service Funds*- Internal Service Funds are established to account for the financing of claims and judgments for all the Town's Internal Service Funds. At this time the Town has no internal service funds.

Fiduciary

- *Trust and Agency Funds*- Trust and Agency Funds are used to account for assets held by the Town in a trustee capacity or as an agent. The Town has the Oil Royalty fund that is considered a Fiduciary fund.

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, and user fees and charges.

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 that cost, direct or indirect costs may be included. That includes: costs that are directly related to the provision of the service and support costs that are more general in nature but provide support for the provision of service.

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
- Contract Services
- Commodity
- Other Charges
- Capital Outlay
- Debt Service

Personnel Services includes salaries for full-time and part-time employees, overtime pay, insurance, retirement, and other costs related to the Town.

Contract Services includes services that are typically provided by an outside vendor such as vehicle maintenance, 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 the K-9, Santa Cops, 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.

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 the revenue over the limit. Federal grants and/or gifts to the Town are not included in the revenue limit. Town "Enterprise Funds" (Electric, 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.

Restricted for Emergencies

The Town of Frederick maintains reserves that are required by law or contract and that serve a specific purpose. These types of reserves are considered restricted and are not available for other uses. Within specific funds, additional reserves may be maintained according to adopted policies. All expenditures of reserves must be approved by Town Board. This may occur during the budget process or throughout the year.

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 150 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. Costs for the capital projects are estimated 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 Funds, 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 equipment and vehicles and to decrease 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, in effect 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 Policy

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

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

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

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

- U.S. Treasury Obligations: Treasury Bills, Treasury Notes, Treasury Bonds and Treasury Strips with maturities not exceeding five years from the date of purchase.

- Federal Instrumentality Securities: Debentures, discount notes, callable securities, step-up securities, and stripped principal or coupons with maturities not exceeding five years from the date of trade settlement. If a Federal Instrumentality Security carries a rating lower than the highest category by any 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 (Nationally Recognized Statistical Rating Organization), 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% of the Town's investment portfolio, and no more than 5% 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% of the Town's investment portfolio, and no more than 5% 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% of the dollar value of the transaction. Collateral shall be held by the Town's third-party custodian bank, and the market value of the collateral securities shall be marked-to-the market daily. Repurchase Agreements shall be entered into only with broker/dealers recognized as Primary Dealers by the Federal Reserve Bank of New York, or with firms that have a Primary Dealer within their holding company structure. Approved Repurchase Agreement counterparties if rated, shall have a short-term credit rating of at least A-1 or the equivalent and a long-term credit rating of at least A or the equivalent by each NRSRO that rates them.

- Non-Negotiable Certificates of Deposit with a maturity not exceeding one year in any FDIC insured state or national bank located in Colorado that is an eligible public depository as defined in CRS 11-10.5-103. Certificates of deposit that exceed FDIC insurance limits shall be collateralized as required by the Public Deposit Protection Act. In addition, at the time of purchase, issuing banks shall meet the credit criteria set forth in the section of this investment policy, "Selection of Banks".
- Eligible Banker's Acceptances with maturities not exceeding 180 days, issued by FDIC insured state or national banks. Banker's Acceptances shall be rated at least A-1, or the equivalent at the time of purchase by at least two NRSROs and rated not less by all NRSROs that rate the instrument. If the issuing bank has senior debt outstanding, it must be rate at least AA or the equivalent at the time of purchase by at least two NRSROs and rated not less by all NRSROs that rate the bank. The aggregate investment in banker's acceptances, commercial paper, and corporate debt shall not exceed 50% of the Town's investment portfolio, and no more than 5% 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 level to determine if any changes affect the way the Town delivers services, which in turn create a liability for the Town.
- Developing the financial resources to pay for expected and unexpected losses. This might include managing a self-insurance fund to contain the cost of most losses and purchasing insurance policies to protect the Town against catastrophic losses.
- Complying with Colorado laws as they relate to operating a self-insurance program.
- Monitoring the exposure in all Town programs and services that may involve the Town in future liabilities.
- Establishing a Health and Safety Committee for employees.

Overview of Budget – Revenue

Revenue Overview

The Town strives to maintain a strong, diverse revenue base recognizing that a dependence upon any individual revenue source would make revenue yields more vulnerable to economic cycles. All revenues are conservatively projected and are monitored and updated as necessary. Generally revenues are projected using trend analysis. 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. Any deviation from a trend analysis methodology used for each revenue type is further explained under each revenue type. The following table identifies the CPI and for each year from 2012 to 2015 that were used in forecasting:

Year	2012	2013	2014	2015	2016
Consumer Price Index (CPI)	1.943%	2.771%	2.8%	1.176%	2.1%

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 and are payable January 31, if paid in installments, or April 15 if paid with a single payment. Taxes are delinquent, if not paid, as of August 1. If the taxes are not paid within subsequent periods, the property may be sold at a public auction. Weld County bills and collects all of the property taxes and remits collections to the Town on a monthly basis after deducting a one percent (1%) collection fee.

The mill levy rate for Frederick in 2016 will remain at the 2014 level of 6.555 mills. A mill is one-tenth of one cent. In other words, one mill represents \$1 for every \$1,000 in assessed property value. The mill levy is multiplied by the assessed valuation of a property to calculate the property tax. Property Taxes are forecasted for 2015 based on assessed valuations as determined by Weld County and applying the Town’s current mill levy rate.

This is the only revenue source that the Town does not use trend analysis to estimate and instead relies on the Weld County Assessor to provide property values from which the revenue to the Town is then calculated.

Sales Tax - The Town of Frederick collects a two and a half percent (2.5%) 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. The other half percent (.5%) goes into the Open Space Fund.

Frederick's economy is becoming more diverse and businesses are relatively stable, but the Town needs to plan for and provide a strong base for sales tax revenues. Sales taxes are forecasted using historical trends. Unique adjustments based on approved new retail development were used for 2016.

Use Taxes - A use tax is levied as a complement to the Town sales tax at two and a half percent (2.5%) 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 2.5 cents on every dollar and is distributed in the same manner as the sales tax.

Excise Taxes – taxes on the sale, or production for sale, of specific 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.

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. 70% of the tax money collected is used by the State to fund grant programs. The remaining 30% is divided and distributed to counties and local governments. The division is based on the residence of certain mineral and energy industry workers.

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.

Gas/Electric Franchise Charge - 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

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.

Licenses & Permits – Licenses & Permits are established by ordinance that allows the Town to collect various licenses or permit fees. These licenses or 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 would be transfers from any other fund into the General Fund.

Charges for Services – User based fees are established to help defray the cost of operations such as park rentals, trash collection, etc.

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.

Other Revenues- The other revenue category includes revenue from investments, rents, insurance proceeds, reimbursement of expenses and other miscellaneous revenue sources.

Revenue from Other Agencies – 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.

Events & Community Activities – This category reflects revenues that can be contributed to specific community events and actions such as Miner's Day, the Farmer's Market, Frederick in Flight as well as several other events.

Conservation Trust (Lottery) Proceeds – Municipal lottery proceeds are based upon the most current population estimates prepared by the Division of Local Government. Funds can only be used for the acquisition, development, and maintenance of new conservation sites, or for capital improvements to or maintenance of recreational purposes on any public site.

Specific Ownership Tax - The Specific Ownership Tax is paid by owners of motor vehicles, trailers, semi-trailers, and trailer-coaches in lieu of all ad valorem taxes on motor vehicles. The

amount of the tax paid is a function of the class, age, and value of the vehicle. Generally, the amount of tax paid decreases with the age of the vehicle. Specific Ownership Taxes for Class A vehicles, which includes any motor vehicle, truck, truck tractor, trailer or semi-trailer used to transport persons or property over public highways for compensation are paid to the County. The County then remits the Frederick's portion to the Town each month.

Road & 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.

Highway User's Tax – The Highway User's Tax Funds (HUTF) is a state collected, locally shared revenue. HUT 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 User's Tax is forecasted based on information from 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.

OVERVIEW OF BUDGET – DEBT

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 3 percent (3%) of the actual value, as determined by the County Assessor, of the taxable property in the Town.

As of December 31, 2015, 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)	\$1,307,073,471
Debt Limit: 3% of Actual Value	\$39,212,204
Total Bonded Debt	\$3,815,000
Legal Debt Margin	\$35,397,204
Total Bonded Debt Applicable to Limit as a % of Debt Limit	9.73%

The Town also has a lease purchase agreement for the Public Works Building. The payment is made out of the Capital Facilities Fund. The payment is \$84,820 per year and the lease ends in July 2033.

Public Works Building	\$2,241,760
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General Obligation Bonds, Series 2015A

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

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

2015A Sales & Use Tax Street Bond

Year	Principal	Interest	Total
2015	\$240,000	\$71,187.50	\$311,187.50
2016	\$220,000	\$95,700.00	\$315,700.00
2017	\$225,000	\$91,300.00	\$316,300.00
2018	\$225,000	\$86,800.00	\$311,800.00
2019	\$235,000	\$80,050.00	\$315,050.00
2020	\$240,000	\$73,000.00	\$313,000.00
2021	\$245,000	\$65,800.00	\$310,800.00
2022	\$260,000	\$56,000.00	\$316,000.00
2023	\$270,000	\$45,600.00	\$315,600.00
2024	\$280,000	\$34,800.00	\$314,800.00
2025	\$290,000	\$23,600.00	\$313,600.00
2026	\$300,000	\$12,000.00	\$312,000.00
Total	\$3,030,000	\$2,641,028	\$3,765,837.50

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.

The following is detail of principal and interest requirements by year:
2015B Sales & Use Tax Street Bond

Year	Principal	Interest	Total
2015	\$80,000	\$16,397.78	\$96,397.78
2016	\$60,000	\$36,000.00	\$96,000.00
2017	\$60,000	\$34,800.00	\$94,800.00
2018	\$60,000	\$33,600.00	\$93,600.00
2019	\$65,000	\$31,800.00	\$96,800.00
2020	\$65,000	\$29,850.00	\$94,850.00
2021	\$70,000	\$27,900.00	\$97,900.00
2022	\$70,000	\$25,800.00	\$95,800.00
2023	\$75,000	\$23,000.00	\$98,000.00
2024	\$75,000	\$20,000.00	\$95,000.00
2025	\$80,000	\$17,000.00	\$97,000.00
2026	\$80,000	\$13,800.00	\$93,800.00
2027	\$85,000	\$10,600.00	\$95,600.00
2028	\$90,000	\$7,200.00	\$97,200.00
2029	\$90,000	\$3,600.00	\$93,600.00
Total	\$1,105,000	\$331,347.78	\$1,436,347.78

OVERVIEW OF BUDGET – FUNDS

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. The following schedules are the Fund Summaries for each of the Funds included within the Town's budget. 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.

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. 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. Financing is provided by ad valorem property taxes and operating transfers from various funds.

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 (CRS 29-21-101).

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 and amended in 2012 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 the 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 Art in Public Places. The revenues for this fund are largely from the fee that is charged to internal funds for construction projects with values that exceed \$25,000.

Historic Preservation Fund

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

Events Fund

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

PROPRIETARY FUNDS

Enterprise Funds

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

accountability purposes. The Town has three qualified Enterprise Funds including Water, Storm Water and Electric. These funds provide different combinations of utility services to 4,219 customers.

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 as the Board may be designated from time to time. Revenues in this fund are primarily royalties and interest.



FUND BUDGETS



GENERAL FUND

GENERAL FUND BUDGET

General Fund	2014 Actuals	2015 Actuals Jan - Nov	2015 Adopted Budget	2015 Year-End Estimates	2016 Proposed Budget
Beginning Fund Balance	3,907,652	4,047,480	4,047,480	4,047,480	3,756,756
Revenues:					
Taxes & Fees	3,572,540	3,382,624	3,342,060	3,658,490	3,495,795
Licenses & Permits	643,944	890,284	541,450	890,615	569,600
Fines & Forfeitures	118,538	98,558	138,600	98,500	105,000
Earnings on Investment	87,252	18,564	2,000	2,804	2,000
Miscellaneous Revenue	72,291	62,717	56,000	62,600	57,000
Grants & Contributions	122,702	80,067	38,000	80,000	53,000
<i>Transfers In</i>	(45,000)	-	660,000	(55,000)	650,000
Total Operating Revenues	4,572,267	4,532,814	4,778,110	4,738,009	4,932,395
Expenditures:					
Administration	636,346	641,008	1,545,273	855,929	1,562,015
Finance	216,583	103,577	144,920	142,690	150,780
Courts Division	-	101,751	136,625	134,875	148,910
Legislative	378,257	245,782	979,971	379,055	1,089,395
Engineering	163,622	150,985	166,200	160,320	184,260
Planning	348,218	384,321	492,005	473,633	374,660
Police	2,371,300	2,188,726	2,514,031	2,466,167	2,911,255
Public Works & Buildings	318,111	288,363	462,446	416,064	472,195
<i>Transfers Out</i>	-	-	-	-	55,500
Total Expenditures	4,432,438	4,104,513	6,441,471	5,028,733	6,948,970
Excess (Deficiency) of Revenues and Other Sources over Expenditures	139,829	428,301	(1,663,361)	(290,724)	(2,016,575)
Ending Fund Balance	4,047,480	4,475,781	2,384,119	3,756,756	1,740,181

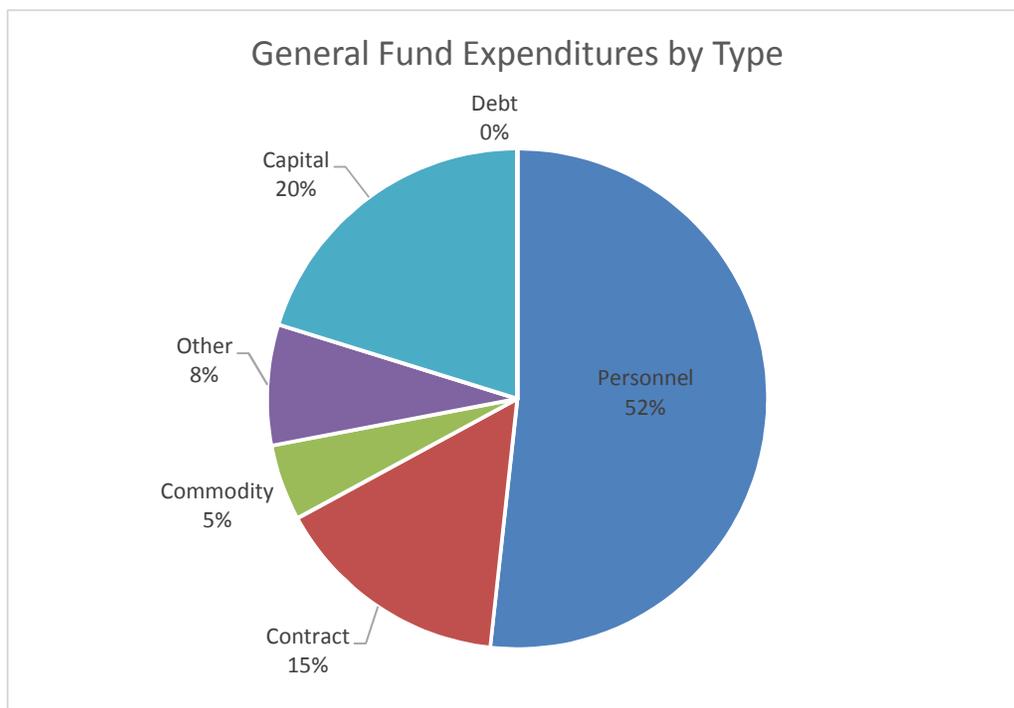
General Fund Expense Summary

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Board	15,555	374,840	9,800	89,200	489,395	605,500	---	1,094,895
Finance	104,720	25,630	14,050	6,380	150,780	---	---	150,780
General Admin	438,710	224,135	25,990	223,180	912,015	650,000	---	1,562,015
Courts	78,000	63,875	5,750	1,285	148,910	---	---	148,910
Engineering & Util	140,050	19,310	20,000	4,900	184,260	---	---	184,260
Police	2,340,540	105,565	209,300	142,350	2,797,755	113,500	---	2,911,255
Planning	300,100	33,060	34,300	7,200	374,660	---	---	374,660
Public Works	151,635	44,120	14,900	19,420	230,075	5,000	---	235,075
Building	0	167,770	5,500	43,850	217,120	20,000	---	237,120
Totals	\$3,569,310	\$1,058,305	\$339,590	\$537,765	\$5,504,970	\$1,394,000	\$0	\$6,898,970

Total Cash Available \$ 8,639,151

Ending Fund Balance 1,740,181

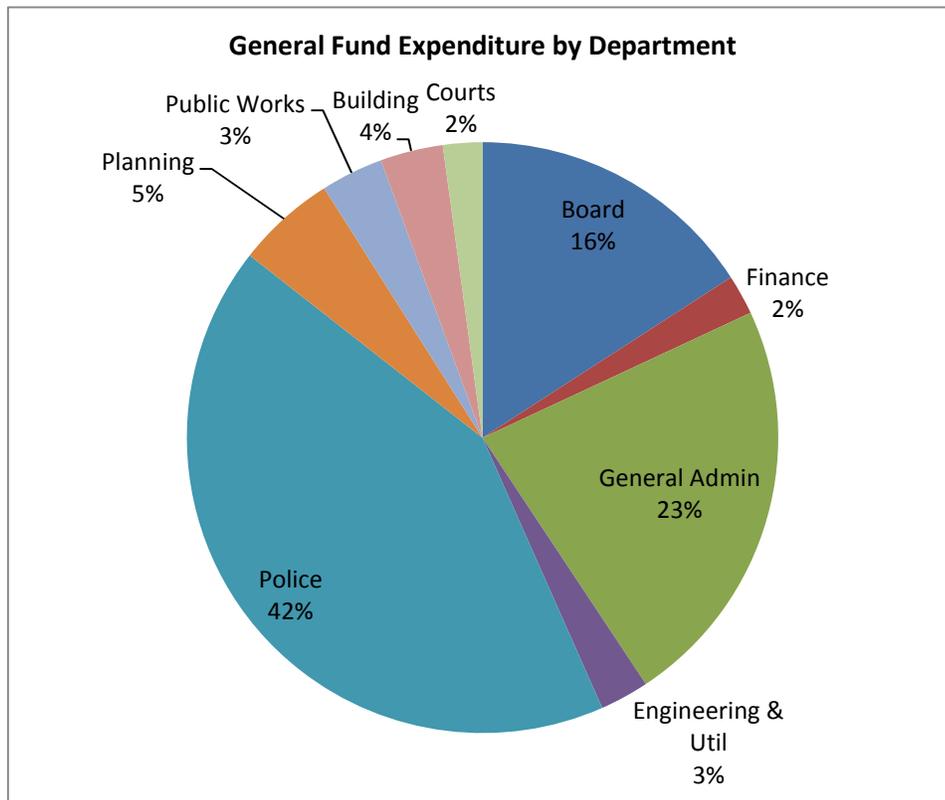
% of Total Budget 51.74% 15.34% 4.92% 7.79% 79.79% 20.21% 0.00% 100.00%



General Fund Overview

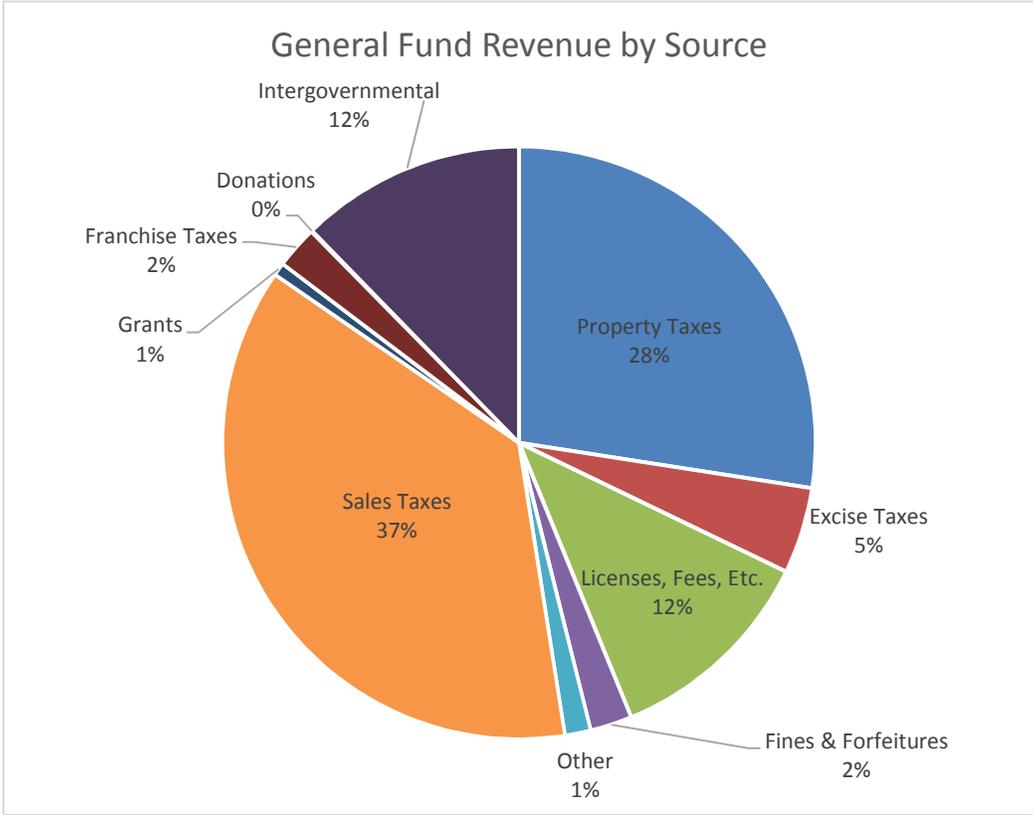
Expenses

Dept.	Personnel Services	Contract Services	Commodity	Other Charges	Capital Outlay	Total
Board	\$15,555	\$374,840	\$9,800	\$89,200	\$605,500	\$1,094,895
Finance	\$104,720	\$25,630	\$14,050	\$6,380	\$0	\$150,780
Gen. Admin	\$438,710	\$224,135	\$25,990	\$223,180	\$650,000	\$1,562,015
Courts	\$78,000	\$63,875	\$5,750	\$1,285	\$0	\$148,910
Engineering	\$140,050	\$19,310	\$20,000	\$4,900	\$0	\$184,260
Police	\$2,340,540	\$105,565	\$209,300	\$142,350	\$113,500	\$2,911,255
Planning	\$300,100	\$33,060	\$34,300	\$7,200	\$0	\$374,660
Public Works	\$151,635	\$44,120	\$14,900	\$19,420	\$5,000	\$235,075
Building	\$0	\$167,770	\$5,500	\$43,850	\$20,000	\$237,120
Totals	\$3,569,310	\$1,058,305	\$339,590	\$537,765	\$1,394,000	\$6,898,970



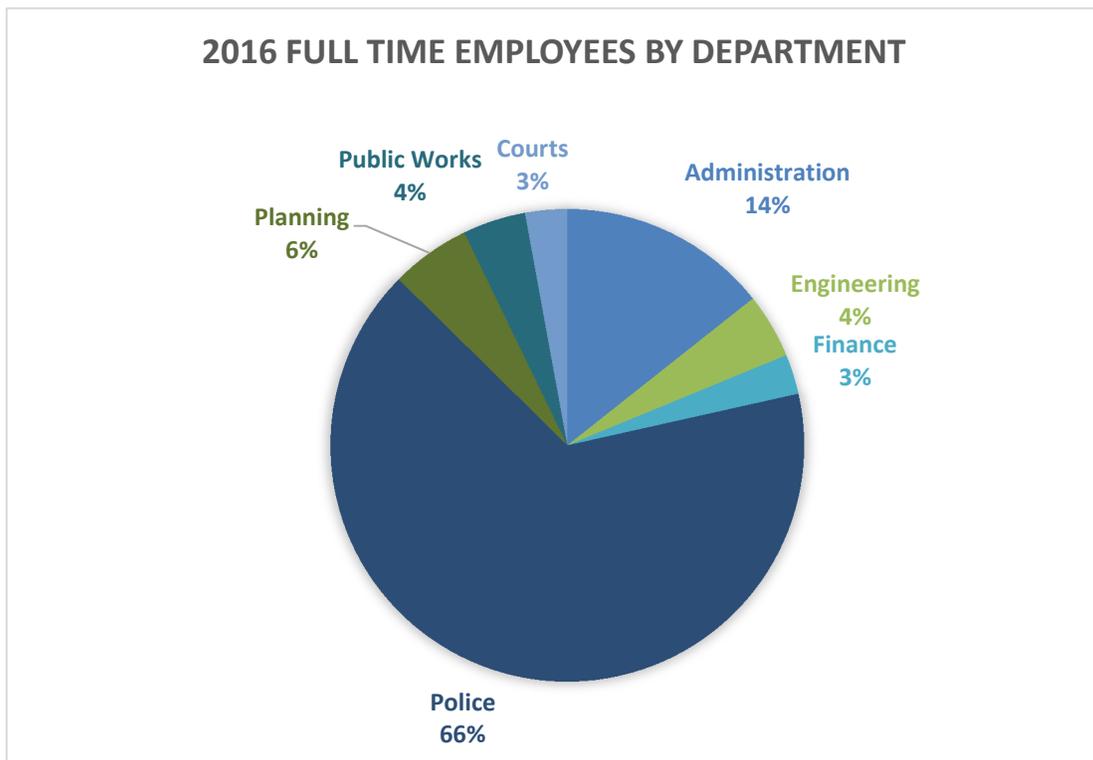
Revenues

<u>Source</u>	<u>Amount</u>
Property Taxes	1,339,869
Excise Taxes	230,200
Licenses, Fees, Etc.	569,600
Fines & Forfeitures	111,500
Other	69,000
Sales Taxes	1,810,716
Grants	35,000
Franchise Taxes	113,510
Donations	3,000
Intergovernmental	600,000



General Fund FTE Summary by Department

Department	2014 FTE's	2015 FTE's	2016 Budgeted FTE's
Administration	4.00	4.50	5.50
Engineering	1.70	1.55	1.55
Finance	1.80	1.95	.95
Police	22.00	23.10	23.00
Planning	2.60	1.50	2.80
Public Works	1.50	1.50	1.50
Total	33.60	34.10	35.30



DEPARTMENT OVERVIEWS

General Fund - Administration

Overview and Description

The Town of Frederick General Administration office is made up of the Town Manager, Town Clerk, Human Resources, and Communications. Below is an overview of the specific tasks and responsibilities within the Administration.

The Town Manager is appointed by the Mayor and Town Board 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 and making recommendations to the Mayor and Town Board as appropriate concerning the operation, affairs and future needs of the Town. The Town Manager participates in Town Board meetings without the right to vote and to keep the Town Board advised on the operation, financial condition, and needs of the Town.

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

Community Relations 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 BBQ Tour and the Adopt a Place Program. The Community Relations 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. Community Relations also coordinates and manages all of the town's community events such as Miners Day, Frederick in Flight, DIY Day,



Chainsaws and Chuckwagons, Downtown Sounds, the weekly summer/fall Frederick Market 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. Community Relations also supports other departments by creating communications, marketing materials, and advising from a communications perspective on necessary projects.

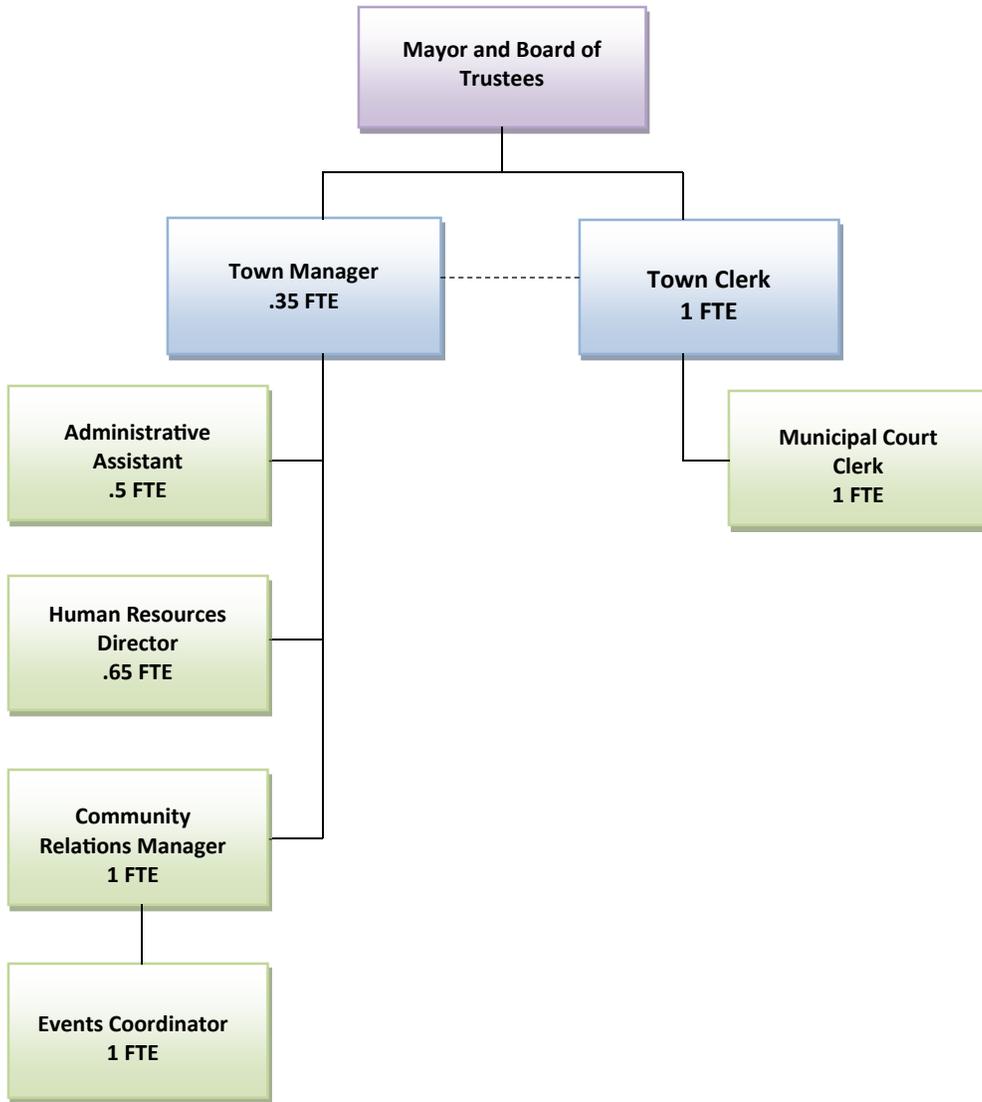
The Human Resources department is responsible for the day to day management and the overall direction of the Town's Human Resources programs and activities. The Human Resources Director oversees all activities surrounding employee pay, benefits, performance evaluation, worker's compensation, safety and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

The Frederick Town Clerk's 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 a program that is essentially an electronic filing cabinet 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, recording of meetings and supervising the audio/visual tech student from the high school. 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.

ORGANIZATIONAL CHART – ADMINISTRATION DEPARTMENT – 5.5FTE



Appointed Positions

Staff Positions

Performance Goals and Objectives

Office of Town Manager

2015 GOALS	STATUS	2016 GOALS
Complete permanent road repair from September 2013 flooding	Ongoing	Complete project and redevelopment of former Public Works property
Continue to improve employee morale and communication on town, employee, and community relation	Ongoing	Identify commercial projects and facilitate their construction that will increase sales tax revenue for the Town in 2017 by \$250,000
Complete inventory and appraisal of electric utility	Ongoing	Complete monument sign at Hwy 52 and Colorado Blvd. following flood damage completion
Continue to maintain the financial stability of the organization	Complete	Complete inventory and appraisal of electric utility
Evaluate any needs to make necessary organizational changes	Complete	
Demolish old public works building and property	Complete	
Complete monument sign at Hwy 52 and Colorado Blvd. following flood damage completion	Incomplete	
Establish two urban renewal areas (Downtown and former Public Works Building)	Complete	

Office of Communications

2015 GOALS	STATUS	2016 GOALS
Utilize website analytics to laser focus communications to topics residents are searching for, going to most, etc.	In progress	Work to create improvements to the mobile access and experience of Frederick's website
Extend the brand to a regional audience while continuing to promote locally	In progress	Extend the brand to a regional audience while continuing to promote locally

2015 GOALS	STATUS	2016 GOALS
Create a unique event to give Frederick regional recognition by drawing a regional audience	Complete	Extend regional draw to multiple existing events
Work with all departments to communicate about the work they are doing	In progress	Work with all departments to communicate about the work they are doing
Research, identify and utilize new communication tools	In progress	Focus on trends when researching, identifying and utilizing new communication tools
Make improvements to Frederick Market with the ultimate goal of increased attendance, vendors and sales	Complete	Identify and create youth-centric partnerships in order to expand youth programming
Create outreach kits for new residents and businesses	Incomplete	Create outreach kits for new residents and businesses

Office of Human Resources

2015 GOALS	STATUS	2016 GOALS
Monitor compliance regarding HealthCare Reform, update Town's policies as necessary to comply with new or changing legislation. Compliance is mandatory by January 1, 2016.	Complete	Continue to evaluate the impact of the Patient Protection and Affordable Care Act, and ensure the organization continues to be in compliance with all aspects of the law.
Develop a succession plan for key positions.	In progress	Continue to monitor and adjust the succession plan as necessary to ensure that operations continue successfully in the event a vacancy occurs.
Create and maintain a Safety Committee to meet at least quarterly, which will be instrumental in completing our annual CIRSA audit relating to the Town's general liability insurance. Continue to monitor CIRSA's audit worksheet to ensure the Town's compliance with mandatory trainings and other items required	Complete	Evaluate the success of the new employee appreciation program put into place in 2015.

2015 GOALS	STATUS	2016 GOALS
by CIRSA.		
Audit and update the Employee Policies and Procedures Handbook to ensure compliance with CIRSA's standards.	Complete	Continue working with the Safety Committee to evaluate all safety-related issues in an attempt to reduce our costs related to personal injury and property loss claims.
Work with the Communications Department to re-evaluate and re-vamp the Town's employee appreciation program for 2015 and beyond.	Complete	
Continue to evaluate new and existing benefits programs to ensure our employees have a rich benefits package available to them, at a reasonable cost to the Town.	Complete	

Office of Town Clerk

2015 GOALS	STATUS	2016 GOALS
Continued Training / CMC Designation	In progress	Continued Training / CMC Designation
Improving customer service for residents and businesses	Complete	Improving customer service for residents and businesses
Archiving and management of all historic and current documents	In progress	Archiving and management of all historic and current documents
Digitizing of all development and building files	In progress	Digitizing of all development and building files
Update all policies and procedures for the Clerk's Office	In progress	Update all policies and procedures for the Clerk's Office
		Successful completion of 2016 Regular Municipal Election
On-line reporting to Dept. of Motor Vehicle which increases efficiency	In progress	On-line reporting to Dept. of Motor Vehicle which increases efficiency
Paperless Court to increase efficiency and conserve resources	In progress	Implement Evidence Based Sentencing Program to reduce rates of recidivism
Upgrade to Caselle Clarity	Complete	

2015 GOALS	STATUS	2016 GOALS
Continue with Safe School Meetings to maintain an open line of communication between schools, probation offices, social services and district courts	In progress	Continue with Safe School Meetings to maintain an open line of communication between schools, probation offices, social services and district courts
Improve lighting & sound system to improve the communication within the court room.	In progress	Involvement with the Restorative Justice System thru the St. Vrain Valley School District to reduce juvenile crime and redirect in positive ways.

General Fund – Town Board

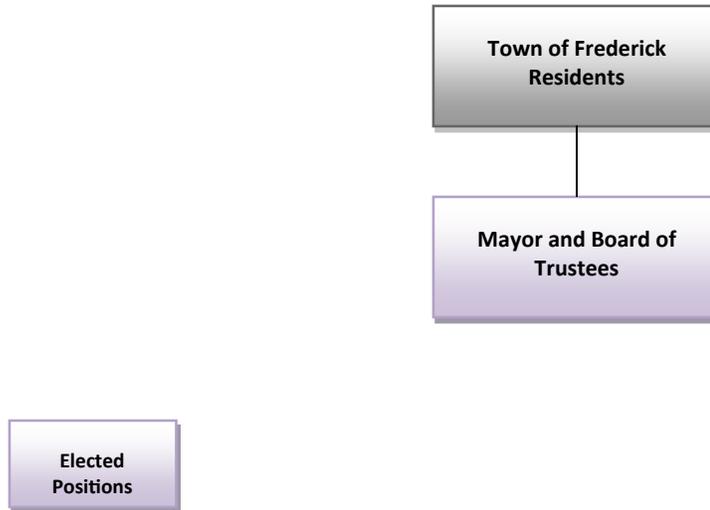
Overview and Description

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 Citizen’s 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 Manager of the Town to ensure this direction and the objectives of the Board are carried out.

The Board appoints the following positions:

- Town Manager
- Town Clerk
- Town Attorney
- Municipal Judge
- Town Treasurer

ORGANIZATIONAL CHART – TOWN BOARD – 0 FTE



Performance Goals and Objectives

2015 GOALS	STATUS	2016 GOALS
Complete permanent repairs of all damage roads from the September 2013 floods	Ongoing	Make water acquisition and assets a priority
Develop relationships with interchange property owners and explore opportunities related to the I-25/Highway 52 overpass	Incomplete	Develop relationships with interchange property owners and explore opportunities related to the I-25/Hwy 52 overpass
Based on outcome of marketing study for community conference center, continue to move forward in process	Incomplete	Establish one new restaurant in the community
Complete the monument signage as planned at Colorado Blvd. and Highway 52	Ongoing	Create 20 additional primary jobs in the community
Focus the economic development components to include successes in the retail sector to compliment the primary job successes.	Ongoing	Focus the economic development components to include successes in the retail sector to compliment the primary job successes

2015 GOALS	STATUS	2016 GOALS
Complete construction of the next Frederick Recreation Area Phase.	Incomplete	Realize successes on regional park draw
Increase the star levels of the park by one increment.	Ongoing	Increase the star levels of the parks by one increment
Complete Godding Hollow Parkway Improvements	Ongoing	Improve processes for businesses and small business successes
United Power – Complete inventory and determine appraisal price	Ongoing	United Power – Complete inventory and determine appraisal price.
Complete the Bank Building occupancy or use so the maintenance covers costs	Complete	
The Town will no longer own the current Public Works facility.	Complete	

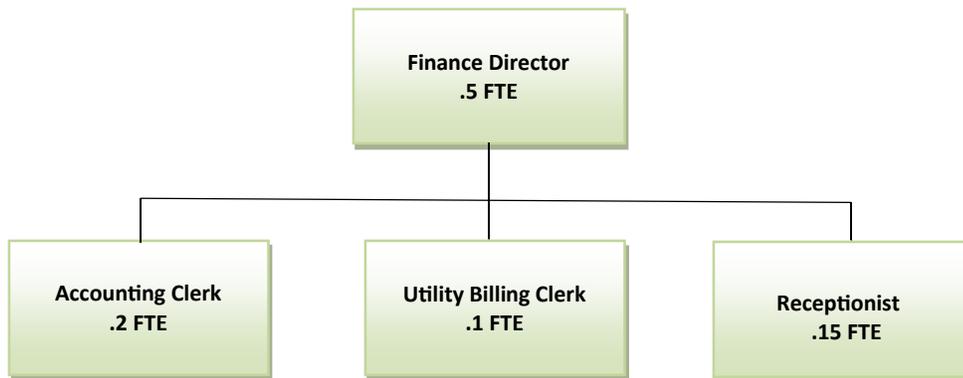
General Fund - Finance

Overview and Description

The service mission of the Finance Department is “To provide quality municipal financial services to our customers through teamwork and trust - managing and optimizing the Town’s financial affairs, and providing fiscal responsibility and accountability focused on the highest degree of customer service, honesty, and integrity.” This mission generates the standards under which the Finance Department functions. Those standards are defined and delivered using the three basic systems every department shares: its people, its physical assets, and its processes.

The Finance Department provides a wide range of comprehensive financial support services to the Mayor, the Frederick Town Board, 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, and cashiering.

ORGANIZATIONAL CHART – FINANCE DEPARTMENT - .95 FTE



Staff
Positions

Performance Goals and Objectives

2015 GOALS	STATUS	2016 GOALS
Implement CAFR Software & Prepare a CAFR	Complete	Water meter audit of all utility customers
Secure financing for electric expansion	Removed	Update Financial Policies
Introduce budget billing program to utility customers	Complete	Electric meter audit for all utility customers
Review and improve control processes and procedures	In progress	Review and improve control processes and procedures
Perform audit of Town assets	In progress	Prepare comprehensive manual for front desk operations

General Fund - Engineering

Overview and Description

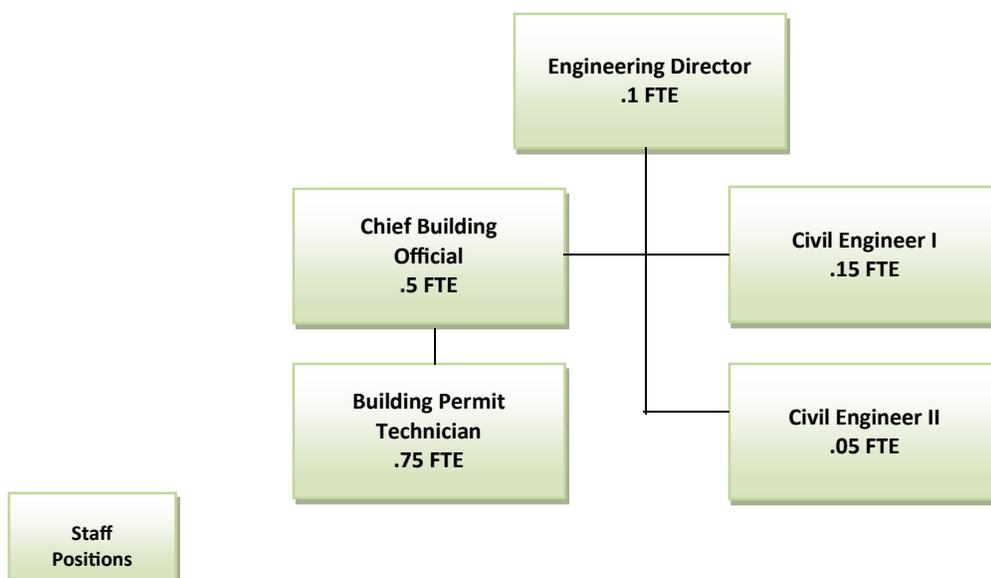
The Engineering Department includes the Building Division that manages the building permit process, and the Engineering Division that reviews development proposals and inspects construction of public improvements for compliance with adopted codes, construction standards and master plans. This department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

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

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

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

ORGANIZATIONAL CHART – ENGINEERING DEPARTMENT – 1.55 FTE



Performance Goals and Objectives

2015 GOALS	STATUS	2016 GOALS
Be involved with and have input into upcoming Building Code change issues through membership with the Colorado Chapter of the International Code Council.	In progress	Be involved with and have input into upcoming Building Code change issues through membership with the Colorado Chapter of the International Code Council.
Produce inspection checklists specific to the 2012 Codes in order to provide consistency for staff and customers. This will not reduce the Inspectors capability to evaluate individual situations. It will insure that the basic and important inspection steps are being followed consistently and fairly.	In progress	Implement full use of developed inspection checklists
Expand public involvement through more events surrounding Building Safety Month. Provide variety of educational brochures at Building Division counter.	Complete	Continue to look for opportunities to promote building safety
Evaluate new products and construction details as they become available	In progress	Evaluate new products and construction details as they become available
Coordinate with Planning to monitor development review timelines.	Complete	Continue to coordinate with Planning to monitor development review
Respond to questions or requests for information from citizens and prospective businesses in a timely manner. Evaluate new customer needs as they arise	In progress	Respond to questions or requests for information from citizens and prospective businesses in a timely manner. Evaluate new customer needs as they arise during this rapid growth period.

2015 GOALS	STATUS	2016 GOALS
during this rapid growth period.		
		Scanning of all Building Division property files in order to accomplish a fully integrated digital storage of these files

General Fund - Planning

Overview and Description

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

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

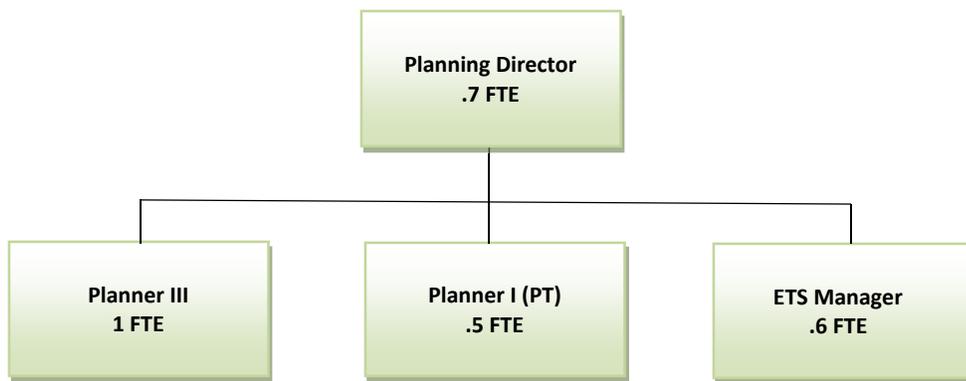
Various fees and deposits are collected for applications and specific requests such as a zoning verification letter. Application fees are set fees to cover administrative costs that are not tracked for each project such as Town Clerk and Planning Commission Secretary time for processing of packets and 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 Town Staff (Engineering, Planning, and Attorney) 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 Division processes a statement on a monthly basis to let applicants know the status of their deposit. When necessary, bills are generated for applicants.

The Planning Department administers the Town’s GIS system. The addresses within the GIS system are used to populate both the Building Permit software as well as Caselle, the finance software. Specific mapping is completed to assist the Court, Police Department, Town Clerk, Engineering and Utilities, Community Relations Manager, and others as needed. An extensive set of online interactive mapping system has been implemented and continues to offer additional resources. The online map provides a variety of useful information to citizens, staff, land development, and real estate professionals.

The ETS Manager works directly with I/T consultant to manage the technology services designed to meet the computing, communication, application design and networking needs of the Town. Coordination of hardware and software implementation and installation throughout the Town is also managed by the ETS Manager. This position has allowed the Town to be pro-active in its ETS services while ensuring that the budgeted funds are used appropriately for upgrades and/or changes made in the technology infrastructure. Management and monitoring the planning, implementation and maintenance of the web content and design for the Town’s website is also the responsibility of the ETS Manager. The Manager is responsible for all facets of web design, implementation, project coordination, site appearance, navigation, search engine, ongoing maintenance, content management and workflow.

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 Utilities Department and Public Works are essential for these plans to be successful.

ORGANIZATIONAL CHART – PLANNING DEPARTMENT – 2.8 FTE



Staff
Positions

Performance Goals and Objectives

2015 GOALS	STATUS:	2016 GOALS
Begin Comprehensive Plan update	Complete	Begin implementation of updated Comprehensive Plan
Complete conversion of Development Review Committee to electronic plan review and comment submittal	Complete	Amend Land Use Code Articles 1, 2, 3, 4, 7 and 14
Upgrade plotter	Incomplete	

General Fund - Police

Overview and Description

The police department has an authorized strength of seventeen police officers, two full-time community service officers, one full-time records supervisor/evidence technician, one part-time secretary, and three seasonal crossing guards. There is one part-time police officer authorized and the position will be advertised until filled.

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 the 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.

Dispatch services are provided to all law enforcement agencies in Weld County, and all fire protection districts, by the Weld County Regional Communications Center, also referred to as Dispatch. 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 or the department could do on its own.

Much of the work done by officers can be reviewed by citizens on the Town web site by looking at the press releases for the police department. The press releases 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.

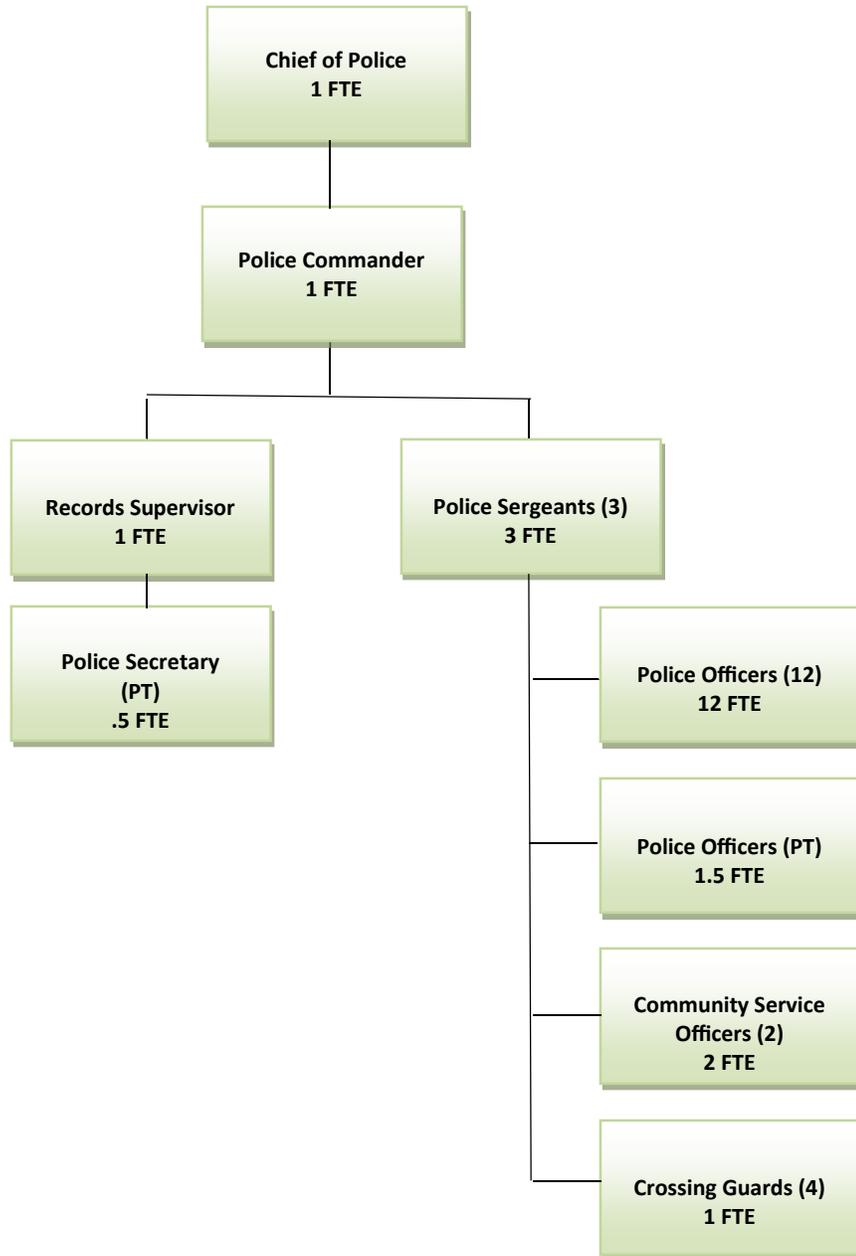
Many reports of crime require additional investigation – to determine what happened, to identify those responsible, to recover stolen property, to gather evidence, to compile affidavits for filing in court, to serve search and arrest warrants, and to document all of it. The department has a detective 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 and 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, 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 a police officer at Frederick High School and Thunder Valley K-8 School during the school year. The school district pays for the majority 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.

ORGANIZATIONAL CHART – POLICE DEPARTMENT – 23.0 FTE



**Staff
Positions**

Performance Goals and Objectives

2015 GOALS	STATUS	2016 GOALS
<p>To participate in at least one emergency management exercise.</p> <ul style="list-style-type: none"> a. Objective: To demonstrate organizational ability to coordinate with other first responder agencies. b. Objective: To exercise individual skills in emergency management functions. c. Objective: To maintain inter-agency liaisons for emergency management. 	Complete	<p>To participate in at least one emergency management exercise.</p> <ul style="list-style-type: none"> a. Objective: To demonstrate organizational ability to coordinate with other first responder agencies. b. Objective: To exercise individual skills in emergency management functions. c. Objective: To maintain inter-agency liaisons for emergency management.
<p>To maintain and support the school safety meetings with area educators and associated agencies.</p> <ul style="list-style-type: none"> a. Objective: To meet monthly during the school year and exchange information about children at risk. b. Objective: To focus on at-risk children and to develop appropriate strategies for intervention. 	Complete	<p>To maintain and support the school safety meetings with area educators and associated agencies.</p> <ul style="list-style-type: none"> a. Objective: To meet monthly during the school year and exchange information about children at risk. b. Objective: To focus on at-risk children and to develop appropriate strategies for intervention.
<p>To pursue the functional objectives of the department.</p> <ul style="list-style-type: none"> a. Objective: To prevent and deter crime. b. Objective: To apprehend offenders. c. Objective: To recover stolen property and return it to its owners. d. Objective: To oversee the safe movement of traffic. e. Objective: To provide service to the public. 	Complete	<p>To pursue the functional objectives of the department.</p> <ul style="list-style-type: none"> a. Objective: To prevent and deter crime. b. Objective: To apprehend offenders. c. Objective: To recover stolen property and return it to its owners. d. Objective: To oversee the safe movement of traffic. e. Objective: To provide service to the public

2015 GOALS	STATUS	2016 GOALS
<p>To pursue the resource objectives of the department.</p> <ul style="list-style-type: none"> a. Objective: To recruit, select, train and retain the best caliber of personnel. b. Objective: To utilize resources as economically as possible and to use the most efficient management and budgeting techniques available. c. Objective: To respond to calls for service efficiently and effectively while respecting the dignity of each person. 	Complete	<p>To pursue the resource objectives of the department.</p> <ul style="list-style-type: none"> a. Objective: To recruit, select, train and retain the best caliber of personnel. b. Objective: To utilize resources as economically as possible and to use the most efficient management and budgeting techniques available. c. Objective: To respond to calls for service efficiently and effectively while respecting the dignity of each person.
Appropriate and job-related training for all personnel.	Complete	Appropriate and job-related training for all personnel.
Update the Police Procedure Manual.	Complete	Update the Police Procedure Manual.
Maintain regular meetings with the principal of Frederick High School and the principal of Thunder Valley K-8.	Complete	Maintain regular meetings with the principal of Frederick High School and the principal of Thunder Valley K-8.
Work with the Weld County Chiefs of Police Association to review and update the inter-agency pursuit agreement	Complete	Work with the Weld County Chiefs of Police Association to review and update the inter-agency pursuit agreement
Complete the training of all police officers through the Crisis Intervention Training course.	In progress	Complete the training of all police officers through the Crisis Intervention Training course. Only one remains.
Maintain and, where possible, add more neighborhoods to the Neighborhood Watch organization.	Complete	Maintain and, where possible, add more neighborhoods to the Neighborhood Watch organization.
Training for Police Supervisors. (1) Seek appropriate training for police supervisors. (2) Apply for POST reimbursement when possible.	Complete	Training for Police Supervisors. (1) Seek appropriate training for police supervisors. (2) Apply for POST reimbursement when possible.

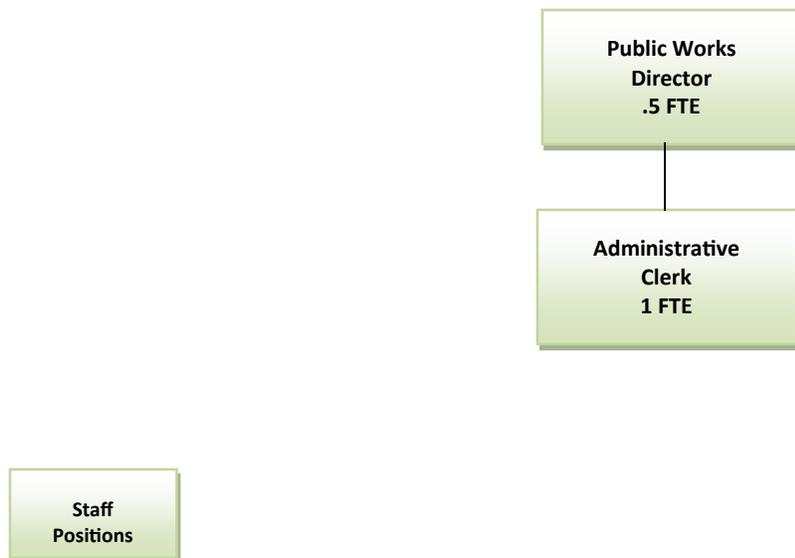
2015 GOALS	STATUS	2016 GOALS
Develop a Continuity of Operations (COOP) for the Town. This is to provide a plan for what to do if we lose town hall, or the police/court building, or both.	Complete	

General Fund – 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) plus associated right-of-ways, parks, open space, trails, water distribution, storm water system and all town owned buildings. To complete these priorities, the department is comprised of 12 full-time employees, 1 full-time Administrative Assistant and the Director. The Public Works Director coordinates these efforts to ensure the services delivered by the department are carried out. An administrative assistant within the department assists the efforts by handling calls and requests for services. The remaining balance of the department is allocated within the various enterprise funds which they assist.

ORGANIZATIONAL CHART – PUBLIC WORKS DEPARTMENT – 1.5 FTE



Performance Goals and Objectives

2015 GOALS	STATUS	2016 GOALS
Complete all work requests submitted in a timely manner	In progress	Complete all work requests submitted in a timely manner
Improve coordination of fleet maintenance within Public Works. Identify proactive fleet needs (oil changes/ regular maintenance)	In progress	Develop and implement proactive equipment and vehicle maintenance program and maintenance logs.
Implement a safety program for PW employees with periodic trainings for employees based upon CIRSA training needs	In progress	Implement a safety program for all PW employees with regular safety trainings based upon APWA, AWWA and CIRSA standards.
Implement PW specific employee manual identifying some safety/department policies and some standard work S.O.P.'s	In progress	Develop and implement PW specific employee manual identifying safety, departmental policies, SOP's and Level of Service goals.

General Fund - Building

Overview and Description

The Building Fund is designed to handle the administrative, maintenance, and utility costs within all of the facilities of the Town. The Building Fund also can handle the development and construction of new facilities as necessary.

Performance Goals and Objectives

2015 GOALS	STATUS	2016 GOALS
Complete demolition of the old public works facility	Complete	
Construct a permanent bathroom facility at Crist Park	Complete	



STREET AND ALLEY FUND

STREET AND ALLEY FUND BUDGET

Street & Alley Fund	2014 Actuals	2015 Actuals Jan - Nov	2015 Adopted Budget	2015 Year-End Estimates	2016 Proposed Budget
Beginning Fund Balance	1,699,420	2,470,663	2,470,663	2,470,663	1,642,615
<u>Revenues:</u>					
Taxes & Fees	1,615,202	1,417,656	1,250,586	1,474,610	1,394,000
Charges for Services	463,411	448,158	470,000	470,000	522,120
Earnings on Investment	1,797	-	1,200	1,200	1,200
Miscellaneous Revenue	25,464	10,079	769,226	423,128	200,000
Total Operating Revenues	<u>2,105,874</u>	<u>1,875,893</u>	<u>2,491,012</u>	<u>2,368,938</u>	<u>2,117,320</u>
<u>Expenditures:</u>					
Operations	1,263,740	1,306,516	1,410,392	1,451,795	1,836,100
Capital	1,480	1,078,756	1,373,267	1,337,605	431,000
Debt Service	69,411	386,648	381,260	407,586	411,700
Transfers Out	-				650,450
Total Expenditures	<u>1,334,631</u>	<u>2,771,920</u>	<u>3,164,919</u>	<u>3,196,986</u>	<u>3,329,250</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>771,243</u>	<u>(896,027)</u>	<u>(673,907)</u>	<u>(828,048)</u>	<u>(1,211,930)</u>
Ending Fund Balance	<u>2,470,663</u>	<u>1,574,636</u>	<u>1,796,756</u>	<u>1,642,615</u>	<u>430,685</u>

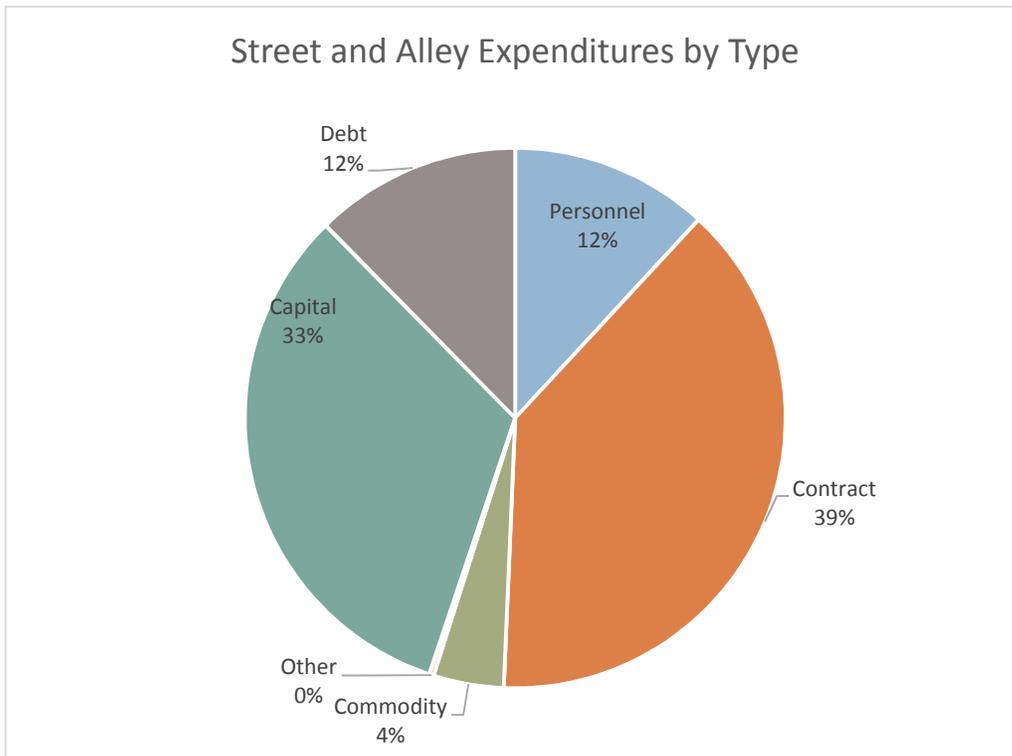
Street and Alley Fund Expense Summary

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Street & Alley Fund	395,350	1,291,750	140,000	9,000	1,836,100	1,081,450	411,700	3,329,250
Totals	\$395,350	\$1,291,750	\$140,000	\$9,000	\$1,836,100	\$1,081,450	\$411,700	\$3,329,250

Total Cash Available \$ 3,759,934

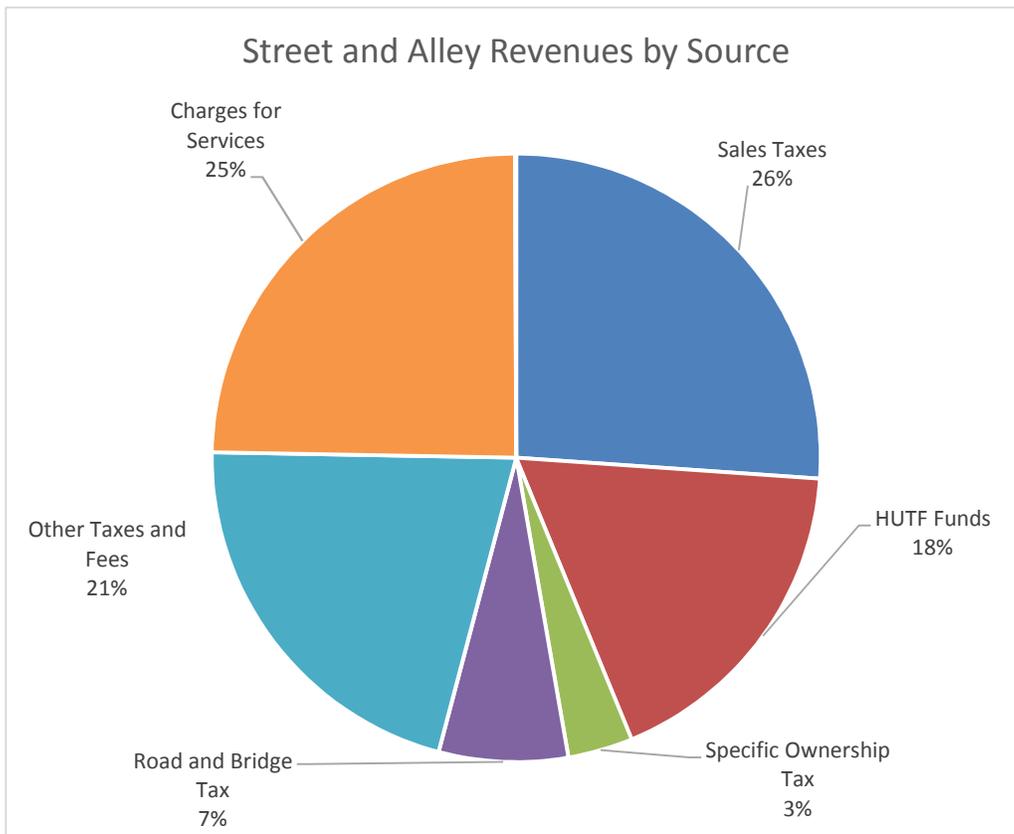
Ending Fund Balance 430,684

% of Total Budget	11.88%	38.80%	4.21%	0.27%	55.15%	32.48%	12.37%	100.00%
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Street and Alley Fund Revenue Summary

<u>Source</u>	<u>Amount</u>
Sales Taxes	552,500
HUTF Funds	375,000
Specific Ownership Tax	73,000
Road and Bridge Tax	145,000
Other Taxes and Fees	448,500
Charges for Services	522,120
Investment Earnings	1,200



Full Time Employees

Department	No. of Full Time Employees
Administration & Operations	5.15
Total	5.15

STREETS AND ALLEY FUND

Overview and Description

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. These taxes and fees are then forwarded to the Town. The Fund is responsible for the maintenance and preservation of over 65 centerline miles of paved roadways, 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 Public Works and the Engineering & Utilities Department.

Also included in the Street and Alley Fund are Road Impact Fees which are collected at the time builders apply for a building permit for a new residence or business, unless the builder elects to defer the payment of this fee until the time of final inspections. 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. This fund is managed by the Engineering & Utilities Department to make improvements in conjunction with new development and as the need for more capacity is needed on an arterial street or at a specific intersection.

The Road Impact Fee is \$1,456 for a single family residence, \$1,009 per unit for multi-family, and range from \$100 to \$2,100 per thousand square feet for non-residential uses as a reflection of the relative impact of the various types of uses on Frederick's transportation system.

Performance Goals and Objectives

2015 GOALS	STATUS	2016 GOALS
Perform continued maintenance operations in an effort to increase and maintain a system wide Remaining Service Life (RSL) of at least 13 years. Regularly inspect roads for damages and necessary repairs	In Progress	Complete all permanent road repair improvements that were damaged during the September 2013 floods.
Perform continued maintenance operations in an effort to increase and maintain a system wide Remaining Service Life (RSL) of at least 13 years.	In Progress	Perform continued maintenance operations in an effort to increase and maintain a system wide Remaining Service Life (RSL) of at least 13 years.
Over the next year complete the replacement of all existing street signs with the adopted "New" Frederick street signs.	In Progress	Over the next year complete the replacement of all existing street signs with the adopted "New" Frederick street signs. Complete Town traffic control plans for various work scenarios.
Develop an IGA with Firestone for the installation of a safe crossing from the Frederick Recreation Area (FRA) to the Safeway parking lot.	In Progress	Improve bike/ped safety by improving the existing crosswalk at 5 th & Colorado Blvd with roundabout installation and improved signals movements at Godding Hollow and Colorado Blvd.
Application submitted to DOLA for Godding Hollow reconstruction from Colorado Blvd to I-25	In Progress	Godding Hollow reconstruction from Colorado Blvd to I-25
	I	Regularly inspect roads for damages and necessary repairs
		Complete Town traffic control plans for various work scenarios
		Installation of a more data comprehensive signal system



CONSERVATION TRUST FUND

CONSERVATION TRUST FUND BUDGET

Conservation Trust Fund	2014 Actuals	2015 Actuals Jan - Nov	2015 Adopted Budget	2015 Year-End Estimates	2016 Proposed Budget
Beginning Fund Balance	155,041	98,718	98,718	98,718	65,620
Revenues:					
Intergovernmental	45,583	25,599	48,400	46,840	47,000
Earnings on Investment	71	30	20	62	55
Total Operating Revenues	<u>45,654</u>	<u>25,629</u>	<u>48,420</u>	<u>46,902</u>	<u>47,055</u>
Expenditures:					
Other	-	-	-	-	-
Capital Outlay	101,977	48,091	80,000	80,000	45,250
Total Expenditures	<u>101,977</u>	<u>48,091</u>	<u>80,000</u>	<u>80,000</u>	<u>45,250</u>
Excess (Deficiency) of Revenues and Other Sources over Expenditures	<u>(56,323)</u>	<u>(22,462)</u>	<u>(31,580)</u>	<u>(33,098)</u>	<u>1,805</u>
Ending Fund Balance	<u>98,718</u>	<u>76,256</u>	<u>67,138</u>	<u>65,620</u>	<u>67,425</u>

Conservation Trust Expense Summary

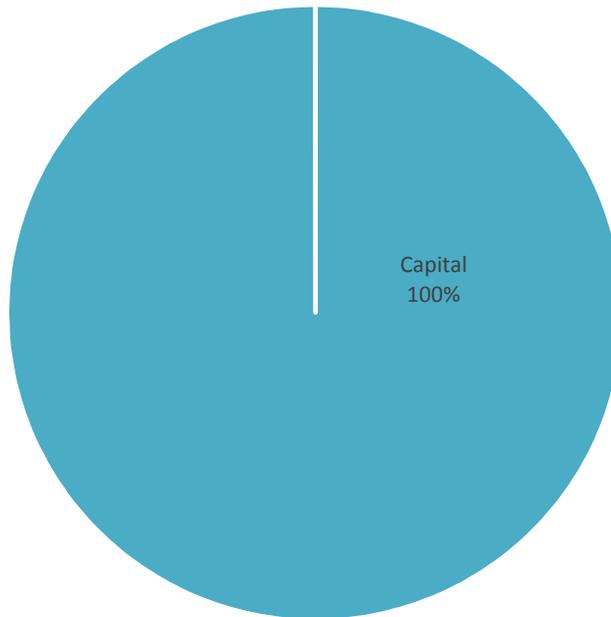
	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Conservation Trust	0	0	0	0	0	45,250	---	45,250
Totals	\$0	\$0	\$0	\$0	0	\$45,250	\$0	\$45,250

Total Cash Available \$ 112,675

Ending Fund Balance 67,425

% of Total Budget	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%
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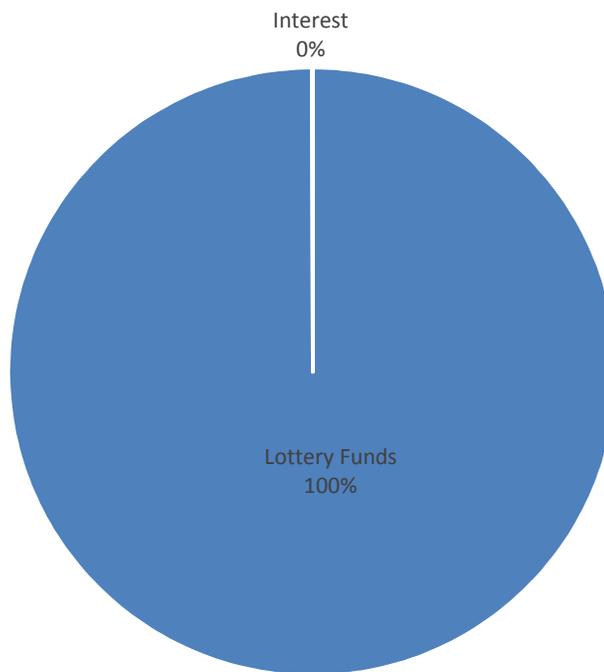
Conservation Trust Expenditures by Type



Conservation Trust Fund Revenue Summary

<u>Source</u>	<u>Amount</u>
Lottery Funds	47,000
Interest	55

Conservation Trust Revenues by Source



Full Time Employees

The Conservation Trust fund does not currently have any employee time allocated to it.

CONSERVATION TRUST FUND

Overview and Description

The Conservation Trust Fund was established to receive funds from the State for lottery proceeds. These revenues are to be used for the maintenance, improvement, or purchase of parks. The amount of lottery funds received is directly linked to the number of residents living in the Town of Frederick. Distribution of these funds is overseen by the State Department of Local Affairs.

Performance Goals and Objectives

2015 GOALS	STATUS	2016 GOALS
Complete improvements to play bays	Ongoing	Improve play bay surfacing, including engineering wood fiber (EWF) maintenance and placing mats under EWF
		Improve ADA accessibility



WATER FUND

WATER FUND BUDGET

Water Fund	2014 Actuals	2015 Actuals Jan - Nov	2015 Adopted Budget	2015 Year-End Estimates	2016 Proposed Budget
Beginning Fund Balance	3,503,099	4,277,670	4,277,670	4,277,670	5,210,258
<u>Revenues:</u>					
Charges for Services	2,001,082	2,577,181	1,776,000	2,585,900	1,944,750
Miscellaneous Revenue	37,040	20,499	1,505,500	1,518,640	1,506,500
Total Operating Revenues	2,038,123	2,597,680	3,281,500	4,104,540	3,451,250
<u>Expenses:</u>					
Operations and Maintenance	1,405,029	1,482,667	2,947,825	3,023,365	3,095,180
Capital	36,694	208,362	428,583	265,407	751,250
Impact	(131)	77,198	252,500	1,133,800	1,752,500
Depreciation	288,551	216,033	301,000	301,000	306,000
Debt	-	-	-	-	-
<i>Transfers Out</i>	-	-	-	-	98,350
Total Operating Expenses	1,730,144	1,984,260	3,929,908	4,723,572	6,003,280
Operating Income (Loss)	307,979	613,420	(648,408)	(619,032)	(2,552,030)
<u>Non-Operating Revenues (Expenses)</u>					
Tap Fees	102,300	150,150	165,000	150,150	120,000
Capital Investment Fees	359,602	1,392,443	375,000	1,396,170	1,074,000
Misc. Revenues	4,690	5,280	2,000	5,300	4,200
Interest Expense	-	-	-	-	-
Total Non-Operating Revenues (Expenses)	466,592	1,547,873	542,000	1,551,620	1,198,200
Excess (Deficiency) of Revenues and Other Sources over Expenses	774,571	2,161,293	(106,408)	932,588	(1,353,830)
Ending Fund Balance	4,277,670	6,438,963	4,171,262	5,210,258	3,856,428

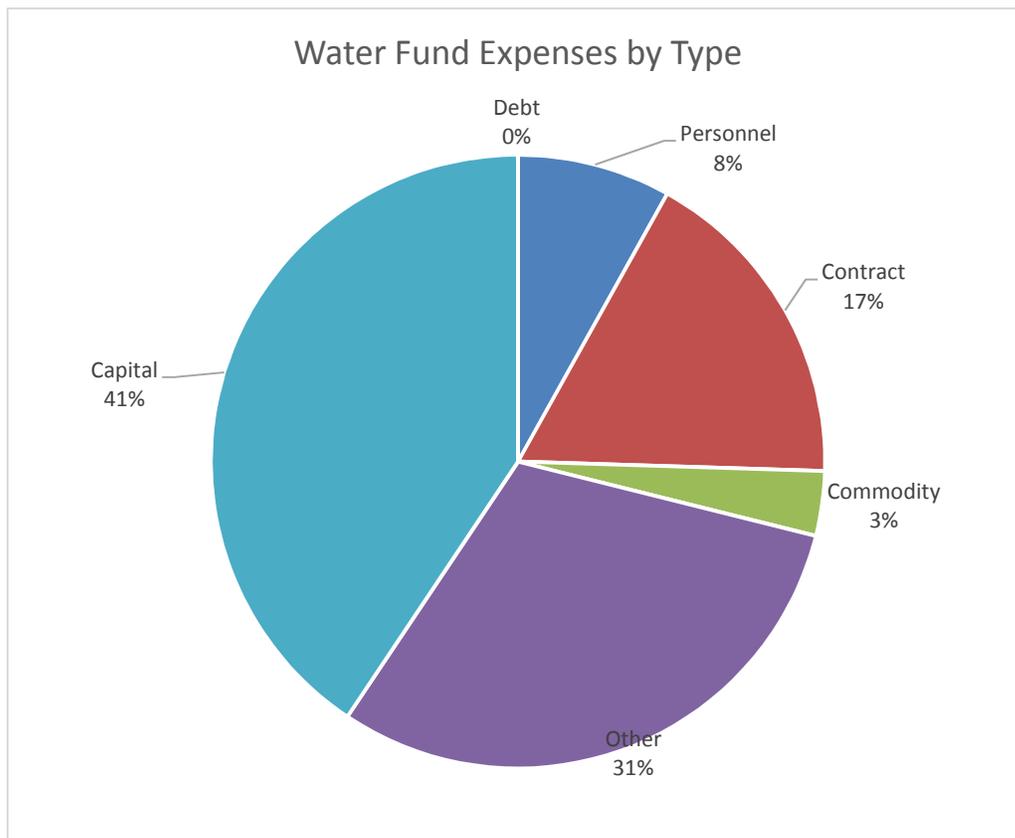
Water Fund Expense Summary

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Water Fund	485,580	1,044,900	203,750	1,830,800	3,565,030	2,438,250	---	6,003,280
Totals	\$485,580	\$1,044,900	\$203,750	\$1,830,800	3,565,030	2,438,250	\$0	\$6,003,280

Total Cash Available \$ 9,859,708

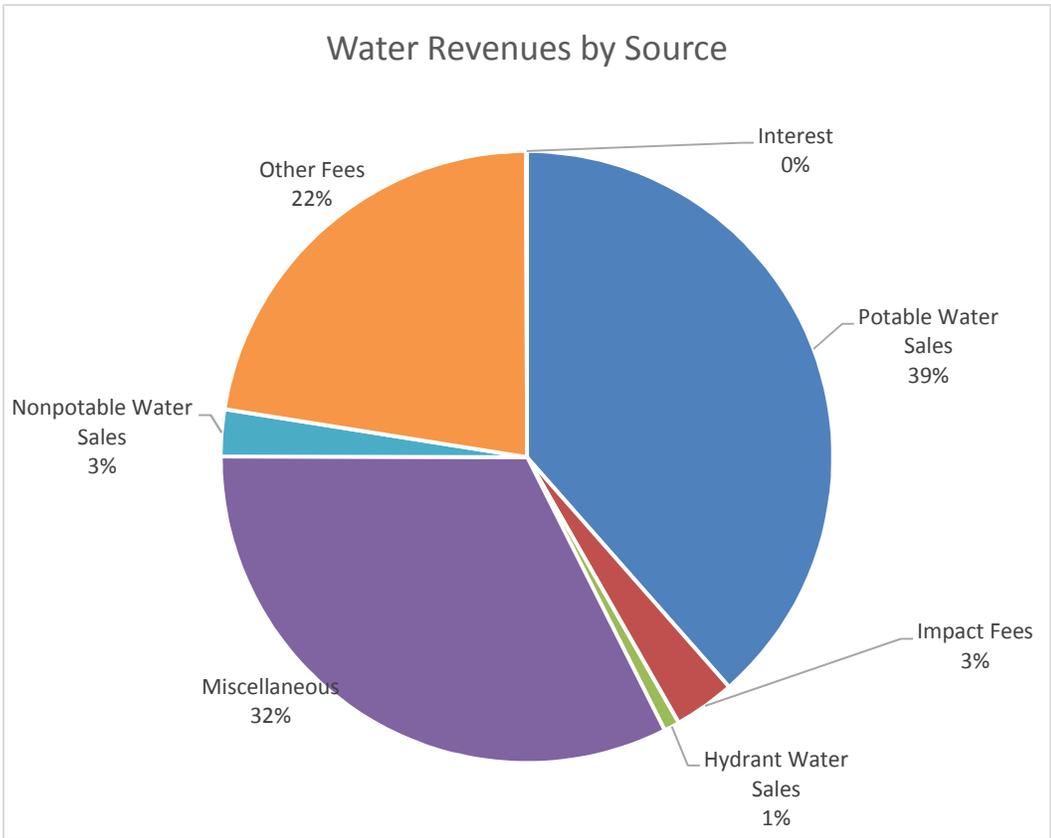
Ending Fund Balance \$3,856,428

% of Total Budget 8.09% 17.41% 3.39% 30.50% 59.38% 40.62% 0.00% 100.00%



Water Fund Revenue Summary

<u>Source</u>	<u>Amount</u>
Potable Water Sales	1,791,000
Impact Fees	150,000
Hydrant Water Sales	38,750
Miscellaneous	1,508,700
Nonpotable Water Sales	115,000
Other Fees	1,044,000
Interest	2,000



Full Time Employees

Department	No. of Full Time Employees
Administration	2.60
Operations	3.75
Total	6.35

WATER FUND

Overview and Description

The Town of Frederick Water Fund is an enterprise fund responsible for the operations, maintenance, and capital related items of all of the Town water distribution system. This includes the repair and installation of lines into the system, reading of all meters for billing purposes, and monitoring the testing and compliance of the distribution system. The fund includes Plant Investment fees collected at the time builders apply for a building permit for a new residence or business. These fees are used for the extension of waterlines or other improvement to Frederick's water system driven by the increased demand by customers and areas serviced in Frederick. A major role of this fund, in recent years, 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 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 permit applicant must dedicate water rights to the Town or 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 1.2 shares of Colorado-Big Thompson (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 to serve the property. 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. Following

completion of the Supplemental Environmental Impact Study the project could move into the design phase.

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.

Performance Goals and Objectives

2015 GOALS	STATUS	2016 GOALS
Reduce rereads to an annual average of 50 per month over the year	On Going	Maintain average below 50 actual re-reads for entire 2016 year.
For planned water repairs provide at least 24 hours' notice to affected customers	On Going	Develop and implement an inventory control/tracking system.
Ensure all Town Owned facilities and parks are metered in the Town	Complete	Develop and implement a Best Practices program to attain a reasonable level of service.
Expand the Raw Water System to provide irrigation for at least one additional open space and park.	Incomplete	Complete Wyndham Hill Raw Water Pond
Meet or exceed all water system regulations requirements.	On Going	Meet or exceed all water system regulations requirements.
Develop a meter change out program based upon meter size.	In Progress	Install 5 meter pits at residents homes' that currently have meters in crawl spaces
Improve communication on the Town non-potable system operations and approach to pump station maintenance	On Going	Two employees pass Water Operator Distribution Level 2 Test.

Bring offers to purchase water rights to the Town Board as they are presented to the Town.	Complete	Re-create backflow prevention program through the Town. Send notice to businesses/consumers where necessary.
Fund the next phase of the NISP permitting process.	Complete	Bring offers to purchase water rights to the Town Board as they are presented to the Town.
Develop a plan and funding for the design	In Progress	Funding of NISP permitting and design process and construction of NISP.
Complete Wyndham Hill Raw Water Pond	Incomplete	Extend raw water irrigation to at least one park/open space now irrigated with potable water.
Develop water meter standardization	Incomplete	Implement water meter standardization.
Improve communication on the Town non-potable system operations and approach to pump station maintenance	Incomplete	



STORM WATER FUND

STORM WATER FUND BUDGET

Storm Water Fund	2014 Actuals	2015 Actuals Jan - Nov	2015 Adopted Budget	2015 Year-End Estimates	2016 Proposed Budget
Beginning Fund Balance	852,059	1,292,316	1,292,316	1,292,316	82,883
<u>Revenues:</u>					
Charges for Services	442,685	405,338	445,000	455,000	465,000
Miscellaneous Revenue	778	-	200	200	500
Total Operating Revenues	443,462	405,338	445,200	455,200	465,500
<u>Expenses:</u>					
Operations and Maintenance	460,806	1,387,792	1,975,177	2,650,104	411,695
Capital Improvements	-	86,138	494,450	190,000	200,000
<i>Transfer Out</i>	-	-	15,845	22,798	22,250
Total Operating Expenses	460,806	1,473,930	2,485,472	2,862,902	633,945
Operating Income (Loss)	(17,344)	(1,068,592)	(2,040,272)	(2,407,702)	(168,445)
<u>Non-Operating Revenues (Expenses)</u>					
Capital Revenues	206,654	210,939	146,550	193,500	146,550
Misc. Revenues	250,947	283,587	939,604	1,004,769	5,000
Interest Expense	-	-	-	-	-
Total Non-Operating Revenues (Expenses)	457,601	494,526	1,086,154	1,198,269	151,550
Excess (Deficiency) of Revenues and Other Sources over Expenses	440,257	(574,066)	(954,118)	(1,209,433)	(16,895)
Ending Fund Balance	1,292,316	718,250	338,198	82,883	65,988

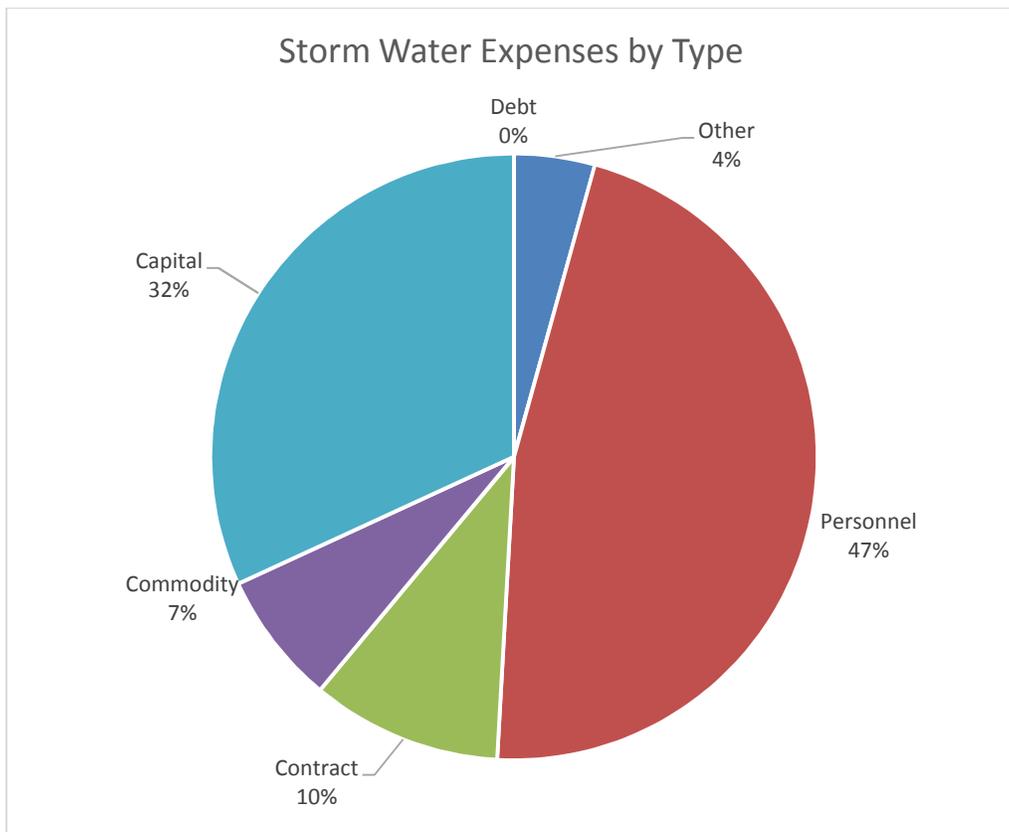
Storm Water Fund Expense Summary

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Storm Water Fund	295,250	64,350	45,045	27,300	431,945	202,000	---	633,945
Totals	\$295,250	\$64,350	\$45,045	\$27,300	431,945	\$202,000	\$0	\$633,945

Total Cash Available \$ 699,933

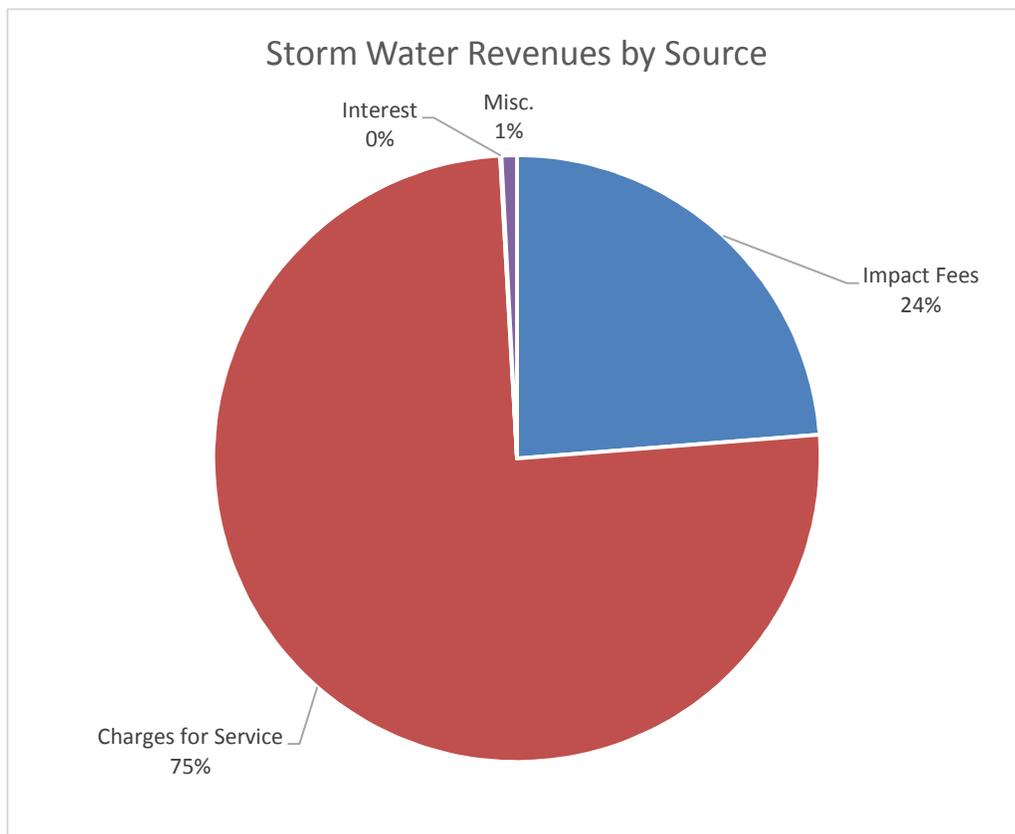
Ending Fund Balance 65,988

% of Total Budget	46.57%	10.15%	7.11%	4.31%	68.14%	31.86%	0.00%	100.00%
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Storm Water Fund Revenue Summary

<u>Source</u>	<u>Amount</u>
Impact Fees	146,550
Charges for Service	465,000
Interest	500
Misc.	5,000



Full Time Employees

Department	No. of Full Time Employees
Administration	1.1
Operations	2.8
Total	3.9

STORM WATER FUND

Overview and Description

The Storm Water Fund was established with the creation of the Storm Water Utility in 2008 for the purpose of protecting people and property from harm and damage resulting from uncontrolled and unplanned storm water runoff, allowing the movement of emergency vehicles during flood events, and minimizing inconveniences to businesses and citizens from storm events. This is accomplished by funding the construction, operation and maintenance of the storm water system along with the administration of the Storm Water Utility. This fund is an enterprise fund which means it is solely supported by monthly fees charged to customers. The Utility service area includes the entire Frederick Town Limits and the unincorporated area of Evanston. Current fees are: Residential Flat Fee of \$6.23/month, Industrial Fee of \$34/acre/month, Commercial Fee of \$45/acre/month, and Public Land Fee of \$21/acre/month.

The Fund is also responsible for the design and construction of capital improvements and the costs of capital equipment for the Utility. The planned capital improvements are needed to serve new development and growth in the Town. This fund is an enterprise fund which means it is solely supported by impact fees charged to new development and a small percentage of monthly rates to pay for capital improvements to serve already developed areas.

The Capital Improvement Fees are set to insure 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 identified in the “South Weld I-25 Master Drainage Plan” and the “Idaho Creek Master Drainage Study” as adopted by the Town Board.

Performance Goals and Objectives

2015 GOALS	STATUS	2016 GOALS
Improve WCR 20 Crossing T3-1, as described in the South Weld I-25 Master Drainage Plan, on No	In Progress	Complete the permanent repair of WCR 18 Crossing G5-1, as described in the South Weld I-25 Master Drainage Plan,

2015 GOALS	STATUS	2016 GOALS
Name Creek with the installation of a larger culvert to accommodate larger base flows as a portion of the ultimate improvement.		on Godding Hollow. Project is a portion of 2014 Street & Alley CIP completing Godding Hollow to its final configuration.
Complete WCR 18 Crossing G5-1, as described in the South Weld I-25 Master Drainage Plan, on Godding Hollow.	In Progress	Complete the permanent repair of WCR 20 Crossing T3-1, as described in the South Weld I-25 Master Drainage Plan, on No Name Creek with the installation of a larger culvert to accommodate larger base flows as a portion of the ultimate improvement.
Continue maintaining the storm water conveyance system throughout the Town.	In Progress	Continue maintaining the storm water conveyance system throughout the Town.
Compile a comprehensive map in GIS of the existing storm water system from as-built drawings and field locations.	Incomplete	Compile a comprehensive map in GIS of the existing storm water system from as-built drawings and field locations.
Perform GPS field verification of the storm water system map.	Incomplete	Perform GPS field verification of the storm water system map.
Improve and expand downtown drainage to mitigate drainage issues of current system.	Incomplete	Improve and expand downtown drainage to mitigate drainage issues of current system.



ELECTRIC FUND

ELECTRIC FUND BUDGET

Electric Fund	2014 Actuals	2015 Actuals Jan - Nov	2015 Adopted Budget	2015 Year-End Estimates	2016 Proposed Budget
Beginning Fund Balance	11,177,757	11,623,179	11,623,179	11,623,179	10,974,599
<u>Revenues:</u>					
Charges for Services	3,199,239	2,879,208	3,000,000	2,885,000	2,850,000
Sales Tax	20,478	21,827	14,000	21,900	19,500
Miscellaneous Revenue	7,001	945	-	950	300
Total Operating Revenues	3,226,718	2,901,980	3,014,000	2,907,850	2,869,800
<u>Expenses:</u>					
Operations and Maintenance	3,200,636	2,753,143	3,941,080	3,459,580	3,376,680
Capital Improvements	-	-	330,000	105,000	430,000
Depreciation	167,019	124,956	175,000	175,000	180,000
Debt	-	-	-	-	-
Transfer Out	-	-	-	750	304,000
Total Operating Expenses	3,367,655	2,878,099	4,446,080	3,740,330	4,290,680
Operating Income (Loss)	(140,937)	23,881	(1,432,080)	(832,480)	(1,420,880)
<u>Non-Operating Revenues (Expenses)</u>					
Capital Improvement Fees	119,002	121,777	97,500	121,800	97,500
Misc. Revenues	467,357	56,048	30,000	62,100	52,100
Interest Expense	-	-	-	-	-
Total Non-Operating Revenues (Expenses)	586,359	177,825	127,500	183,900	149,600
Excess (Deficiency) of Revenues and Other Sources over Expenses	445,422	201,706	(1,304,580)	(648,580)	(1,271,280)
Ending Fund Balance	11,623,179	11,824,885	10,318,599	10,974,599	9,703,319

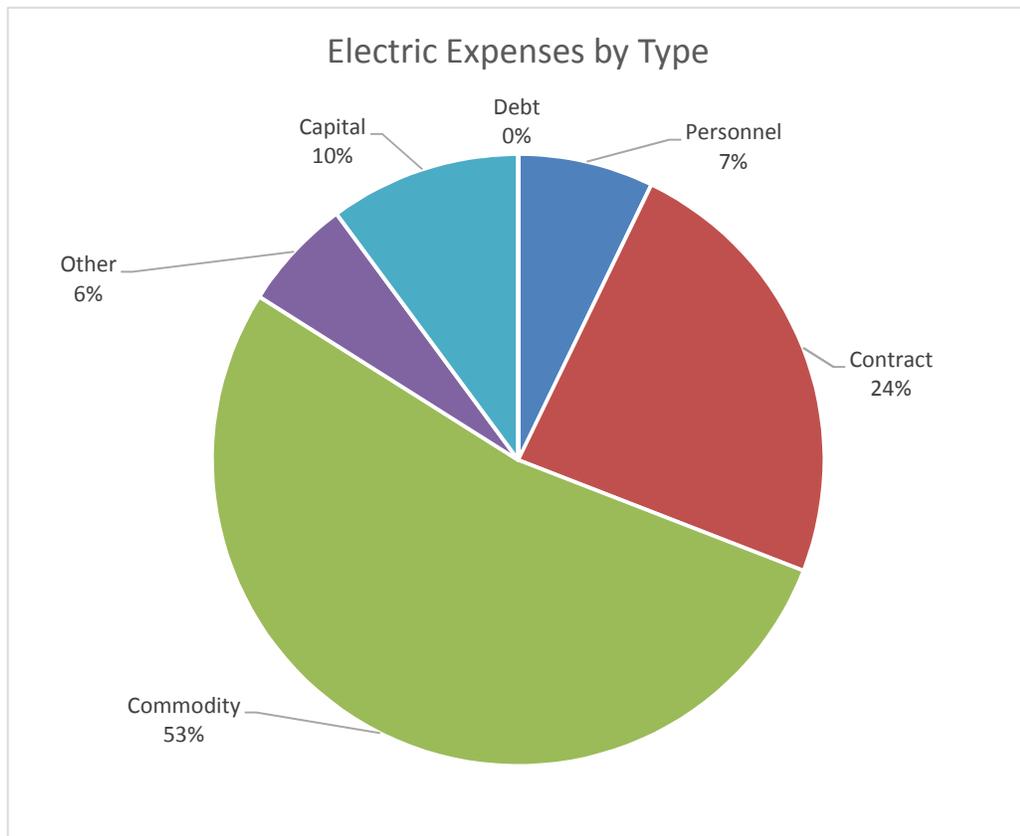
Electric Fund Expense Summary

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Electric Fund	307,510	1,018,220	2,276,750	254,200	3,856,680	434,000	---	4,290,680
Totals	\$307,510	\$1,018,220	\$2,276,750	\$254,200	3,856,680	\$434,000	\$0	\$4,290,680

Total Cash Available \$ 13,993,999

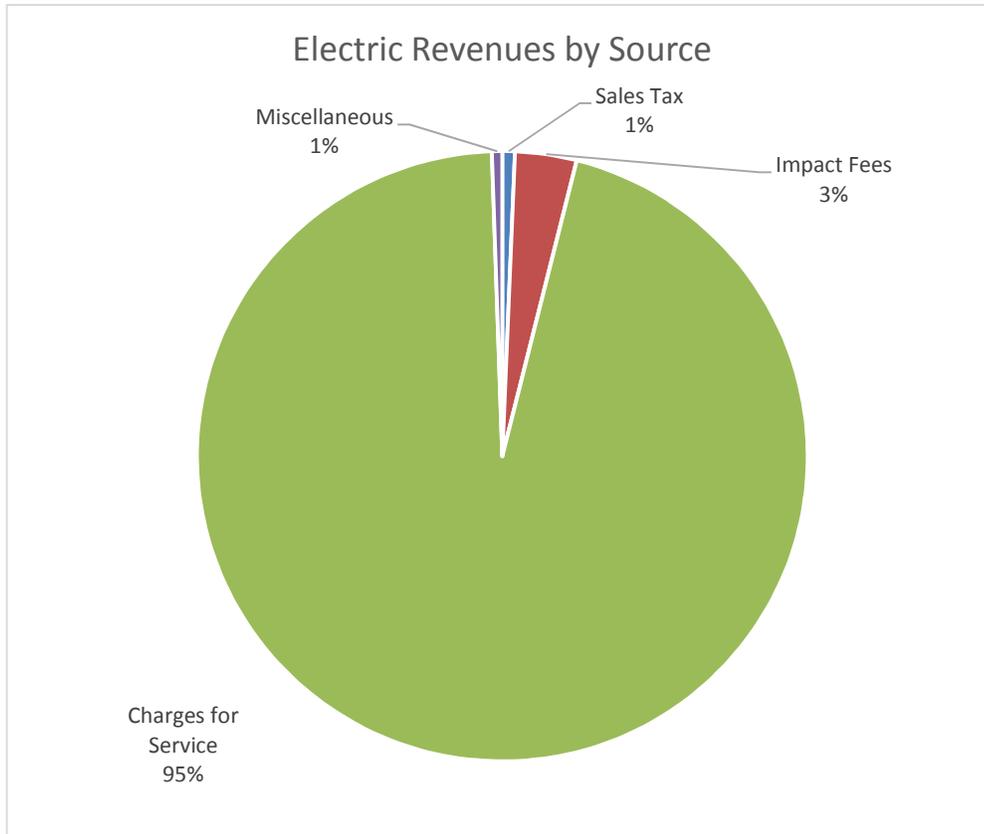
Ending Fund Balance 9,703,319

% of Total Budget 7.17% 23.73% 53.06% 5.92% 89.89% 10.11% 0.00% 100.00%



Electric Fund Revenue Summary

<u>Source</u>	<u>Amount</u>
Sales Tax	19,500
Impact Fees	97,500
Charges for Service	2,850,000
Miscellaneous	16,400



Full Time Employees

Department	No. of Full Time Employees
Administration	1.95
Operations	1.00
Total	2.95

Electric Fund

Overview and Description

As the Town of Frederick Electric Department continues to progress towards our intention to purchase the entire Frederick utility system from United Power it is important that we prove to the residents of our current service area that they will not lose quality of service, and in fact improve service from prior years. So far the O&M service from Ward Electric has helped the Town be responsive to the electrical needs that residents have.

The implementation of the AMI meter reading system should help streamline electric meter reading and eliminate the need for outside meter readers. Cutting these costs along with lowering our kWh cost to our current customers should start to make them more confident in FP&L providing their electricity, and a high level of service.

The net metering and rebate programs will also save our customers money and help them to be more efficient in their homes, which in turn will save FP&L money on our purchased power. Our goals now, and in the future will be to maintain our infrastructure that we currently have by doing routine maintenance and upgrading when necessary. By doing this we will be proving to our customers that our plan is to always be proactive and make their level of service reliable.

Performance Goals and Objectives

2015 GOALS	STATUS	2016 GOALS
Complete inventory of the utility system in “new town” and establish a cost appraisal	Incomplete	Complete inventory of the utility system in “new town” and establish a cost appraisal.
Complete AMI system installation	In Progress	Introduce a tree trimming maintenance program.
Implement rebate and net metering program for utility	In Progress	Recycle electric meters and old transformers that are out of operation.
		Purchase bucket truck.
		Complete removal of old substation.
		Start replacing street lights with LED fixtures and bulbs



PARK IMPROVEMENT FUND

PARK IMPROVEMENT FUND BUDGET

Park Improvement Fund	2014 Actuals	2015 Actuals Jan - Nov	2015 Adopted Budget	2015 Year-End Estimates	2016 Proposed Budget
Beginning Fund Balance	876,766	978,308	978,308	978,308	1,074,603
Revenues:					
Licenses and Permits	228,855	214,965	211,100	214,965	203,000
Earnings on Investment	607	-	200	450	-
Miscellaneous Revenue		1,015	350,000	350,000	-
<i>Transfers In</i>	427,850	-	412,850	412,850	412,850
Total Operating Revenues	657,312	215,980	974,150	978,265	615,850
Expenditures:					
Operations & Maintenance	392,298	323,220	445,470	445,020	572,970
Capital Lease	-	-	-	-	-
Capital Outlay	163,472	64,663	831,083	436,950	483,500
<i>Transfers Out</i>	-	-	8,000	-	3,000
Total Expenditures	555,770	387,883	1,284,553	881,970	1,059,470
Excess (Deficiency) of Revenues and Other Sources over Expenditures	101,542	(171,903)	(310,403)	96,295	(443,620)
Ending Fund Balance	978,308	806,405	667,905	1,074,603	630,983

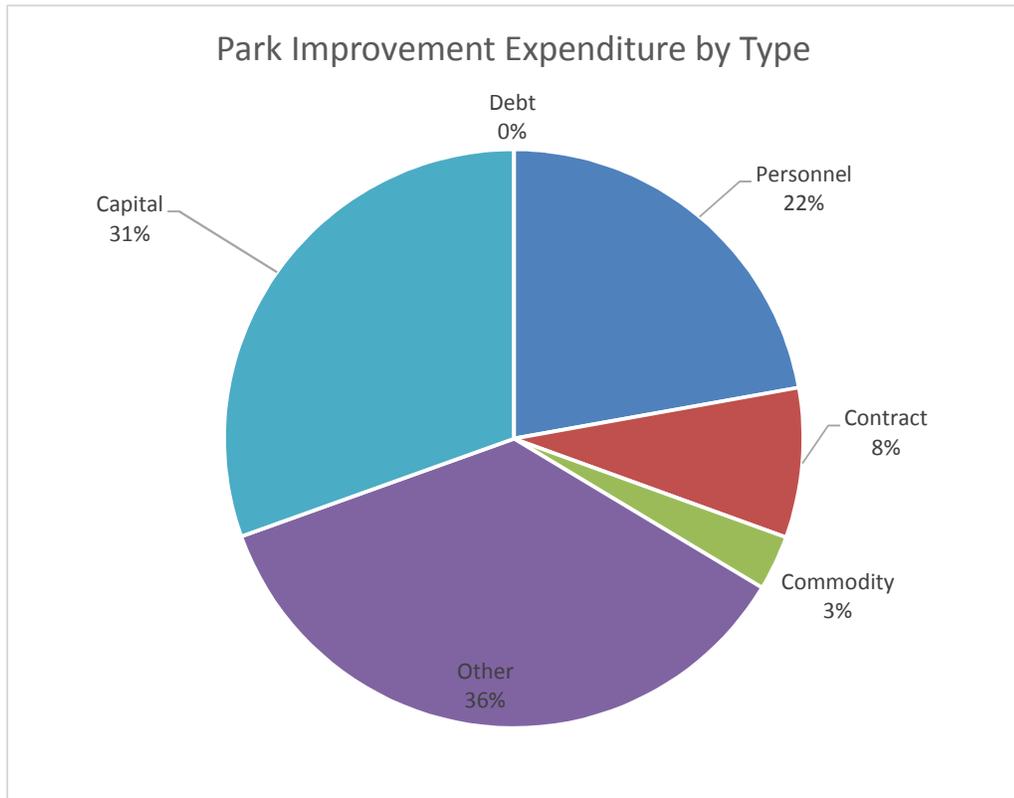
Park Improvement Fund Expense Summary

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Park Imp. Fund	353,790	133,600	48,880	36,700	572,970	486,500	---	1,059,470
Totals	\$353,790	\$133,600	\$48,880	\$36,700	572,970	\$486,500	\$0	\$1,059,470

Total Cash Available \$ 1,690,452

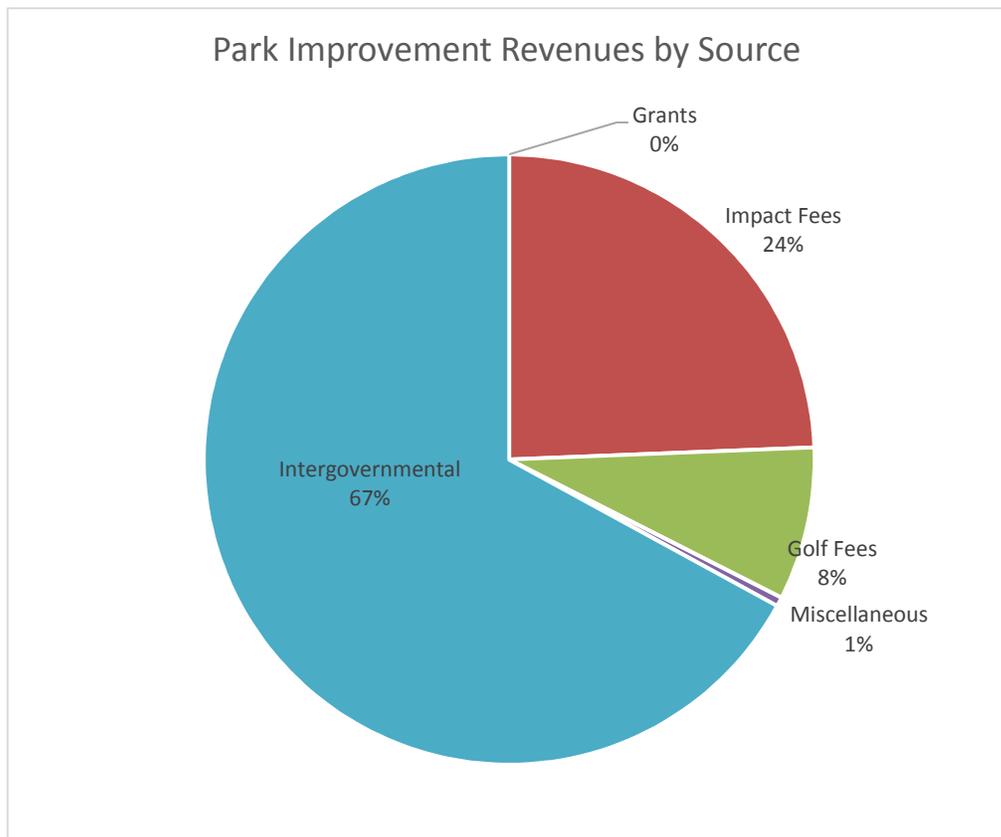
Ending Fund Balance 630,982

% of Total Budget	33.39%	12.61%	4.61%	3.46%	54.08%	45.92%	0.00%	100.00%
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Park Improvement Fund Revenue Summary

<u>Source</u>	<u>Amount</u>
Grants	0
Impact Fees	150,000
Golf Fees	50,000
Miscellaneous	3,000
Intergovernmental	412,850



Full Time Employees

Department	No. of Full Time Employees
Administration	.30
Operations	5.25
Total	5.55

PARK IMPROVEMENT FUND

Overview and Description

The Parks Improvement Fund was created for the purchase, development, and maintenance of parks throughout the Town. The fund receives revenue from a fee that is charged on each building permit for the purchase and development of new community parks.

The Parks, Open Space, and Trails Master Plan was completed in 2010 and provides a roadmap to achieving the goals established by the Board of Trustees. The Parks, Open Space, and Trails Commission was instrumental in the approval of the Master Plan and provides recommendations to the Board of Trustees on the topic of parks development and maintenance. The Commission recommends a number of projects for completion. They are:

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

Performance Goals and Objectives

2015 GOALS	STATUS	2016 GOALS
Construction of the next phase of Frederick Recreation Area	Incomplete	Construction of the next phase of Frederick Recreation Area
Construction of a trail connecting Bella Rosa Trail to north side of Bella Rosa Parkway	In Progress	Install park identification signs with park name and guidelines
		Design a phase of master planned park



OPEN SPACE FUND

OPEN SPACE FUND BUDGET

Open Space Fund	2014 Actuals	2015 Actuals Jan - Nov	2015 Adopted Budget	2015 Year-End Estimates	2016 Proposed Budget
Beginning Fund Balance	2,223,644	2,680,400	2,680,400	2,680,400	2,804,736
<u>Revenues:</u>					
Taxes & Fees	721,526	636,882	652,334	735,000	788,882
Grants & Contributions	-	-	-	-	-
Earnings on Investment	1,489	-	200	950	1,000
Miscellaneous Revenue	-	4,077	-	4,077	-
Total Operating Revenues	<u>723,015</u>	<u>640,959</u>	<u>652,534</u>	<u>740,027</u>	<u>789,882</u>
<u>Expenditures:</u>					
Operations & Maintenance	119,810	168,314	276,665	314,665	333,400
Capital Outlay	146,039	94,917	404,333	298,826	780,250
Transfers Out	411	-	3,950	2,200	2,000
Total Expenditures	<u>266,260</u>	<u>263,231</u>	<u>684,948</u>	<u>615,691</u>	<u>1,115,650</u>
Excess (Deficiency) of Revenues and Other Sources over Expenditures	<u>456,755</u>	<u>377,728</u>	<u>(32,414)</u>	<u>124,336</u>	<u>(325,768)</u>
Ending Fund Balance	<u>2,680,400</u>	<u>3,058,128</u>	<u>2,647,986</u>	<u>2,804,736</u>	<u>2,478,968</u>

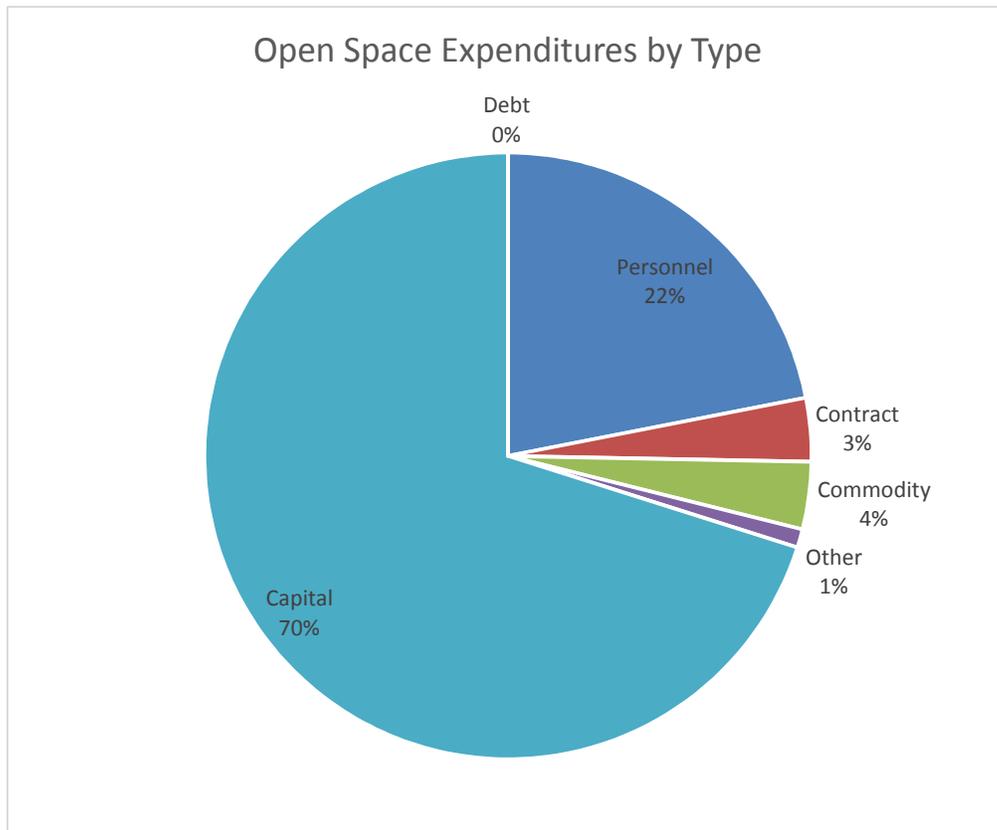
Open Space Fund Expense Summary

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Open Space Fund	244,600	37,750	40,000	11,050	333,400	782,250	---	1,115,650
Totals	\$244,600	\$37,750	\$40,000	\$11,050	333,400	782,250	\$0	\$1,115,650

Total Cash Available \$ 3,594,617

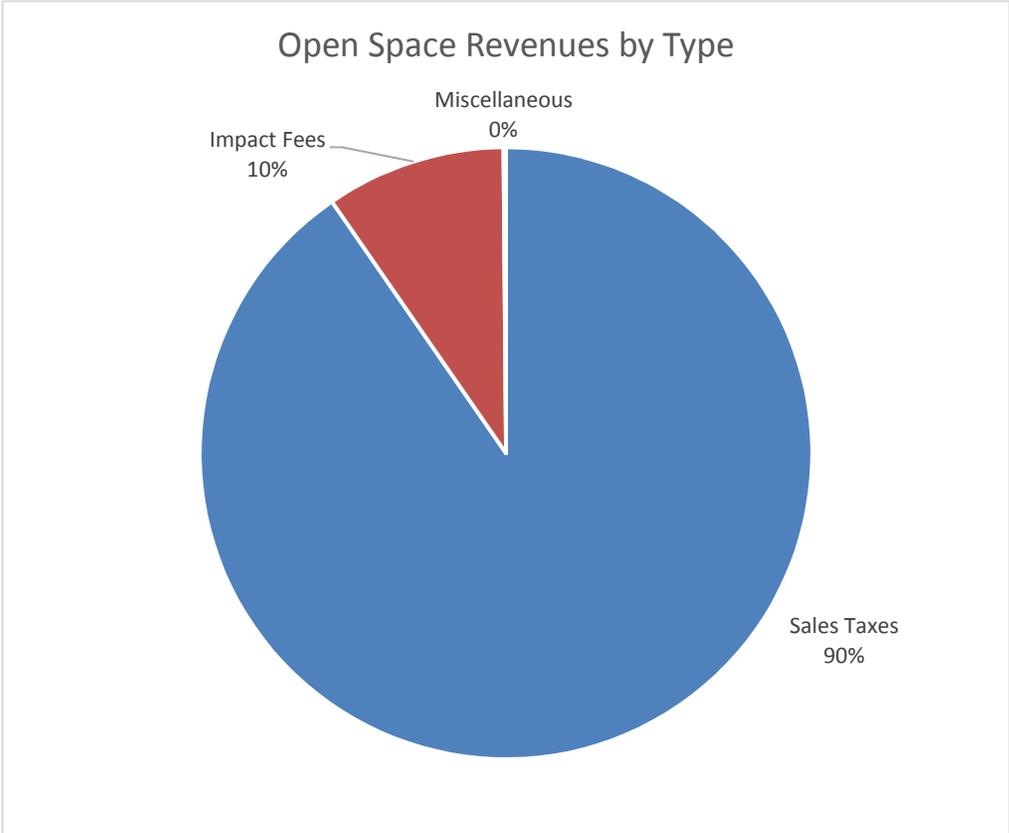
Ending Fund Balance \$2,478,967

% of Total Budget	21.92%	3.38%	3.59%	0.99%	29.88%	70.12%	0.00%	100.00%
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Open Space Fund Revenue Summary

<u>Source</u>	<u>Amount</u>
Sales Taxes	577,334
Impact Fees	75,000
Miscellaneous	200



Full Time Employees

Department	No. of Full Time Employees
Administration	.40
Operations	3.11
Total	3.51

OPEN SPACE FUND

Overview and Description

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 ½ 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.

Performance Goals and Objectives

2015 GOALS	STATUS	2016 GOALS
Construct trail around Marx property.	In Progress	Installation of replacement trees



OIL ROYALTY FUND

OIL ROYALTY FUND BUDGET

Oil Royalty Trust Fund	2014 Actuals	2015 Actuals Jan - Nov	2015 Adopted Budget	2015 Year-End Estimates	2016 Proposed Budget
Beginning Fund Balance	1,311,058	1,341,089	1,341,089	1,341,089	1,295,167
<u>Revenues:</u>					
Intergovernmental	52,351	11,293	39,500	12,500	35,000
Earnings on Investment	516	-	300	300	-
Miscellaneous Revenue	2,050	-	2,000	-	-
Total Operating Revenues	<u>54,916</u>	<u>11,293</u>	<u>41,800</u>	<u>12,800</u>	<u>35,000</u>
<u>Expenditures:</u>					
Operations & Maintenance	24,886	17,420	152,600	58,722	99,200
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	<u>24,886</u>	<u>17,420</u>	<u>152,600</u>	<u>58,722</u>	<u>99,200</u>
Excess (Deficiency) of Revenues and Other Sources over Expenditures	<u>30,031</u>	<u>(6,127)</u>	<u>(110,800)</u>	<u>(45,922)</u>	<u>(64,200)</u>
Ending Fund Balance	<u>1,341,089</u>	<u>1,334,962</u>	<u>1,230,289</u>	<u>1,295,167</u>	<u>1,230,967</u>

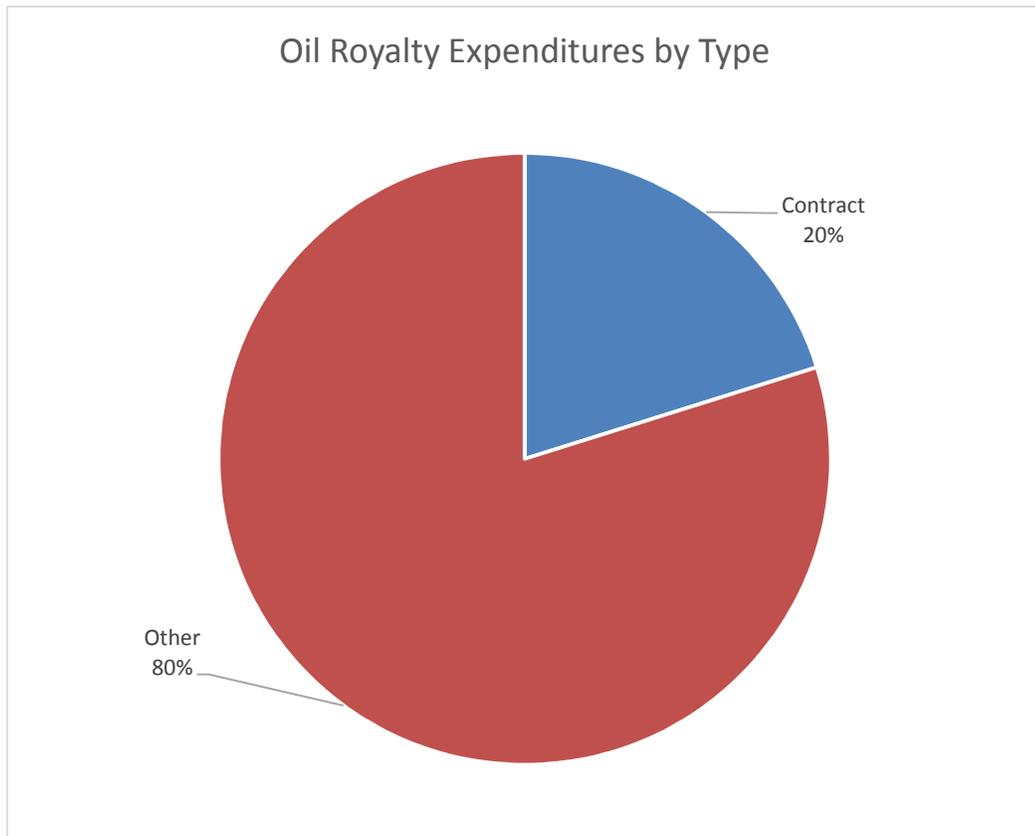
Oil Royalty Fund Expense Summary

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Oil Royalty Fund	0	20,000	0	79,200	99,200	---	---	99,200
Totals	\$0	\$20,000	\$0	\$79,200	99,200	\$0	\$0	\$99,200

Total Cash Available \$ 1,330,167

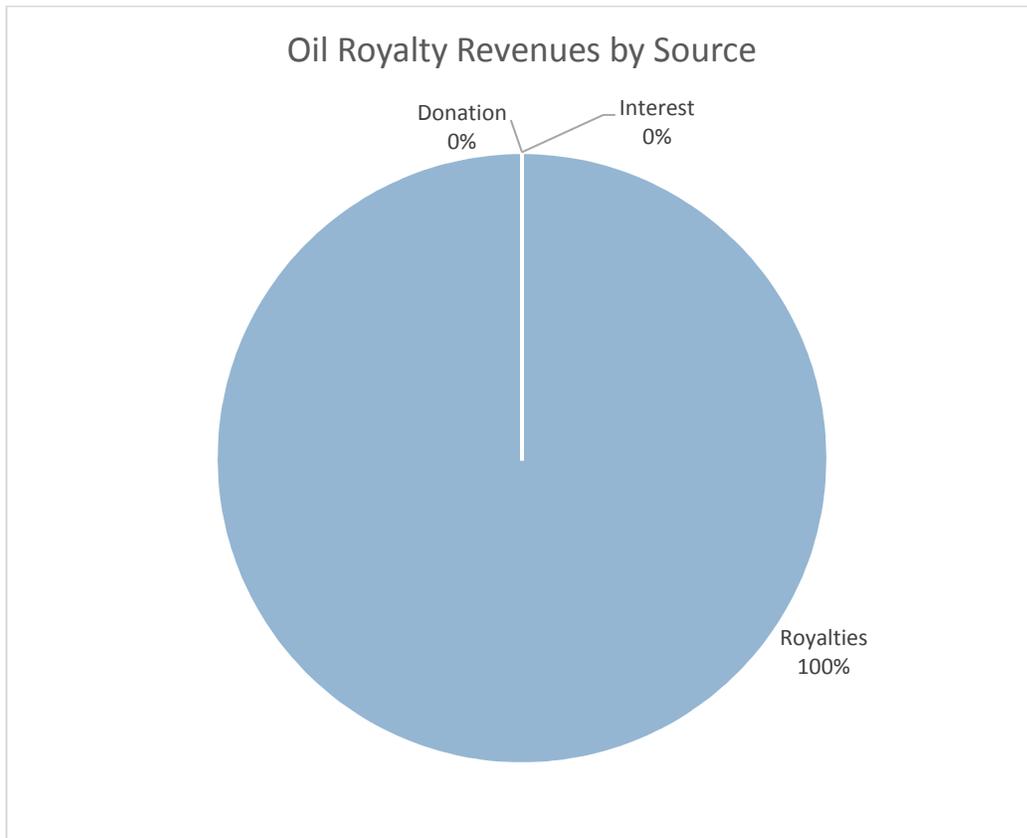
Ending Fund Balance 1,230,967

% of Total Budget	0.00%	20.16%	0.00%	79.84%	100.00%	0.00%	0.00%	100.00%
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Oil Royalty Revenue Summary

<u>Source</u>	<u>Amount</u>
Royalties	35,000
Donation	0
Interest	0



Full Time Employees

The Oil Royalty Trust fund does not currently have any employee time allocated to it.

Oil Royalty Trust Fund

Overview and Description

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 not for profit organizations and the Frederick Scholarship Program. Last year this fund provided a loan to the Capital Facilities Fund for the purpose of making necessary improvements to the Public Works Facility. This loan has a personal guarantee from the seller of the property to ensure we are paid back for improvements within 5 years.

Performance Goals and Objectives

2015 GOALS	STATUS	2016 GOALS
Continue expansion of RLF program to 4 applicants in the Downtown	Ongoing	Continue expansion of RLF program to 4 applicants in the Downtown
Increase funding for scholarship applicants and award for 2015 applicants	Complete	



CAPITAL FACILITIES FUND

CAPITAL FACILITIES FUND BUDGET

Capital Facilities Fund	2014 Actuals	2015 Actuals Jan - Nov	2015 Adopted Budget	2015 Year-End Estimates	2016 Proposed Budget
Beginning Fund Balance	3,319,290	(66,009)	(66,009)	(66,009)	1,834
Revenues:					
Taxes and Fees	263,086	241,327	225,000	300,000	225,000
Grants & Contributions	-	-	-	-	-
Miscellaneous Revenue	408	6,513	1,000	7,513	500
<i>Transfers In</i>	-	-	-	-	-
Total Operating Revenues	<u>263,494</u>	<u>247,840</u>	<u>226,000</u>	<u>307,513</u>	<u>225,500</u>
Expenditures:					
Capital Outlay	3,617,680	239,762	169,800	239,670	169,725
<i>Transfers Out</i>	31,113	-	-	-	-
Total Expenditures	<u>3,648,793</u>	<u>239,762</u>	<u>169,800</u>	<u>239,670</u>	<u>169,725</u>
Excess (Deficiency) of Revenues and Other Sources over Expenditures	<u>(3,385,298)</u>	<u>8,078</u>	<u>56,200</u>	<u>67,843</u>	<u>55,775</u>
Ending Fund Balance	<u>(66,009)</u>	<u>(57,931)</u>	<u>(9,809)</u>	<u>1,834</u>	<u>57,609</u>

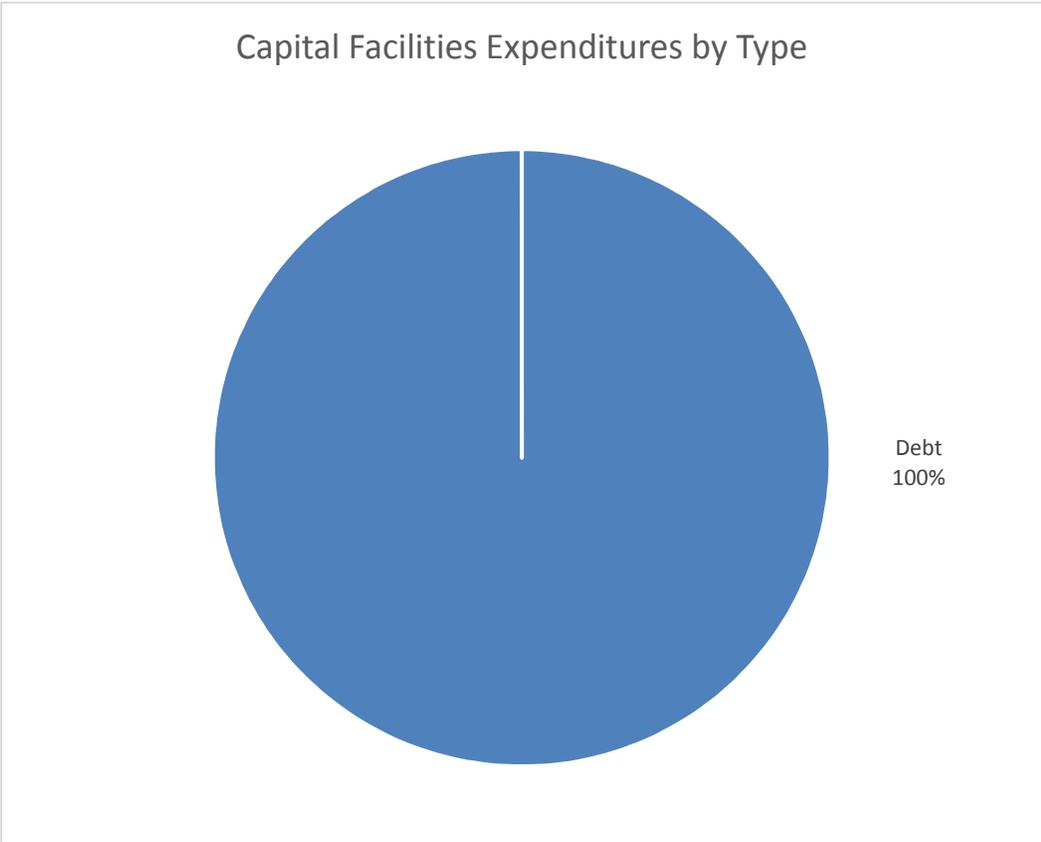
Capital Facilities Fund Expense Summary

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Capital Facility	0	0	0	0	0	---	169,725	169,725
Totals	\$0	\$0	\$0	\$0	0	\$0	\$169,725	\$169,725

Total Cash Available \$ 227,334

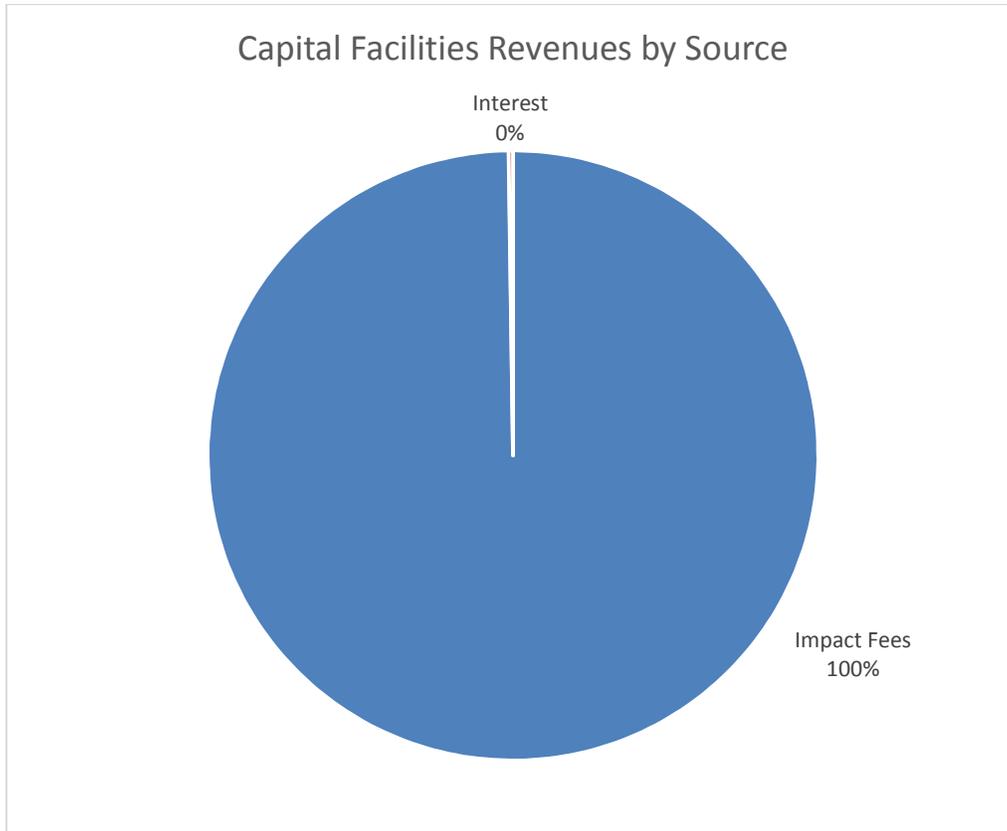
Ending Fund Balance 57,609

% of Total Budget	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
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Capital Facilities Fund Revenue Summary

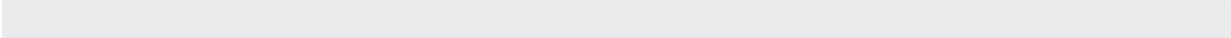
<u>Source</u>	<u>Amount</u>
Impact Fees	225,000
Interest	500



Full Time Employees

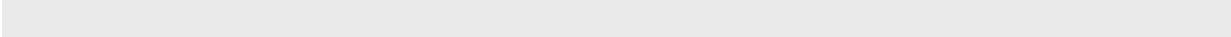
The Capital Facilities Fund does not currently have any employee time allocated to it.

Capital Facilities Fund



Overview and Description

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.



Performance Goals and Objectives

2015 GOALS	STATUS	2016 GOALS



EVENTS FUND

EVENTS FUND BUDGET

Events Fund	2014 Actuals	2015 Actuals Jan - Nov	2015 Adopted Budget	2015 Year-End Estimates	2016 Proposed Budget
Beginning Fund Balance	-	20,107	20,107	20,107	11,091
<u>Revenues:</u>					
Grants & Contributions	15,004	41,094	61,000	41,284	57,000
Miscellaneous Revenue	-	-	-	-	-
<i>Transfers In</i>	45,000	-	40,000	40,000	40,000
Total Operating Revenues	<u>60,004</u>	<u>41,094</u>	<u>101,000</u>	<u>81,284</u>	<u>97,000</u>
<u>Expenditures:</u>					
Operations	39,897	62,445	84,000	90,300	91,000
Capital Outlay	-	-	-	-	-
<i>Transfers Out</i>	-	-	-	-	-
Total Expenditures	<u>39,897</u>	<u>62,445</u>	<u>84,000</u>	<u>90,300</u>	<u>91,000</u>
Excess (Deficiency) of Revenues and Other Sources over Expenditures	<u>20,107</u>	<u>(21,351)</u>	<u>17,000</u>	<u>(9,016)</u>	<u>6,000</u>
Ending Fund Balance	<u>20,107</u>	<u>(1,244)</u>	<u>37,107</u>	<u>11,091</u>	<u>17,091</u>

Events Fund Expense Summary

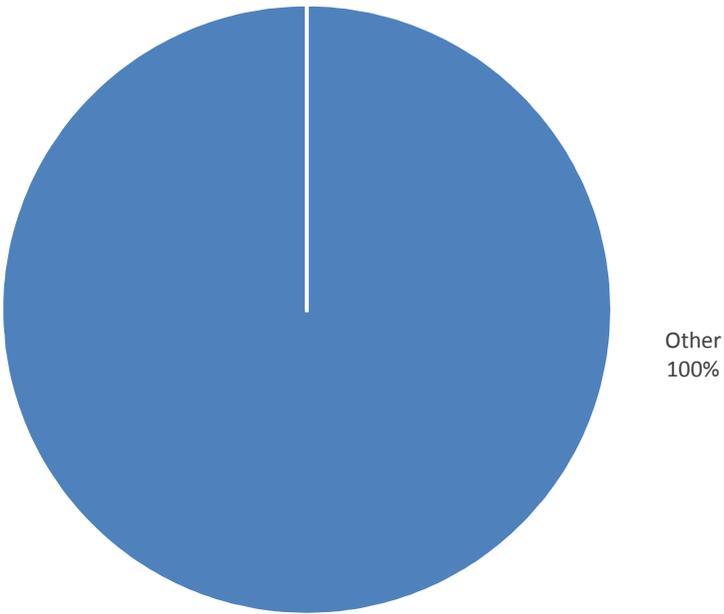
	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Events	0	0	0	91,000	91,000	---	---	91,000
Totals	\$0	\$0	\$0	\$91,000	91,000	\$0	\$0	\$91,000

Total Cash Available \$ 108,092

Ending Fund Balance 17,092

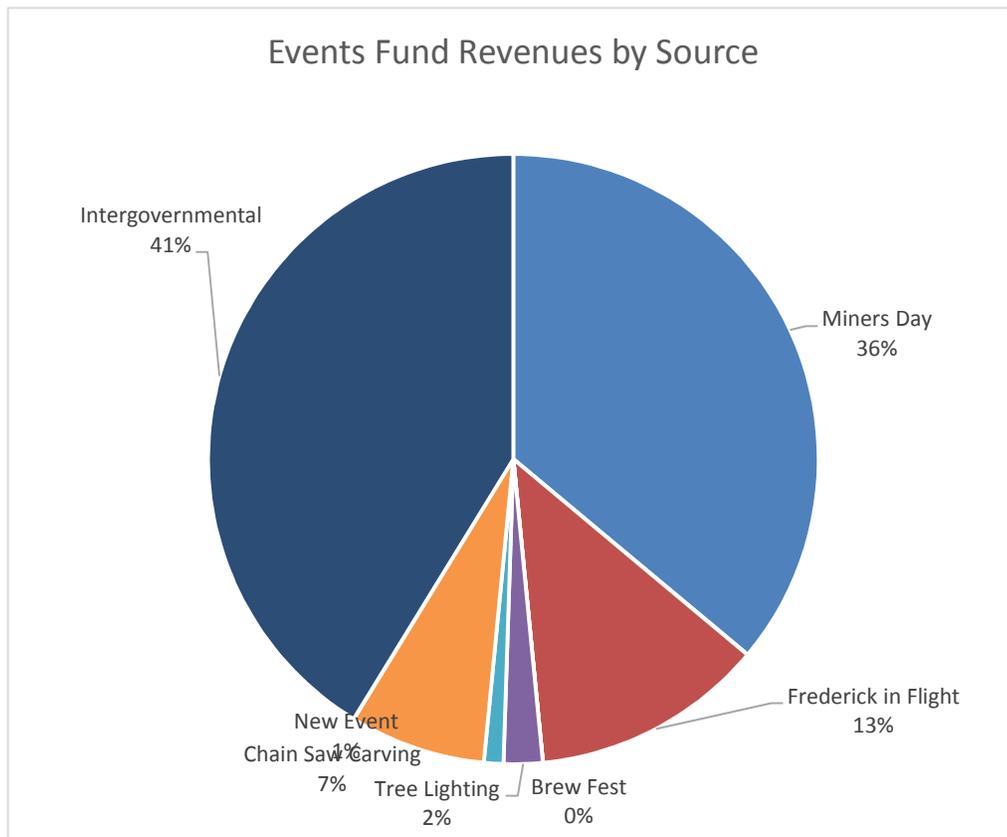
% of Total Budget 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00%

Events Fund Expenditures by Type



Events Fund Revenue Summary

<u>Source</u>	<u>Amount</u>
Miners Day	35,000
Frederick in Flight	12,000
Brew Fest	0
Tree Lighting	2,000
New Event	1,000
Chain Saw Carving	7,000
Intergovernmental	40,000



Full Time Employees

The Events Fund does not currently have any employee time allocated to it.

Events Fund

Overview and Description

The Events Fund is designed to handle the coordination of events that are sponsored by the Town and in Frederick Community. The primary events which operate out of this fund are the Miner’s Day Festival, Frederick in Flight, the Tree Lighting Ceremony, and sponsorship of other events. Funding for the Events Fund primarily comes from donations, sponsorships and a general fund transfer.

Performance Goals and Objectives

2015 GOALS	STATUS	2016 GOALS
Continue to provide events that bring residents and visitors together and help foster sense of community	Ongoing	Continue to provide events that bring residents and visitors together and help foster sense of community
Provide all event participants with an excellent Frederick brand experience	Ongoing	Provide all event participants with an excellent Frederick brand experience
Research and develop idea for new event that will have a large regional draw	Ongoing	Research and develop idea for new event that will have a large regional draw
Increase total sponsorships and donations for events	Ongoing	Increase total sponsorships and donations for events
Continue to evaluate events to ensure they are meeting the community’s needs	Ongoing	Continue to evaluate events to ensure they are meeting the community’s needs
Effectively use events as a tool to bring people to the Downtown Frederick area	Ongoing	Effectively use events as a tool to bring people to the Downtown Frederick area



ART IN PUBLIC PLACES FUND

ART IN PUBLIC PLACES BUDGET

Art in Public Places Fund	2014 Actuals	2015 Actuals Jan - Nov	2015 Adopted Budget	2015 Year-End Estimates	2016 Proposed Budget
Beginning Fund Balance	108,814	122,307	122,307	122,307	118,854
<u>Revenues:</u>					
Grants & Contributions	-	75	-	-	100
Miscellaneous Revenue	56	-	-	-	550
<i>Transfers In</i>	33,159	-	43,416	37,880	22,700
Total Operating Revenues	<u>33,216</u>	<u>75</u>	<u>43,416</u>	<u>37,880</u>	<u>23,350</u>
<u>Expenditures:</u>					
Operations & Maintenance	-	-	-	-	-
Capital Outlay	19,723	22,667	41,333	41,333	31,500
<i>Transfers Out</i>	-	-	-	-	-
Total Expenditures	<u>19,723</u>	<u>22,667</u>	<u>41,333</u>	<u>41,333</u>	<u>31,500</u>
Excess (Deficiency) of Revenues and Other Sources over Expenditures	<u>13,493</u>	<u>(22,592)</u>	<u>2,083</u>	<u>(3,453)</u>	<u>(8,150)</u>
Ending Fund Balance	<u><u>122,307</u></u>	<u><u>99,715</u></u>	<u><u>124,390</u></u>	<u><u>118,854</u></u>	<u><u>110,704</u></u>

Art in Public Places Expense Summary

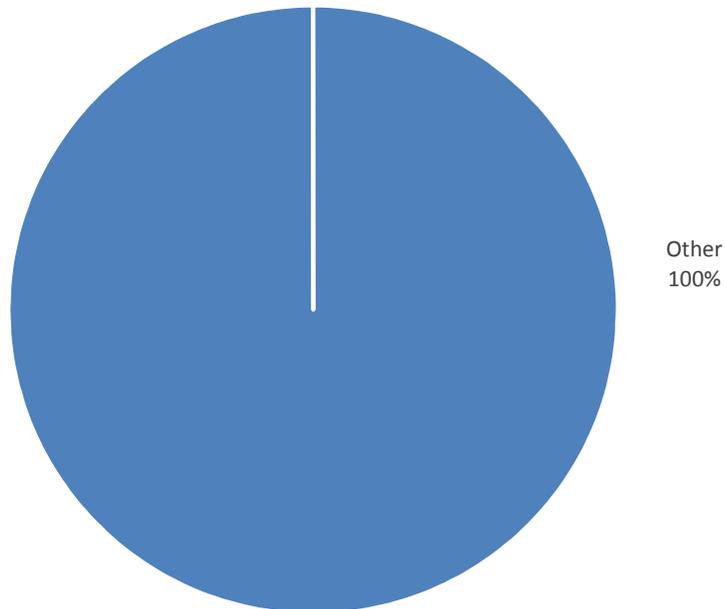
	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Public Art	0	0	0	31,500	31,500	---	---	31,500
Totals	\$0	\$0	\$0	\$31,500	31,500	\$0	\$0	\$31,500

Total Cash Available \$ 142,204

Ending Fund Balance 110,704

% of Total Budget 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00%

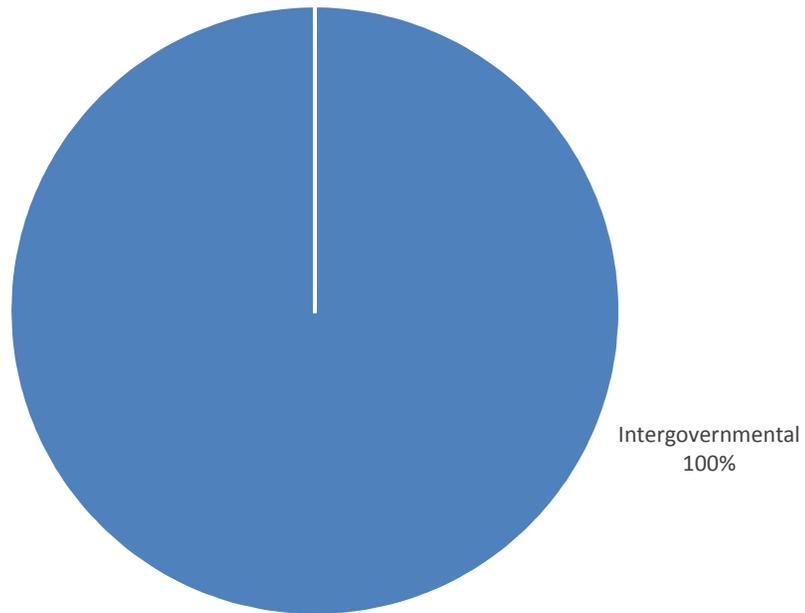
Art in Public Places Expenditures by Type



Art in Public Places Revenue Summary

<u>Source</u>	<u>Amount</u>
Intergovernmental	23,350

Art in Public Places Revenues by Source



Full Time Employees

The Art in Public Places Fund does not currently have any employee time allocated to it.

Art in Public Places Fund

Overview and Description

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 to account for the dedicated revenues for the acquisition of works of art, maintenance and repair of works of art, and the expenses for the administration of Art in Public Places. Revenues for this fund are primarily transfers from other funds. The transfers are based on 1% of construction costs for projects costing more than \$25,000.

Performance Goals and Objectives

2015 GOALS	STATUS	2016 GOALS
Completion of the Grape Crushing Sculpture	In Progress	Community Canvas Program
		Art Show



HISTORIC PRESERVATION FUND

HISTORIC PRESERVATION FUND BUDGET

Historic Preservation Fund	2014 Actuals	2015 Actuals Jan - Nov	2015 Adopted Budget	2015 Year-End Estimates	2016 Proposed Budget
Beginning Fund Balance	(450)	(398)	(398)	(398)	(625)
Revenues:					
Grants & Contributions	-	-	-	-	-
Miscellaneous Revenue	52	138	74	138	2,500
Transfers In	-	-	-	-	-
Total Operating Revenues	52	138	74	138	2,500
Expenditures:					
Operations & Maintenance	-	365	-	365	2,100
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenditures	-	365	-	365	2,100
Excess (Deficiency) of Revenues and Other Sources over Expenditures	52	(227)	74	(227)	400
Ending Fund Balance	(398)	(625)	(324)	(625)	(225)

Historic Preservation Fund Expense Summary

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Events	0	0	2,100	0	2,100	---	---	2,100
Totals	\$0	\$0	\$2,100	\$0	2,100	\$0	\$0	\$2,100

Total Cash Available \$ 1,875

Ending Fund Balance (225)

% of Total Budget 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00% 0.00%

Historic Preservation Revenues Summary

<u>Source</u>	<u>Amount</u>
Miscellaneous	1,500
Intergovernmental	1,000

Full Time Employees

The Art in Public Places Fund does not currently have any employee time allocated to it.

Historic Preservation Fund

Overview and Description

The Historic Preservation Fund was created 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.

Performance Goals and Objectives

2015 GOALS	STATUS	2016 GOALS
Expansion of the museum diorama	Pending	Expansion of the museum diorama
		Completion of museum inventory



DEBT AND LEASE PURCHASE SCHEDULES

TOWN OF FREDERICK

2015 BUDGET

LEASE PURCHASE AGREEMENTS

The following is a list of lease-purchase agreements by Fund currently being paid by the Town of Frederick:

Capital Facilities Fund

1. Lessor- Valley Bank and Trust
PO Box 99
Dacono, CO 80514

Length of Lease December 2013 – December 2043
Title Public Works Facility
Original Principal Amount \$ 2,450,000
2015 Principal & Interest \$ 169,640
Balance (as of 12/31/2015) \$ 2,241,760
-

BONDED DEBT

Street Impact Fund

1. 2015A Sales & Use Tax Street Bond

Bond Held By: UMB Bank
PO Box 22314
Denver, CO 80222-9642

Length of Bonded Debt: 06/2015 – 12/2026
Original Amount of Bond \$ 3,030,000
Bond Plus Interest \$ 3,765,838
2015 Principal & Interest \$ 311,188
Balance (as of 12/31/2015) \$ 2,790,000
2. 2015B Sales & Use Tax Street Bond

Bond Held By: UMB Bank
PO Box 22314
Denver, CO 80222-9642

Length of Bonded Debt: 06/2015 – 12/2026

Original Amount of Bond	\$ 1,105,000
Bond Plus Interest	\$ 1,436,348
2015 Principal & Interest	\$ 96,398
Balance (as of 12/31/2015)	\$ 1,025,000