



# *Built On What Matters*



**2025**  
*Annual Budget*

*FrederickCO.gov*





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Frederick  
Colorado**

For the Fiscal Year Beginning

**January 01, 2024**

*Christopher P. Morill*

**Executive Director**

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Town of Frederick, Colorado**, for its Annual Budget for the fiscal year beginning **January 1, 2024**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide and as a communication device.

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

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**LETTER OF TRANSMITTAL**

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

January 1, 2025

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

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

It is with great pleasure that I present to the citizens, the Mayor and the Board of Trustees, the 2025 Budget for the Town of Frederick. This is one of the most important processes and decisions the Board of Trustees undertake each year. This budget, which is compliant with state statute and follows the modified accrual method, outlines the direction and presents the goals and outcomes that will be achieved during the 2025 calendar year. This document is a result of the direction provided by the Board and the hard work and diligence of both the Board and the town staff. The budget represents operational and maintenance objectives, capital improvements and anticipates the future needs of the organization for the benefit of the citizens we proudly serve.

**Budget Development and Foundation**

As we embark on 2025, we expect to see growth and development continue while we deliver high level services to the community. The Town of Frederick budget is developed through a collaborative process between and with citizens, the Board of Trustees and staff. All three are instrumental in the process and its success. The key factors that guide the development of the budget include a focus to achieve Frederick's mission and a trajectory toward the community vision. For 2025, the individual components that facilitate this direction continue to be embodied in the Frederick Strategic Plan, *Our Strategic Foundation*. The foundations and strategies of the strategic plan as supported by the Board of Trustees include:

**Foundation 1: Effective, Efficient & Strategic Government Operations**

*Strategy 1:* Develop a short-term strategy for delivering a parks, streets, and downtown "win" including assessing available political capital.

*Strategy 2:* Complete an update to the Municipal Code in connection with Foundation 2.5 under Community and Economic Vitality.

**Foundation 2: Community and Economic Vitality**

*Strategy 1:* Create a funding strategy to facilitate the implementation of the Frederick Recreation Area Master Plan.

*Strategy 2:* Continue implementing our retail attraction strategy to target national and destination opportunities, traditional and non-traditional grocers, and sit-down eating establishments.

*Strategy 3:* Begin implementing revitalization strategies for the downtown with "gazelle-like" energy, including short-term, mid-term, and long-term projects.

*Strategy 4:* Complete the Downtown Plan by mid-2025.

*Strategy 5:* Continue work on updating the Land Use Code in connection with Foundation 1.2 under Effective, Efficient, & Strategic Government Operations.

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

*Strategy 1:* Implement new ways to increase accessibility for public engagement including both traditional and non-traditional means.

*Strategy 2:* Foster and improve the quality of our relationships with all regional partners, seeking ways to collaborate and leverage resources.

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

*Strategy 1:* Develop a funding strategy for the implementation of the Facilities Master Plan.

*Strategy 2:* Create a rolling five-year Capital Improvement Plan that prioritizes the impact on the community's needs, including a comprehensive communication strategy for each project.

#### Foundation 5: Safe & Secure

*Strategy 1:* Continue efforts to implement commitments made resulting from the public safety sales tax initiative.

#### Foundation 6: Fiscally Responsible Governance

*Strategy 1:* Create and implement a long-term financial model for the Town, taking into account existing needs and planning for the community's future needs.

*Strategy 2:* Demonstrate excellence in public stewardship through updating critical policies (i.e., personnel, procurement, and financial policies), including developing a schedule for providing routine, timely updates to keep current with changing laws, trends, and practices.

As part of the 2025 budget development, we continued to create meaningful links back to *Our Strategic Foundation* in our fifth year of Program Based Budgeting (PBB). Transparency and comprehensive understanding of where dollars are allocated and how those dollars accomplish elements of the community's strategic plan, will create outcomes that achieve our organizational mission. In addition, maintaining a Program Based Budget will provide the Board and community the opportunity to provide critical and meaningful feedback on which programs they want to see additional emphasis placed. This will allow financial resources to be allocated appropriately to meet the demands of those programs.

#### **Budget - By the Numbers**

While the financial resources available are limited in local government, we continue to have healthy fund balance levels across all funds. These fund levels are based on policy provided by the Town Board to achieve a 180 days unreserved General Fund balance level. At the end of 2025, we anticipate this to be 179 days for the General Fund.

The following tables contain basic statistics for the town budget. Revenue resources include both estimated beginning fund balance, revenues, and transfers in for fiscal year 2025. Expenditures include both expenditures and transfers out. Total projected fund balance across all funds at the end of 2025 is \$157,191,717.

<b>Fund</b>	<b>Revenue Resources</b>	<b>Estimated Expenditures</b>
General Fund	\$38,158,203	\$25,616,670
Street and Alley Fund	13,276,148	6,895,975
Water Fund	139,626,397	16,566,610
Storm Water Fund	7,736,995	2,712,360
Conservation Trust Fund	516,088	0
Parks & Open Space Fund	9,450,679	4,161,725
Capital Facilities Fund	4,962,127	3,068,000
Facilities Fund	1,047,644	778,200
Fleet Fund	1,596,825	1,583,300
Events Fund	551,761	274,075
Art in Public Places Fund	121,146	30,000
Public Safety Fund	392,041	350,000
Oil Royalty Trust Fund	1,865,578	73,000
<b>Total</b>	<b>\$219,301,632</b>	<b>\$62,109,915</b>

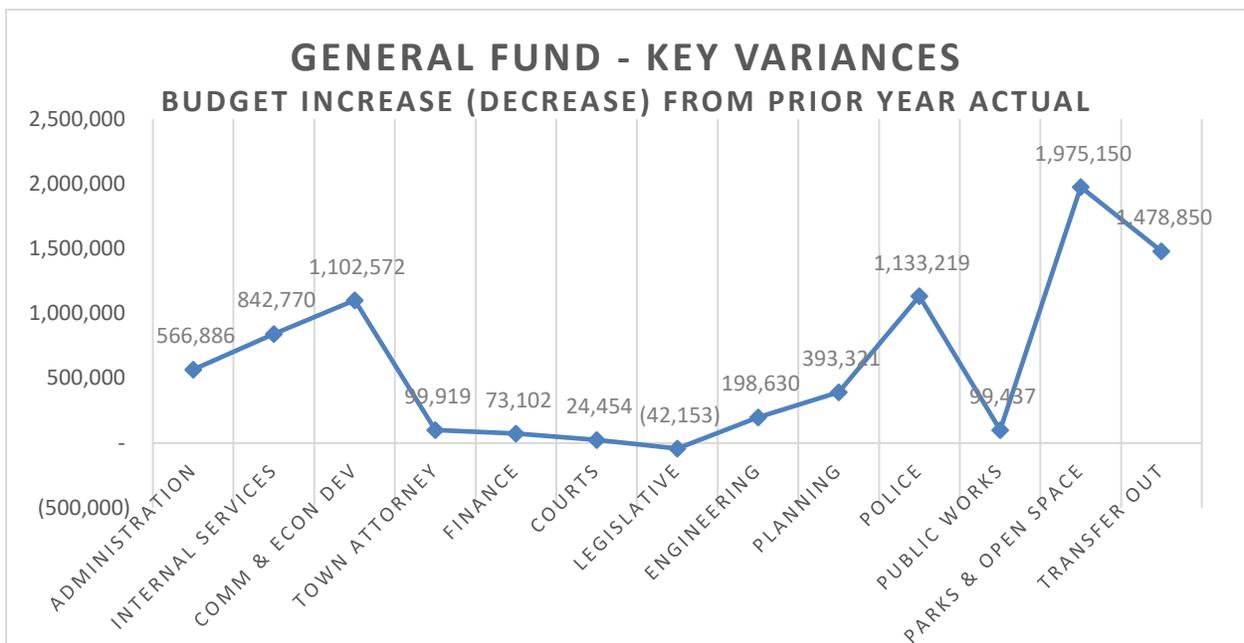
### **General Fund**

In 2025, we anticipate economic growth to slightly increase from the considerable revenue gain in 2024. We are projecting 2024 General Fund revenues to come in higher than budgeted by approximately 9.2% or \$1,762,193. The majority of these revenues are associated with an increase in taxes and fees, and license and permits.

At the end of 2025, the General Fund is expected to have an ending unreserved fund balance of 179 days or 49% of the total General Fund budget operating costs. This is especially important for bond holders and investors when evaluating our financial condition. The Town continues to champion its AA rating.

- Revenues:
  - Total Revenues expected to increase from 2024 Actuals: .7% | \$140,527
  - Total projected Revenues: \$20,980,220
  - Property Tax Revenue will decrease compared to 2024 Actuals due to the passage of Senate Bill 24-233 by (\$1,176,061), restoring assessed valuations to 2023 levels
  - Sales Tax and Fee Revenues expected to slightly decrease compared to 2024 Actuals by approximately (\$806,134), due to retail activity increasing, but building permit issuance decreasing
  - License and Permit Revenues expected to also slightly decrease compared to 2024 Actuals by approximately (\$274,615), due to slowed residential building development
  - Charges for Services Revenues are a new category for 2025, due to integration of Parks & Open Space (Golf Course) fee revenues into the General Fund of \$638,250

- Grants & Contributions Revenues expected to increase compared to 2024 Actuals by approximately \$428,771, due to focused efforts in applying for state and local grant funding sources, supporting Board strategic initiatives
- Transfers In to the General Fund include the transfer of \$350,000 from the Public Safety Fund, for the annual Police Department vehicle lease program and capital equipment acquisitions
- Expenditures:
  - Total Expenditures expected to increase from 2024 Actuals: 45% | \$7,946,157
  - Total Expenditures: \$25,616,670
  - Variance Analysis:
    - Community & Economic Development budgeted expenditures increased over prior year budget by \$487,125 due to the addition of a downtown initiative grant program
    - Engineering budgeted expenditures increased over prior year budget by \$145,600, due to professional services designated for construction inspection services related to fiber install
    - Internal Services (Administration) budgeted expenditures increased over prior year budget by \$1,229,445 due to increases in property, casualty, group insurance, and merchant fees
    - Parks & Open Space activities specific to the Bella Rosa Golf Course have been integrated into the General Fund starting in 2025, totaling \$1,975,150
    - Transfers Out increased over prior year budget by \$1,478,850, due to board-approved capital improvement projects being supported by General Fund unrestricted fund balance
    - Overall General Fund 2024 actuals were underspent by (\$2,542,987) compared to 2024 budget
  - The below chart indicates budget increases over prior year actuals, as opposed to prior year budget:



- Transfers Out of the General Fund include:
  - \$157,600 to Events Fund
  - \$174,000 to Street & Alley Fund
  - \$2,000,000 to Capital Facilities Fund
- Staffing:
  - Community Engagement: One FTE of Specialist I
  - Police Department: Two FTE of Recruits
- Capital:
  - Downtown Initiatives: Catalytic Grant Program and Permanent Lighting
  - Information Technology: Infrastructure Replacement and Strategic Plan Implementation Phase I
  - Community Engagement: Downtown Street Banner and Event Tents
  - Engineering: Colorado Boulevard Infrastructure Improvements
  - Parks, Open Space, & Trails (POST): Facility Design, Capital Equipment Program, Go Outdoors Frederick 2050, Bella Rosa Clubhouse Repair
  - Police Department: Axon Core Equipment Plan
  - Public Works: AMI Water Meter Replacements

### **Street and Alley Fund**

The 2025 budget for the Street and Alley Fund will see an increase of expenditures compared to actuals projected for 2024 by approximately 49.5% percent or \$2,284,804. The increase can be directly attributed to delays in Capital Improvement Projects (CIP) for the community, such as final Colorado Boulevard Infrastructure Improvements related to a King Soopers Marketplace scheduled to open in May 2025. The CIP completion rate for 2024 was 65% and as such, less projects are moving forward in 2025 with a greater emphasis on the ability to fully execute prior approved projects with excellence.

In 2025, we will continue to focus on intersection improvements, a speed management program, roadway and pedestrian maintenance projects, including the pavement maintenance program, concrete repair, and a traffic signal upgrade. In addition, funding is included to acquire snow plow vehicles and heavy equipment to support improved efficiencies in our snow and ice control plan.

Lastly, debt services in the amount of \$533,620, associated with Colorado Boulevard improvements since 2006, are included in the Street and Alley Fund. As always, the town is committed to ensuring full and prompt payment to avoid negative impacts to its AA rating.

- Revenues:
  - Total Revenues expected to decrease from 2024 Actuals: (14.4%) | (\$1,121,288)
  - Total Revenues: \$6,666,800
  - The decrease in revenues is the result of an Interfund Loan from the Water Fund that occurred in 2024 for highway infrastructure improvements; revenues have resumed normal funding streams in 2025
- Expenditures:
  - Total Expenditures expected to increase from 2024 Actuals: 49.5% | \$2,284,804
  - Total Expenditures: \$6,895,975

- Overall Street & Alley Fund 2024 actuals were underspent by (\$3,524,179) compared to 2024 budget, due to delays in general capital improvement project completion
- The key variance decrease from prior year budget (not prior year actuals) is an intentional decrease in capital improvement projects, to allow the fund balance level to rebuild for future infrastructure development
- Debt Services (Roadway Bond): \$533,620
- Capital:
  - Engineering
    - Silver Birch/Bella Rosa Pkwy Intersection Improvement
    - CR13/CR20 Intersection Improvement
    - Pavement Maintenance Program
    - Concrete Repair
  - Public Works
    - Plow Hook Truck-Single Axle (share)
    - Plow Hook Truck-Tandem (share)
    - Plow Hook Truck-Upfitting
    - Traffic Signal Upgrade
    - Air Compressor (share)

### **Water Fund**

The town continues to be proactive in the planning for new water sources in which the Town is an active and engaged partner. Specifically, the town is involved with both the Northern Integrated Supply Project (NISP) and the Windy Gap Water Project. In addition, funds have been budgeted for Colorado Big Thompson (CBT) water unit obligations and unit incentives for commercial development. As the result of a Water Rate Study in late 2024, the water rate structure of the Town will be modified in early 2025.

- Revenues:
  - Total Revenues expected to increase from 2024 Actuals: 9.2% | \$862,757
  - Total Revenues: \$10,227,880
  - Expected Charges for Services revenues are fairly flat, with a budgeted modest gain in Water Share Fees, driven by building permits
  - The key revenue increase is attributed to utilization of ARPA Federal Grant dollars for the upgrade of AMI Utility Water Meters, totaling \$973,280
- Expenditures:
  - Total Expenditures expected to increase from 2024 Actuals: 21.4% | \$2,922,498
  - Total Expenditures: \$16,566,610
  - Variance Analysis:
    - Professional Services budgeted expenditures increased over prior year budget for water element consultants, water legal assistance, Centennial Park pond relocation design, a water reuse plan, and Go Outdoors Frederick 2050
    - Infrastructure expenditures increased over prior year budget for replacement of aging utility equipment, such as the upgrading of 1,800 water meters
    - Water Rights investment remains a priority, with CBT unit water purchases accounting for 43% of total Water Fund capital acquisitions

- Capital:
  - Engineering
    - Milavec Delivery Improvement
    - Central Weld Water Line 30"
    - CBT Unit Purchase(s)
    - Raw Water Park Conversion
    - Return Flow Delivery Improvement
  - Parks, Open Space, and Trails
    - Go Outdoors Frederick 2050
    - Pumphouse Raw Water Repairs
  - Public Works
    - Plow Hook Truck-Single Axle (share)
    - Plow Hook Truck-Tandem (share)
    - Plow Hook Truck-Upfitting
    - Air Compressor (share)

### **Conservation Trust Fund**

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

- Revenues:
  - Total Revenues expected to increase from 2024 Actuals: 19.6% | \$18,006
  - Total Revenues: \$110,000
  - Revenues are remitted from the Department of Local Affairs and largely budgeted based upon historical trends
- Expenditures:
  - Total Expenditures expected to decrease from 2024 Actuals: 100% | (\$21,000)
  - Total Expenditures: \$0
  - While 2024 expenditures included professional services for recreational master plans, no anticipated activity is planned for 2025

### **Capital Facilities Fund**

Capital Facilities revenue is generated through an impact fee charged for each new construction permit in the town. The funds collected are utilized for capital projects in the community to meet the needs of the growth that is occurring.

- Revenues:
  - Total Revenues expected to increase from 2024 Actuals: 662.9% | \$2,095,687
  - Total Revenues: \$2,468,000
  - Transfer-In Revenue: Per Board direction, \$2,000,000 has been earmarked for property acquisition to support downtown initiatives by a Transfer In from General Fund
  - Revenues are non-recurring and largely budgeted based upon historical trends and estimated construction growth

- Expenditures:
  - Total Expenditures expected to increase from 2024 Actuals: 12.8% | \$347,240
  - Total Expenditures: \$3,068,000
  - Budgeted expenditures include Professional Services for remediation of Public Works property contamination, Town Hall parking lot repair and redesign, and property acquisition to support downtown initiatives

### **Storm Water Fund**

The town's Storm Water Fund will continue to focus on maintenance and upkeep of its drainage and storm water network. The high groundwater table in downtown Frederick causes sump pump activity and discharge, which impacts public infrastructure. Funds continue to be budgeted for high groundwater table remediation. With completion of the town's Storm Water Master Plan, drainage improvements have been identified and budgeted for the drainage crossing across Colorado Boulevard, north of McClure Avenue, and Leyden Creek design and construction.

- Revenues:
  - Total Revenues expected to decrease from 2024 Actuals: (2.7%) | (\$45,638)
  - Total Revenues: \$1,585,000
  - The projected revenue decrease is attributed to the continued reduction of drainage impact fees, driven by building permits
- Expenditures:
  - Total Expenditures expected to decrease from 2024 Actuals: (18.1%) | (\$601,366)
  - Total Expenditures: \$2,712,360
  - Operations & Maintenance expenditures increased over prior year budget by \$574,510, due to planned infrastructure maintenance and professional service drainage improvement design
  - Capital Outlay expenditures decreased over prior year budget by (\$1,234,000), due to intentional reduction of drainage improvement projects as a result of funding constraints
- Capital:
  - Engineering
    - Drainage Improvement OSP - C16
    - Drainage Improvement OSP - C28

### **Events Fund**

The purpose of this fund is for the coordination and celebration of the town's many community events. The town hosts several annual events including Miners Day, Frederick in Flight, Festival of Lights, Chainsaws and Chuckwagons, and Tiny Terror Town. These events continue to bring the community together to celebrate the town, its people and heritage. A 50% subsidy from the General Fund and a \$40K commitment from the Board are provided to support town events, with the remaining balance funded through sponsorships.

- Revenues:
  - Total Revenues expected to decrease from 2024 Actuals: (17.2%) | (\$57,191)
  - Total Revenues: \$274,075
  - Projected revenue has remained flat from 2024 budget, while event sponsorships received in 2024 exceeded expectations

- Transfers In to the Events Fund include the transfer of \$117,600 from the General Fund and \$40,000 from the Legislative Department (Board) of the General Fund
- Expenditures:
  - Total Expenditures expected to decrease from 2024 Actuals: (2.2%) | (\$6,285)
  - Total Expenditures: \$274,075
  - Budgeted expenditures are aligned with prior year budget, with event operations remaining flat from 2024

### **Parks & Open Space Fund**

The Park Improvement Fund was integrated into the Open Space Fund, effective January 1, 2025, as a result of the one-half percent (.5%) Sales Tax revenue with prior restriction to the Open Space Fund now also supporting park improvement activities. The fund supports park maintenance and capital projects within the many parks that the Town owns and maintains. An impact fee is charged for new construction on each permit and these funds are designated for capital projects. In total, the Town maintains over 300 acres of parkland in at least 16 parks.

- Revenues:
  - Total Revenues expected to increase over 2024 Actuals: 5.1% | \$158,469
  - Total Revenues: \$3,293,500
  - Tax and Fee Revenues are expected to increase, due to sales tax projections increasing year over year by roughly 15%
- Expenditures:
  - Total Expenditures expected to increase over 2024 Actuals: 18.2% | \$641,215
  - Total Expenditures: \$4,161,725
  - Budgeted operations and maintenance are aligned with prior year budget
  - Variance Analysis:
    - Professional Services budgeted expenditures have increased for site plans, master plans, and conservation plans, totaling \$780,000
    - Capital Outlay has increased 15% or \$90,000 from prior year actuals, with the below improvement projects
- Staffing:
  - Two additional FTEs: POST Technician & Specialist
- Capital:
  - POST
    - Skate Park Lighting Replacement
    - Bella Rosa Trail Extension Design
    - Capital Equipment Program
    - Go Outdoors Frederick 2050
    - Youth Conservation Corp Program
    - Park Restroom Renovations
    - Tree Program
    - Trails Maintenance Program

**Facilities Fund**

This fund was created in 2022 to operate, maintain, and renovate Town buildings and sites. It establishes standards and best practices for managing buildings and support systems, equipment, and furniture. Recurring revenues are generated by monthly department allocations into the fund, based upon building square footage utilization.

- Revenues:
  - Total Revenues expected to increase from 2024 Actuals: 4.5% | \$31,185
  - Total Revenues: \$718,885
  - Budgeted department allocated revenues have increased 4.5% over prior year budget for facility operations and maintenance
  - The overall increase is attributed to allocated revenues being adjusted to account for higher operations and maintenance costs
- Expenditures:
  - Total Expenditures expected to increase from 2024 Actuals: 28.2% | \$171,026
  - Total Expenditures: \$778,200
  - Capital Outlay budgeted expenditures have increased \$66,517 for planned Police Department renovations and Public Works facility maintenance
  - Overall budgeted expenditures have increased over prior year actuals due to increased operations and maintenance costs and a 10.9% underspend in the fund
- Capital:
  - Police Department office additions and alarm system upgrade

**Fleet Fund**

This new fund was created in 2022 to maintain municipal vehicles and heavy equipment. Services include fleet management, vehicle repair, preventative maintenance, quality control inspections, procurement, and administering service and parts contracts with vendors. Recurring revenues are generated by monthly department allocations into the fund, based upon vehicle utilization.

- Revenues:
  - Total Revenues expected to increase from 2024 Actuals: 24.8% | \$314,400
  - Total Revenues: \$1,583,300
  - Budgeted department allocated revenues have increased 30% over prior year budget for the fleet vehicle lease program and fleet maintenance
- Expenditures:
  - Total Expenditures expected to increase from 2024 Actuals: 12.0% | \$169,232
  - Total Expenditures: \$1,583,300
  - Budgeted fleet operations lease costs are the primary increase over prior year budget

**Current and Future Outlook**

Frederick's 6.555 property tax mill levy is the fourth lowest mill levy out of the 30 municipalities in Weld County. From a tax perspective, this is an advantage for property owners in the community. However, with only \$6.56 of every \$1,000 of assessed property value going to the town, the ability to provide critical core services can be challenging. Additionally, out of the 30 municipalities in Weld County, Frederick continues to have one of the lowest sales tax rates at 3.5 percent. One and one half (1.5) percent of that is restricted, which leaves only two (2) percent for general purposes. All of the other municipalities with tax rates lower than Frederick have populations of less than one thousand except for one, which has a population equal to 40 percent of Frederick's population. Consequently, Frederick must do more with less for its citizens and we continue to meet or exceed those expectations.

As discussed previously, the town should continue to critically evaluate the need for additional revenue sources to meet the needs and growth of the community. This may be in the form of sales taxes in which visitors and community members alike make a conscious choice to contribute to the revenue sources versus a mill levy, where the citizens are asked to contribute to the additional revenue. While each has its pros and cons, the sales tax revenue has a larger upside and can be dedicated for specific purposes such as infrastructure or public safety.

**Acknowledgement**

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

Sincerely,



Bryan Ostler  
Town Manager

# INTRODUCTION



## TOWN GOVERNMENT



Mayor Tracie Crites



Mayor Pro Tem Kevin Brown



Trustee Chad teVelde



Trustee Dan March



Trustee Mark Lamach



Trustee Adam Mahan

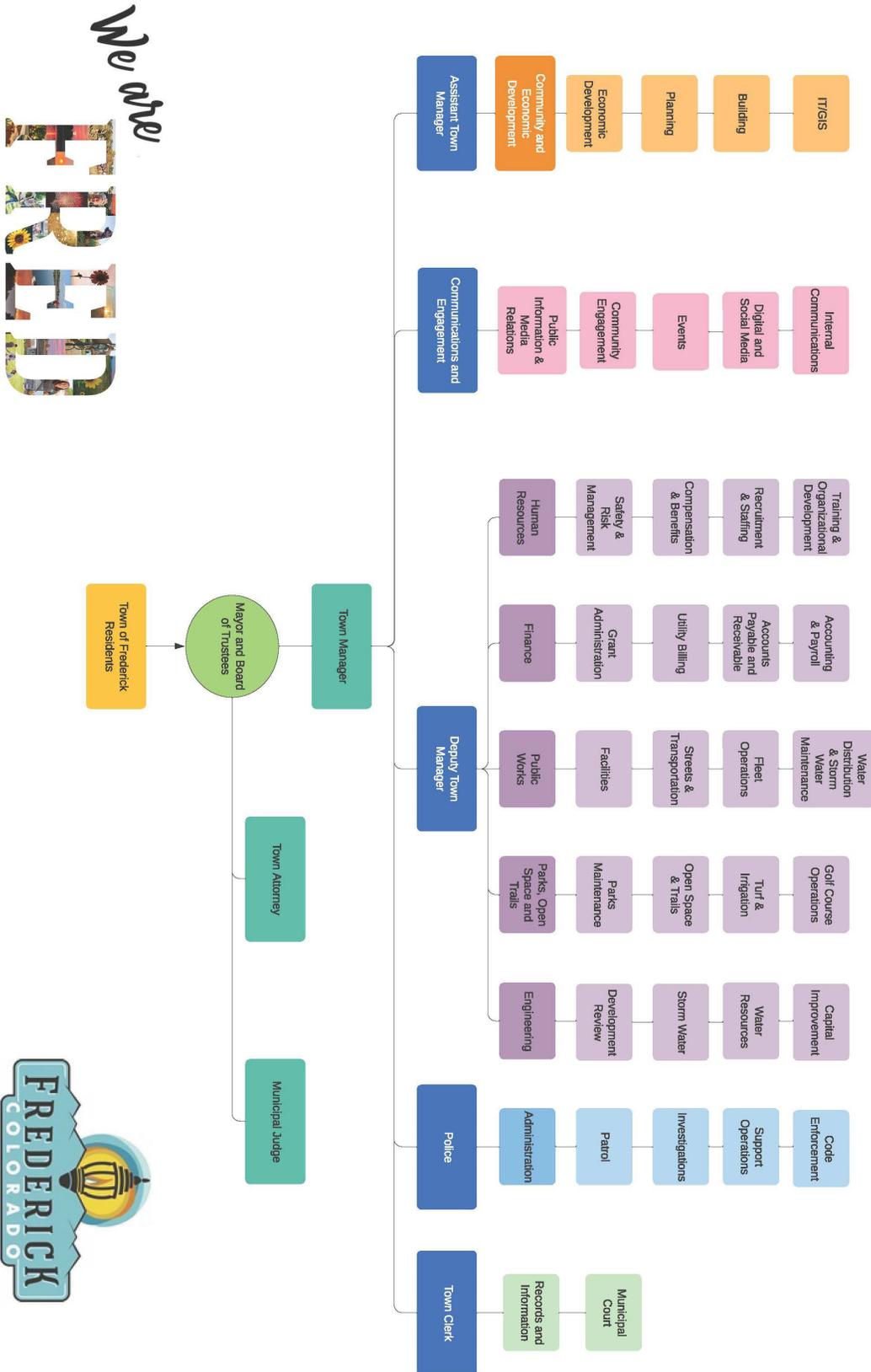


Trustee Windi Padia

**TOWN MANAGER AND DEPARTMENT DIRECTORS**

Bryan Ostler	Town Manager
Jason Leslie	Deputy Town Manager
Kurtis Adams	Finance Director
Vacant	Public Works & Engineering Director
Ryan Johnson	Assistant Town Manager
Colby Johnson	Parks & Open Space Director
Cindy Kamigaki	IT & GIS Manager
Rena Lehr	Communications & Engagement Director
Tricia David	Town Clerk
Jason Meyers	Town Attorney
Brittany Dvorak	Director of People & Culture
Todd Norris	Police Chief
Kent VanDyne	Public Works Director

# ORGANIZATIONAL CHART



## **BOARDS AND COMMISSIONS**

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

Building Appeals Board

Frederick Arts Commission

Historic Preservation Advisory Commission

Parks, Open Space & Trails Commission

Planning Commission

Urban Renewal Authority

Scholarship Commission

### **Citizen Participation**

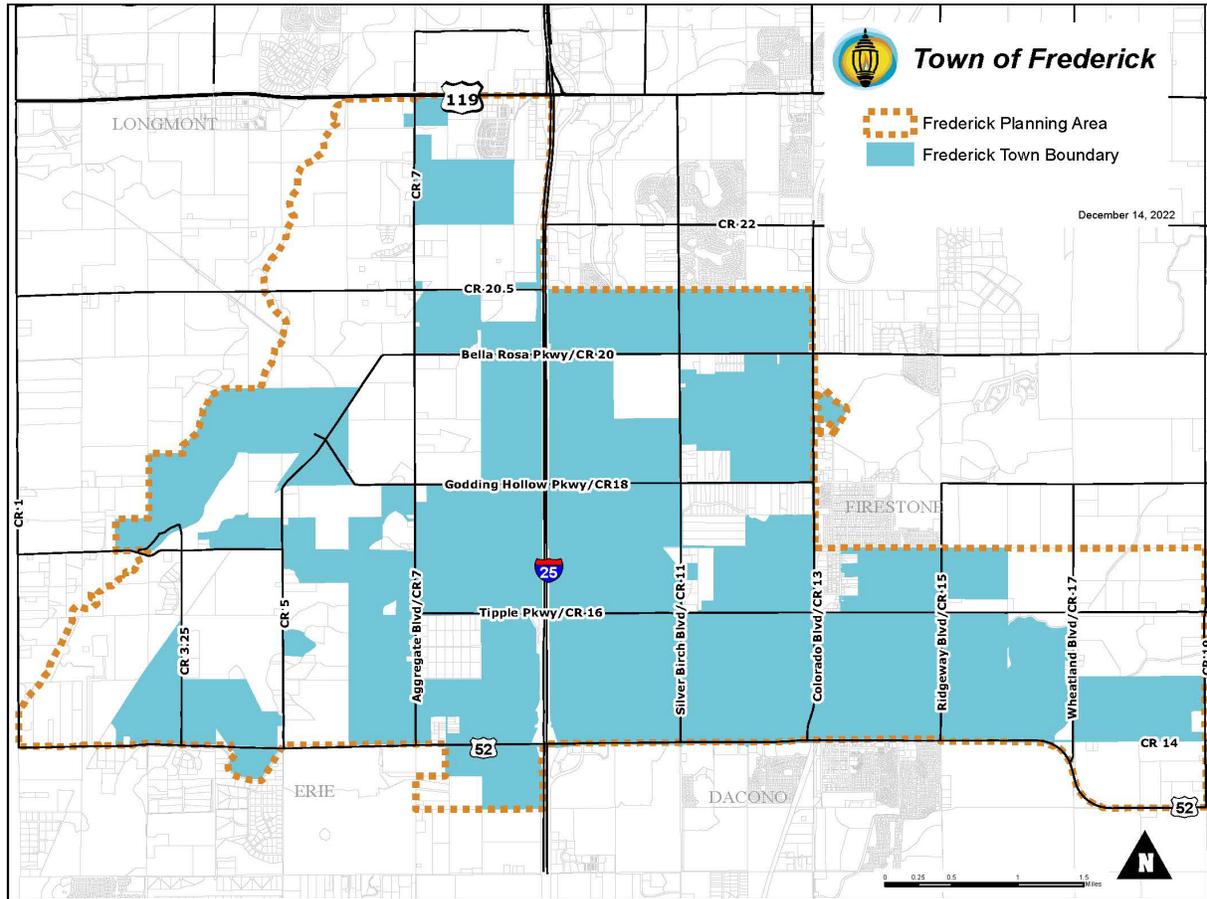
Commissioners are appointed by the Board of Trustees based on their personal and professional backgrounds relevant to the policy topic. The commission structure provides an excellent opportunity to gain community input in policy-making for the Town of Frederick.

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

### **Staff Representation**

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

## TOWN MAP



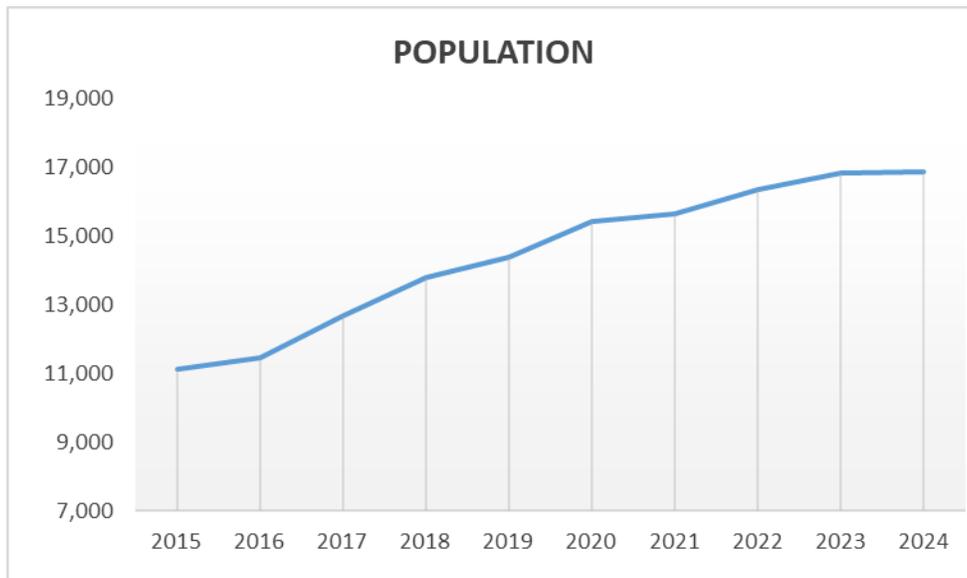
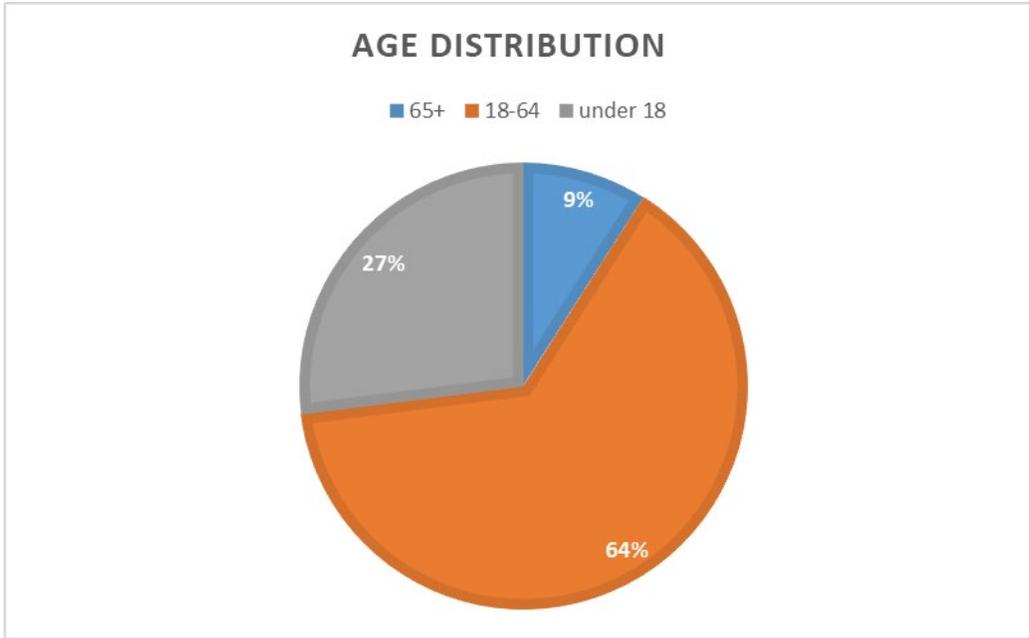
## GENERAL INFORMATION

### History and Location

The Town of Frederick was incorporated in 1907 and is located on Colorado’s beautiful Front Range of the Rocky Mountains. The town is comprised of approximately 16 square miles of area, both east and west of Interstate 25, south of State Highway 119, and along State Highway 52. Its current population of 16,873 residents enjoy the town’s central location, which allows easy access to the Denver and northern metropolitan areas. The transportation network opens up a wide variety of major attractions less than 30 minutes away. At the center of the Carbon Valley area, which also includes Firestone and Dacono, Frederick plays the role of community hub for a larger population of 41,310.

### Demographics

With a median age of 37, Frederick has a young population that has grown more than 52 percent in the past ten years. The current population is approximately 16,873. Approximately 21.9% of the population has some college or higher, 24.1% have a Bachelor’s degree or higher and 13.2% have a graduate/professional degree. The median income is \$117,087.



**Employment by Industry**

Occupation	% of Workforce
Agriculture, Mining, Utilities, and Construction	20.5%
Manufacturing	13.2%
Retail Trade	12.1%
Health, Education, and Social Services	12.1%
Transportation, Warehousing, and Wholesale	12.2%
Professional, Technical, and Information Services	9.6%

### **Major Employers in the Area**

<b>EMPLOYER</b>	<b>2025 EMPLOYMENT</b>
Mark Young Construction, Inc	250
Agilent Technologies	225
Western States Contracting	200
Otter Products	173
FCI Constructors	150
Star Precision	148
Raptor Materials	120
Metal Sales Manufacturing	94
McDonald Farms	85
Hirsh Precision Products	74

### **Scope of Services**

The Town of Frederick provides the following major services:

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

### **Employees and Benefits**

The town currently has 141 regular, full-time positions (exempt and non-exempt) for 2025. In addition, a varying number are employed on a seasonal/part-time basis. The Town of Frederick neither recognizes nor bargains with any employee union.

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

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

The town has established retirement plans for employees. Regular, full-time employees are eligible to participate in the plan. The town will match up to ten percent (10%) of the salary for the employees who choose to participate. Voluntary contributions up to the maximum allowed by law of the base wage are encouraged under the plan.

Employees of the town that serve as sworn police officers are required to participate in a police pension plan. In 2025, each officer must contribute twelve percent (12%) of their gross weekly wages and the town contributes ten and a half percent (10.5%) to the police pension.

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

### **Budget Process**

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

### **Budget Term**

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

### **Basis of Budgeting**

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

**Budget Recommendation**

The proposed budget provides a complete financial plan for each fund of the town and includes appropriate financial statements for each type of fund showing comparative figures for the last completed fiscal year, comparative figures for the current year, and recommendations for the upcoming year.

**Budget Development Process**

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

## **Budget Preparation**

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

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

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

## **Public Hearings**

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

## **Adoption of Budget and Appropriation of Funds**

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

## **Budget Amendments**

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

## **Supplemental Appropriation**

The Town Board can make supplemental appropriations from actual and anticipated revenues and prior year reserves as long as the total amount budgeted does not exceed the actual or anticipated revenue total or the available reserve balance. No appropriation can be made which exceeds the revenues, reserves or other funds anticipated or available except for emergencies due to accident or an unforeseen event arising after the adoption of the annual appropriation.

**Encumbrance Carryover**

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

**Budget Decreases**

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

**Level of Control and Budget Transfers**

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

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

# FINANCIAL POLICIES



## REVENUE POLICIES

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

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

## EXPENDITURE POLICIES

The General Fund is comprised of eight departments consisting of Administration, Human Resources, Finance, Parks & Open Space, Police Department, Public Works, Community & Economic Development, and Information Technology. Each department can be further broken down into a variety of divisions and/or programs. Expenditures are classified as the following:

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

## TAXPAYERS' BILL OF RIGHTS (TABOR)

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

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

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

## **RESERVES POLICY**

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

### **Undesignated Reserves**

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

### **Designated Reserves**

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

## **CAPITAL IMPROVEMENT FUNDS**

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

## **DEBT POLICIES**

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

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

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

### **CASH MANAGEMENT AND INVESTMENT POLICIES**

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

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

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

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

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

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

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

## RISK MANAGEMENT

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

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

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

### **COMPLETE FINANCIAL POLICY DOCUMENT AND COMPLIANCE**

The Financial Policies section of the Town of Frederick 2025 Budget document does not include the full verbiage of the town's Financial Policies. In an effort to reduce the length of this document, the portions that are included here are most specific to the budget. The Town of Frederick's Financial Policies are available in their entirety at [www.FrederickCO.gov](http://www.FrederickCO.gov).

As part of the annual independent audit of each major fund, risk assessment is conducted by the auditing firm to ensure the internal financial policies of the Town are upheld each fiscal year. At the time of the 2025 budget publication release, the FY2024 audit is in process and the 2023 Independent Auditor's Report indicates full compliance with no identified deficiencies.

# BUDGET OVERVIEW



## FUND ACCOUNTING

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

### Town Fund Types

#### Governmental

General Fund

Special Revenue Funds

#### Proprietary

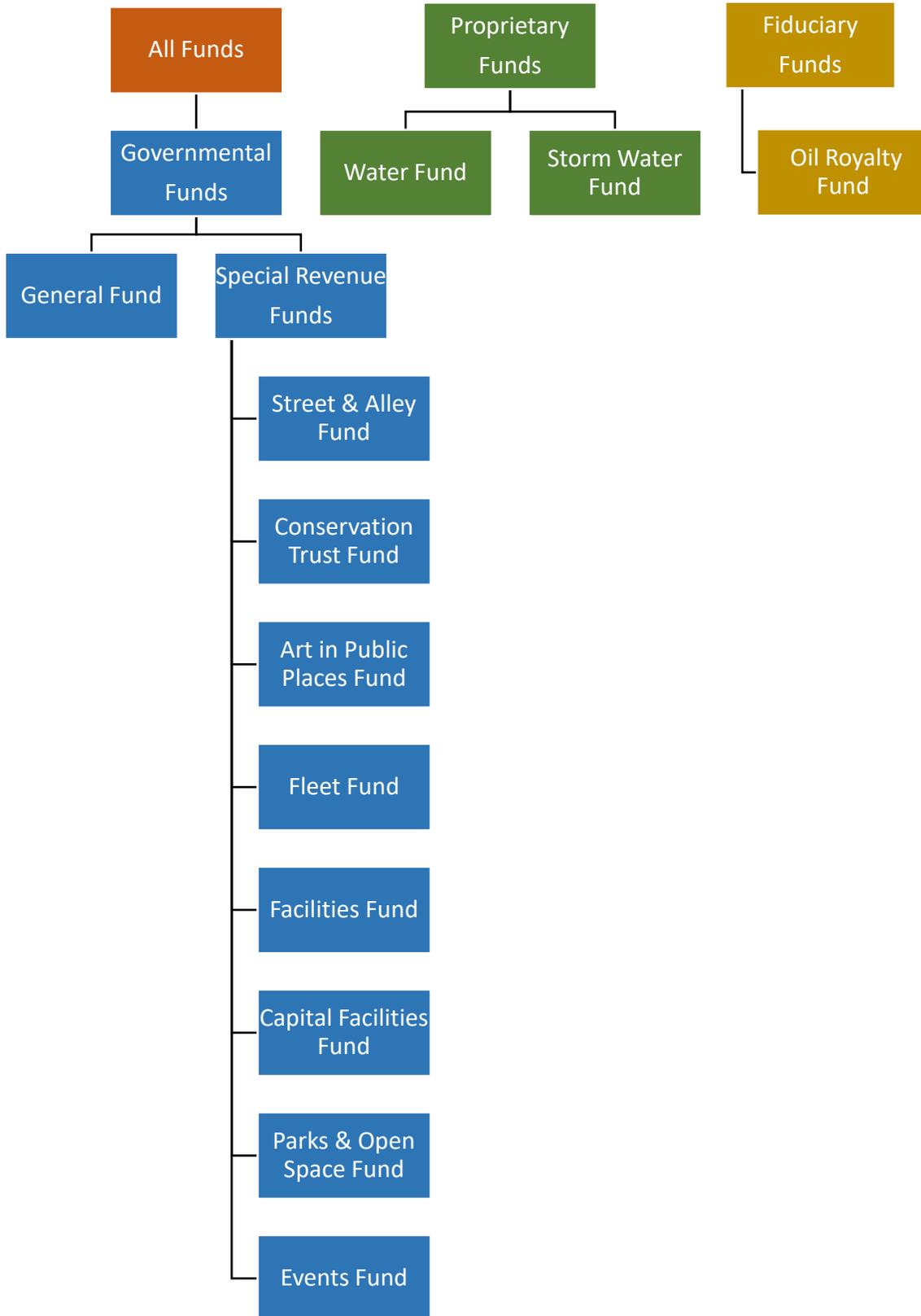
Enterprise Funds

Internal Service Funds

#### Fiduciary

Trust and Agency Funds

### FUND STRUCTURE



## DEPARTMENT INVOLVEMENT BY FUND

The chart below lists each of the funds that the town maintains and indicates which departments are active within each fund. Departments interact either administratively or operationally within each fund. Costs are allocated to each appropriate fund in the payroll process to wage and fringe general ledger line-items based upon time and effort. Remaining cost categories such as operation and maintenance activities are directly charged within each fund by the departments which are housed therein.

	Admin	Human Resources	Finance	Parks & Open Space	Police	Public Works	Community & Economic Development	Information Technology
<b>Governmental Funds</b>								
General Fund	✓	✓	✓	✓	✓	✓	✓	✓
<b>Special Revenue Funds</b>								
Street and Alley Fund	✓		✓			✓		✓
Conservation Trust Fund				✓		✓		✓
Parks & Open Space Fund	✓		✓	✓		✓	✓	✓
Events Fund	✓		✓			✓	✓	✓
Capital Facilities Fund	✓							✓
Art in Public Places Fund	✓							✓
Public Safety Fund					✓			✓
Fleet Fund	✓		✓		✓	✓	✓	✓
Facilities Fund						✓	✓	✓
<b>Proprietary Funds</b>								
Water Fund	✓		✓			✓		✓
Storm Water Fund	✓		✓			✓		✓
<b>Fiduciary Funds</b>								
Oil Royalty Trust Fund								✓

## GOVERNMENTAL FUNDS

### General Fund

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

### Special Revenue Funds

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

#### Streets and Alley Fund

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

#### Conservation Trust Fund

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

#### Parks & Open Space Fund

The Park Improvement 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 were primarily impact fees, grants and transfers from other funds. The Open Space Fund was created in 2000 after voters approved a half percent sales tax to be used to acquire, preserve and develop on a limited basis, open space land in and around the Town of Frederick. The primary revenue for this fund was a half percent sales tax. With the passing of a late 2023 ballot measure, the half percent sales tax with prior restriction to the Open Space Fund, was broadened to include improving local parks. As a result, the Park Improvement Fund was integrated into the Open Space Fund, effective January 1, 2025.

### **Capital Facilities Fund**

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

### **Art in Public Places Fund**

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

### **Public Safety Fund**

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

### **Facilities Fund**

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

### **Fleet Fund**

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

### **Events Fund**

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

## **PROPRIETARY FUNDS**

### **Enterprise Funds**

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

## **FIDUCIARY FUNDS**

### **Oil Royalty Trust Fund**

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

## **COMPONENT UNITS**

### **Frederick Urban Renewal Authority**

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

## **NOTES AND ASSUMPTIONS**

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

## TOTAL COMBINED TOWN BUDGET

The 2025 proposed budget is balanced as defined in the introduction section of this document, with a “balance between total estimated expenditures and total anticipated revenues, including surpluses.” This means that the appropriated expenditures cannot exceed the sum of the revenues and beginning fund balance.

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

	General Fund	Special Revenue Funds	Capital Funds	Enterprise Funds	Trust and Agency Funds	Total All Funds	% of Total Rev. & Exp.
2025 BUDGET - ALL FUNDS							
BEGINNING BALANCE:	17,177,983	14,166,972	2,494,127	135,550,512	1,773,578	171,163,172	
<i>REVENUES:</i>							
CHARGES FOR SERVICES	638,250	960,500	-	5,321,700	-	6,920,450	16.04%
FINES AND FORFEITURES	117,000	-	-	-	-	117,000	0.27%
PROPERTY TAXES	3,354,000	-	-	-	-	3,354,000	7.77%
SALES TAXES	12,003,520	6,568,300	-	-	-	18,571,820	43.04%
LICENSES, PERMITS, & FEES	1,354,700	385,500	234,000	4,611,180	-	6,585,380	15.26%
MISCELLANEOUS	1,375,000	666,800	234,000	1,880,000	92,000	4,247,800	9.84%
OTHER TAXES	1,148,750	-	-	-	-	1,148,750	2.66%
GRANTS	639,000	1,566,975	-	-	-	2,205,975	5.11%
TOTAL REVENUES	20,630,220	10,148,075	468,000	11,812,880	92,000	43,151,175	100.00%
<i>OTHER SOURCES/USES:</i>							
TRANSFER IN	350,000	2,637,285	2,000,000	-	-	4,987,285	
TRANSFER OUT	2,331,600	350,000	-	-	-	2,681,600	
TOTAL OTHER SOURCES/USES	(1,981,600)	2,287,285	2,000,000	-	-	2,305,685	
<i>EXPENDITURES:</i>							
PERSONNEL SERVICES	10,639,500	4,080,500	-	3,436,300	-	18,156,300	30.55%
CONTRACT SERVICES	4,809,065	3,822,395	837,000	8,686,530	-	18,154,990	30.55%
COMMODITY	1,968,125	474,135	-	1,386,690	-	3,828,950	6.44%
OTHER CHARGES	5,079,080	352,625	-	607,450	73,000	6,112,155	10.28%
CAPITAL OUTLAY	789,300	4,460,000	2,230,000	5,162,000	-	12,641,300	21.27%
DEBT SERVICE	-	533,620	1,000	-	-	534,620	0.90%
TOTAL EXPENDITURES	23,285,070	13,723,275	3,068,000	19,278,970	73,000	59,428,315	100.00%
ENDING BALANCE:	12,541,533	12,879,057	1,894,127	128,084,422	1,792,578	157,191,717	

### ANALYSIS OF SIGNIFICANT CHANGES IN ANTICIPATED FUND BALANCE

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

<b>General Fund</b>	Anticipated FY 2025 Beginning Balance	Anticipated FY 2025 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	17,177,983	12,541,533	(4,636,450)	-27.0%

Discussion:

The decrease in Fund Balance is attributed to the following capital improvement projects: 1) Property acquisition to support downtown initiatives, through a Transfer Out to the Capital Facilities Fund, 2) Catalytic Grant Program also supporting downtown initiatives, 3) Downtown permanent lighting, 4) IT infrastructure replacement, 5) Colorado Boulevard infrastructure improvements, through a Transfer Out to the Street & Alley Fund, 6) Parks & Open Space Facility Design, 7) Go Outdoors Frederick 2050, 8) Police Department Axon Core Equipment Plan, 9) Public Works AMI Utility Water Meter Replacement(s).

<b>Conservation Trust Fund</b>	Anticipated FY 2025 Beginning Balance	Anticipated FY 2025 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	406,088	516,088	110,000	27.1%

Discussion:

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

<b>Storm Water Fund</b>	Anticipated FY 2025 Beginning Balance	Anticipated FY 2025 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	6,151,995	5,024,635	(1,127,360)	-18.3%

Discussion:

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

<b>Parks &amp; Open Space Fund</b>	Anticipated FY 2025 Beginning Balance	Anticipated FY 2025 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	6,157,179	5,288,954	(868,225)	-14.1%

Discussion:

The decrease in Fund Balance is associated with the following capital improvement projects: 1) Skate Park lighting replacement, 2) Capital Equipment Program, 3) Go Outdoors Frederick 2050, 4) Park Restroom renovations, 5) Tree Program, 6) Trails Maintenance Program, 7) Golf Course trail extension design.

	Anticipated FY 2025 Beginning Balance	Anticipated FY 2025 Ending Balance	Increase (Decrease)	Percent Change
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**Public Safety Fund**

Fund Balance Available for Appropriation	272,041	42,041	(230,000)	-84.5%
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Discussion:

This fund houses a public safety impact fee dedicated to the acquisition of police department capital improvements. It incurs Fund Balance increases until projects are identified. The primary annual utilization is a Police Department Axon Core Equipment Plan and the police vehicle lease program.

	Anticipated FY 2025 Beginning Balance	Anticipated FY 2025 Ending Balance	Increase (Decrease)	Percent Change
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**Capital Facilities Fund**

Fund Balance Available for Appropriation	2,494,127	1,894,127	(600,000)	-24.1%
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Discussion:

This fund is utilized for construction and financing of capital facility projects. When there are no active projects, Fund Balance will naturally increase due to annual tax and fee revenue. The decrease is attributed to Town Hall and Administrative Services parking lot repair, and Public Works property contamination remediation.

	Anticipated FY 2025 Beginning Balance	Anticipated FY 2025 Ending Balance	Increase (Decrease)	Percent Change
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**Facilities Fund**

Fund Balance Available for Appropriation	328,759	269,444	(59,315)	-18.0%
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Discussion:

The decrease in Fund Balance is associated with Police Department building renovations for office additions and an alarm system upgrade.

	Anticipated FY 2025 Beginning Balance	Anticipated FY 2025 Ending Balance	Increase (Decrease)	Percent Change
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**Art in Public Places Fund**

Fund Balance Available for Appropriation	102,346	91,146	(11,200)	-10.9%
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Discussion:

The fund was established to account for dedicated revenues for the acquisition of works of art, maintenance, and repair. As such, this fund frequently builds up Fund Balance before public artwork is acquired. The decrease is attributed to budgeted general art acquisition throughout the Town.

## SUMMARY OF CAPITAL EXPENDITURES

The following summary includes capital expenditures of town funds that exceed \$100,000. In the budget development process, department directors propose capital projects. The Town Board holds goal setting sessions with senior leadership to identify priorities and the Board ultimately approves the projects moving forward.

<b>General Fund</b>		
<u>Project Description</u>	<u>Capital Expenditure Amount</u>	<u>Recurring?</u>
Server Infrastructure Replacement	\$100,000	No
<u>Discussion:</u> The current IT equipment is at the end of life cycle and will no longer be supported. If the infrasture is not maintained, the Town will compromise data management, software services, data security and overall health of the IT environment.		
Downtown Catalytic Grant Program	\$500,000	No
<u>Discussion:</u> This grant program creates opportunities for businesses in Downtown Frederick to acquire access to upfront capital for redevelopment or site improvement.		
Downtown Permanent Lighting	\$250,000	No
<u>Discussion:</u> Creation of permanent lighting improvements to Downtown.		
Parks & Open Space Facility Design	\$400,000	No
<u>Discussion:</u> This project is intended to replace the existing golf maintenance shop and house with a new facility for golf course maintenance and golf cart storage. Initial costs are for design-work only.		
Axon Core+ Plan	\$209,000	Yes
<u>Discussion:</u> This on-going Police Department program allows the Town to maintain compliance with State and Federal mandates for all officers. It provides the ability to record all citizen contacts and to gather demographic information. Equipment includes body cameras, tasers, storage, licensing, cartridges, batteries, RMS system, signal, docks, auto-tagging, and warranties.		
<b>Storm Water Fund</b>		
<u>Project Description</u>	<u>Capital Expenditure Amount</u>	<u>Recurring?</u>
Drainage Improvement OSP - C28	\$236,000	No
<u>Discussion:</u> Design and construction of TT-C28 Leyden Creek drainage improvement identified in the Stormwater Master Plan (OSP).		
<b>Capital Facilities Fund</b>		
<u>Project Description</u>	<u>Capital Expenditure Amount</u>	<u>Recurring?</u>
Parking Lot Reconstruction-311 & 323 Fifth Street	\$200,000	No
<u>Discussion:</u> Repair and re-design of the parking lot between 311 and 323 Fifth St. to improve access of the downtown area via additional parking and public seating areas.		
Downtown Property Acquisition	\$2,000,000	No
<u>Discussion:</u> Acquisition of the SVVSD community center property in Downtown Frederick.		

Street & Alley Fund		
Project Description	Capital Expenditure Amount	Recurring?
CR13/CR20 Intersection Improvement	\$186,000	No
<u>Discussion:</u> Ultimate Intersection Improvement of CR13 (Colorado Boulevard) and CR20 (Bella Rosa Parkway/Pine Cone Avenue) with improved operations, widening, drainage and pedestrian improvements.		
Colorado Boulevard Infrastructure Improvements	\$1,388,000	No
<u>Discussion:</u> At the direction of the Town Board, this project has been developed to address complaints due to the current condition of Colorado Boulevard. It will address current damaged areas, improve ride quality, appearance, intersection operation and capacity of the roadway, as the main arterial throughfare of Frederick from HW52 to Bella Rosa Parkway (CR20).		
Pavement Maintenance Program	\$950,000	Yes
<u>Discussion:</u> Ongoing maintenance of asphalt pavement within the Town with areas identified during pavement assesment. The maintenance of asphalt pavement will preserve integrity and expand the life of roadways, preventing more drastic and costly maintenance treatment methods in the future.		
Concrete Repair	\$250,000	Yes
<u>Discussion:</u> Ongoing concrete repair of items identified throughout Town that are the responsibility of the Town, including sidewalk, curb and gutter, inlets, ADA curb ramps, and crosspans. \$200,000 has been earmarked for maintenance items specific to the downtown area.		
Plow Hook Truck-Single Axle (shared Funds: Streets, Water, Storm Wtr)	\$250,000	No
<u>Discussion:</u> Snow removal will be the primary purpose, but allows Public Works to have a multi-use vehicle used for arterial snow routes, such as larger neighborhood in and outs.		
Plow Hook Truck-Tandem (shared Funds: Streets, Water, Storm Wtr)	\$300,000	No
<u>Discussion:</u> Provides an additional large truck for snow plow operations on main arterials. Additional uses include the conversion of a dump bed to a flat bed for hauling or operating equipment, roll-off dumpsters, and water tanks for dust control on low-volume, unpaved roads.		

Parks & Open Space Fund		
Project Description	Capital Expenditure Amount	Recurring?
Go Outdoors Frederick 2050 (shared with General & Water Fund)	\$350,000	No
<u>Discussion:</u> Provides for a system master plan for the Town's outdoor recreational assets including parks, open spaces, trails and public landscapes. This comprehensive effort includes a system analysis, financial plan and maintenance planning for the next 25 years.		
Capital Equipment Program (shared with General Fund)	\$215,000	Yes
<u>Discussion:</u> Annual capital program to provide for new and replacement equipment. Priorities in 2025 are additional parks mowers, open space mowers, turf conversion equipment, open space seeder and a golf mower replacements.		
Youth Conservation Corp Program	\$145,000	No
<u>Discussion:</u> The Youth Conservation Corps Program is a new annual program requested by the department that would focus on natural resource, open space and conservation improvement projects.		
Skate Park Lighting Replacement	\$125,000	No
<u>Discussion:</u> This project will upgrade the sports lighting system at the Frederick Skate Park with user controls in an effort to reduce lighting conflicts with surrounding homes.		
Bella Rosa Trail Extension Design	\$250,000	No
<u>Discussion:</u> This project is intended to be in partnership with Engineering's transportation improvement at the intersection of Colorado Boulevard and Bella Rosa Parkway and would extend the existing Town trail east from Sandpiper Drive to Colorado Boulevard. For 2025, we are intending for this to only include ROW aquisition and design with construction in 2026 as a part of the intersection improvement.		

Water Fund		
Project Description	Capital Expenditure Amount	Recurring?
AMI Water Meters	\$1,137,550	No
<u>Discussion:</u> Acquire and swap out existing resident water meters with AMI water meters (approximately 1,800 meters @ \$407.48 per). AMI automates the meter reading process, eliminating the need for manual readings. This reduces labor costs while also allowing our water team to focus on other tasks. AMI systems provide real-time or near real-time data, allowing us to monitor usage remotely. This eliminates the need for estimated billing and enables faster responses to usage issues. With automated readings, billing becomes more accurate and can be processed more efficiently. The need for physical site visits for reading and rereading meters is eliminated, saving time and resources. Finally, AMI can detect small leaks in real-time by monitoring minute changes in water usage. Early detection prevents high water bills for residents, while also promoting conservation.		
Go Outdoors Frederick 2050 (shared with General and POST Fund)	\$100,000	Yes
<u>Discussion:</u> Provides for a system master plan for the Town's outdoor recreational assets including parks, open spaces, trails and public landscapes. This comprehensive effort includes a system analysis, financial plan and maintenance planning for the next 25 years.		
Central Weld Water Line 30"	\$2,000,000	No
<u>Discussion:</u> A thirty inch waterline is required to provide adequate water pressure and supply to the water tank that serves the east side of Frederick. This waterline will traverse from Colorado Blvd to the tank site off of WCR 17 generally in line with 8th Street. This line will add the capacity required for the full build-out of Hidden Creek and other future developments on the east side of Town.		
Colorado Big Thompson Unit Purchases	\$2,100,000	Yes
<u>Discussion:</u> The Town needs to continue to purchase CBT water units to meet previous obligations and to offer CBT units as incentives for Commerical Development. The cost to purchase additional units has been increased for subsequent years so that funds are available in the likely event that the cost per unit increases.		
Raw Water Park Conversion	\$200,000	No
<u>Discussion:</u> Conversion of Town Parks from CBT to raw water. The first two parks to convert have been identified as Fox Run Park and Coal Ridge Estates Park. These areas can be served through short extensions of the Town's raw water system. The projected CBT savings from the conversion is 22 CBT units. The value of those 22 CBT units is \$1.5M.		
Return Flow Delivery Improvement	\$100,000	No
<u>Discussion:</u> As the Town progresses through the change case for the Lower Boulder Ditch, shares improvements have been identified that are necessary for the Town to meet return flow obligations associated with the use of the future Changed Ditch shares. This improvement will invole rehabilitaing an existing structure to accomodate return flow releases from the Lower Boulder Ditch and Coal Creek.		

Significant Operating Impacts of Capital Investments							
<b>General Fund</b>							
<b>Server Infrastructure Replacement</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.1	1.0	0.9	0.8	0.7	0.6	4.5
Program & Facility Operating	\$ 10,000	\$ 9,000	\$ 8,100	\$ 7,290	\$ 6,561	\$ 5,905	\$ 40,951
<b>Total Operating Costs</b>	<b>\$ 10,000</b>	<b>\$ 9,000</b>	<b>\$ 8,100</b>	<b>\$ 7,290</b>	<b>\$ 6,561</b>	<b>\$ 5,905</b>	<b>\$ 40,951</b>
<b>General Fund</b>							
<b>Downtown Catalytic Grant Program</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>TOTAL</b>
New Personnel (FTEs)	0.6	0.5	0.4	0.4	0.4	0.3	2.3
Program & Facility Operating	\$ 50,000	\$ 45,000	\$ 40,500	\$ 36,450	\$ 32,805	\$ 29,525	\$ 204,755
<b>Total Operating Costs</b>	<b>\$ 50,000</b>	<b>\$ 45,000</b>	<b>\$ 40,500</b>	<b>\$ 36,450</b>	<b>\$ 32,805</b>	<b>\$ 29,525</b>	<b>\$ 204,755</b>
<b>General Fund</b>							
<b>Downtown Permanent Lighting</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>TOTAL</b>
New Personnel (FTEs)	0.4	0.4	0.4	0.3	0.3	0.3	1.8
Program & Facility Operating	\$ 25,000	\$ 22,500	\$ 20,250	\$ 18,225	\$ 16,403	\$ 14,762	\$ 102,378
<b>Total Operating Costs</b>	<b>\$ 25,000</b>	<b>\$ 22,500</b>	<b>\$ 20,250</b>	<b>\$ 18,225</b>	<b>\$ 16,403</b>	<b>\$ 14,762</b>	<b>\$ 102,378</b>
<b>General Fund</b>							
<b>Parks &amp; Open Space Facility Design</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.1	1.0	0.9	0.8	0.7	0.6	4.5
Program & Facility Operating	\$ 40,000	\$ 36,000	\$ 32,400	\$ 29,160	\$ 26,244	\$ 23,620	\$ 163,804
<b>Total Operating Costs</b>	<b>\$ 40,000</b>	<b>\$ 36,000</b>	<b>\$ 32,400</b>	<b>\$ 29,160</b>	<b>\$ 26,244</b>	<b>\$ 23,620</b>	<b>\$ 163,804</b>
<b>General Fund</b>							
<b>Axon Core+ Plan</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.7	1.5	1.3	1.2	1.1	1.0	6.8
Program & Facility Operating	\$ 20,900	\$ 18,810	\$ 16,929	\$ 15,236	\$ 13,712	\$ 12,341	\$ 85,588
<b>Total Operating Costs</b>	<b>\$ 20,900</b>	<b>\$ 18,810</b>	<b>\$ 16,929</b>	<b>\$ 15,236</b>	<b>\$ 13,712</b>	<b>\$ 12,341</b>	<b>\$ 85,588</b>
<b>Street &amp; Alley Fund</b>							
<b>CR13 / CR20 Intersection Improvement</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.1	1.0	0.9	0.8	0.7	0.6	4.5
Program & Facility Operating	\$ 18,600	\$ 16,740	\$ 15,066	\$ 13,559	\$ 12,203	\$ 10,983	\$ 76,169
<b>Total Operating Costs</b>	<b>\$ 18,600</b>	<b>\$ 16,740</b>	<b>\$ 15,066</b>	<b>\$ 13,559</b>	<b>\$ 12,203</b>	<b>\$ 10,983</b>	<b>\$ 76,169</b>
<b>Street &amp; Alley Fund</b>							
<b>Colorado Boulevard Infrastructure Improvements</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>TOTAL</b>
New Personnel (FTEs)	2.2	2.0	1.8	1.6	1.4	1.3	9.0
Program & Facility Operating	\$ 138,800	\$ 124,920	\$ 112,428	\$ 101,185	\$ 91,067	\$ 81,960	\$ 568,400
<b>Total Operating Costs</b>	<b>\$ 138,800</b>	<b>\$ 124,920</b>	<b>\$ 112,428</b>	<b>\$ 101,185</b>	<b>\$ 91,067</b>	<b>\$ 81,960</b>	<b>\$ 568,400</b>
<b>Street &amp; Alley Fund</b>							
<b>Pavement Maintenance Program</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>TOTAL</b>
New Personnel (FTEs)	2.8	2.5	2.2	2.0	1.8	1.6	11.3
Program & Facility Operating	\$ 95,000	\$ 85,500	\$ 76,950	\$ 69,255	\$ 62,330	\$ 56,097	\$ 389,035
<b>Total Operating Costs</b>	<b>\$ 95,000</b>	<b>\$ 85,500</b>	<b>\$ 76,950</b>	<b>\$ 69,255</b>	<b>\$ 62,330</b>	<b>\$ 56,097</b>	<b>\$ 389,035</b>
<b>Street &amp; Alley Fund</b>							
<b>Concrete Repair</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.1	1.0	0.9	0.8	0.7	0.6	4.5
Program & Facility Operating	\$ 25,000	\$ 22,500	\$ 20,250	\$ 18,225	\$ 16,403	\$ 14,762	\$ 102,378
<b>Total Operating Costs</b>	<b>\$ 25,000</b>	<b>\$ 22,500</b>	<b>\$ 20,250</b>	<b>\$ 18,225</b>	<b>\$ 16,403</b>	<b>\$ 14,762</b>	<b>\$ 102,378</b>

Significant Operating Impacts of Capital Investments							
<b>Street &amp; Alley Fund</b>							
<b>Plow Hook Truck-Single Axle</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.1	1.0	0.9	0.8	0.7	0.6	4.5
Program & Facility Operating	\$ 25,000	\$ 22,500	\$ 20,250	\$ 18,225	\$ 16,403	\$ 14,762	\$ 102,378
<b>Total Operating Costs</b>	<b>\$ 25,000</b>	<b>\$ 22,500</b>	<b>\$ 20,250</b>	<b>\$ 18,225</b>	<b>\$ 16,403</b>	<b>\$ 14,762</b>	<b>\$ 102,378</b>
<b>Street &amp; Alley Fund</b>							
<b>Plow Hook Truck-Tandem</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.1	1.0	0.9	0.8	0.7	0.6	4.5
Program & Facility Operating	\$ 30,000	\$ 27,000	\$ 24,300	\$ 21,870	\$ 19,683	\$ 17,715	\$ 122,853
<b>Total Operating Costs</b>	<b>\$ 30,000</b>	<b>\$ 27,000</b>	<b>\$ 24,300</b>	<b>\$ 21,870</b>	<b>\$ 19,683</b>	<b>\$ 17,715</b>	<b>\$ 122,853</b>
<b>Parks &amp; Open Space Fund</b>							
<b>Go Outdoors Frederick 2050</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>TOTAL</b>
New Personnel (FTEs)	2.2	2.0	1.8	1.6	1.4	1.3	9.0
Program & Facility Operating	\$ 35,000	\$ 31,500	\$ 28,350	\$ 25,515	\$ 22,964	\$ 20,667	\$ 143,329
<b>Total Operating Costs</b>	<b>\$ 35,000</b>	<b>\$ 31,500</b>	<b>\$ 28,350</b>	<b>\$ 25,515</b>	<b>\$ 22,964</b>	<b>\$ 20,667</b>	<b>\$ 143,329</b>
<b>Parks &amp; Open Space Fund</b>							
<b>Capital Equipment Program</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.7	1.5	1.3	1.2	1.1	1.0	6.8
Program & Facility Operating	\$ 21,500	\$ 19,350	\$ 17,415	\$ 15,674	\$ 14,106	\$ 12,696	\$ 88,045
<b>Total Operating Costs</b>	<b>\$ 21,500</b>	<b>\$ 19,350</b>	<b>\$ 17,415</b>	<b>\$ 15,674</b>	<b>\$ 14,106</b>	<b>\$ 12,696</b>	<b>\$ 88,045</b>
<b>Parks &amp; Open Space Fund</b>							
<b>Youth Conservation Corp Program</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>TOTAL</b>
New Personnel (FTEs)	0.6	0.5	0.4	0.4	0.4	0.3	2.3
Program & Facility Operating	\$ 14,500	\$ 13,050	\$ 11,745	\$ 10,571	\$ 9,513	\$ 8,562	\$ 59,379
<b>Total Operating Costs</b>	<b>\$ 14,500</b>	<b>\$ 13,050</b>	<b>\$ 11,745</b>	<b>\$ 10,571</b>	<b>\$ 9,513</b>	<b>\$ 8,562</b>	<b>\$ 59,379</b>
<b>Parks &amp; Open Space Fund</b>							
<b>Skate Park Lighting Replacement</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>TOTAL</b>
New Personnel (FTEs)	0.6	0.5	0.4	0.4	0.4	0.3	2.3
Program & Facility Operating	\$ 1,250	\$ 1,125	\$ 1,013	\$ 911	\$ 820	\$ 738	\$ 5,119
<b>Total Operating Costs</b>	<b>\$ 1,250</b>	<b>\$ 1,125</b>	<b>\$ 1,013</b>	<b>\$ 911</b>	<b>\$ 820</b>	<b>\$ 738</b>	<b>\$ 5,119</b>
<b>Parks &amp; Open Space Fund</b>							
<b>Bella Rosa Trail Extension Design</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.1	1.0	0.9	0.8	0.7	0.6	4.5
Program & Facility Operating	\$ 2,500	\$ 2,250	\$ 2,025	\$ 1,823	\$ 1,640	\$ 1,476	\$ 10,238
<b>Total Operating Costs</b>	<b>\$ 2,500</b>	<b>\$ 2,250</b>	<b>\$ 2,025</b>	<b>\$ 1,823</b>	<b>\$ 1,640</b>	<b>\$ 1,476</b>	<b>\$ 10,238</b>
<b>Water Fund</b>							
<b>AMI Water Meters</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.1	1.0	0.9	0.8	0.7	0.6	4.5
Program & Facility Operating	\$ 113,755	\$ 102,380	\$ 92,142	\$ 82,927	\$ 74,635	\$ 67,171	\$ 465,838
<b>Total Operating Costs</b>	<b>\$ 113,755</b>	<b>\$ 102,380</b>	<b>\$ 92,142</b>	<b>\$ 82,927</b>	<b>\$ 74,635</b>	<b>\$ 67,171</b>	<b>\$ 465,838</b>
<b>Water Fund</b>							
<b>Raw Water Park Conversion</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.1	1.0	0.9	0.8	0.7	0.6	4.5
Program & Facility Operating	\$ 2,000	\$ 1,800	\$ 1,620	\$ 1,458	\$ 1,312	\$ 1,181	\$ 8,190
<b>Total Operating Costs</b>	<b>\$ 2,000</b>	<b>\$ 1,800</b>	<b>\$ 1,620</b>	<b>\$ 1,458</b>	<b>\$ 1,312</b>	<b>\$ 1,181</b>	<b>\$ 8,190</b>

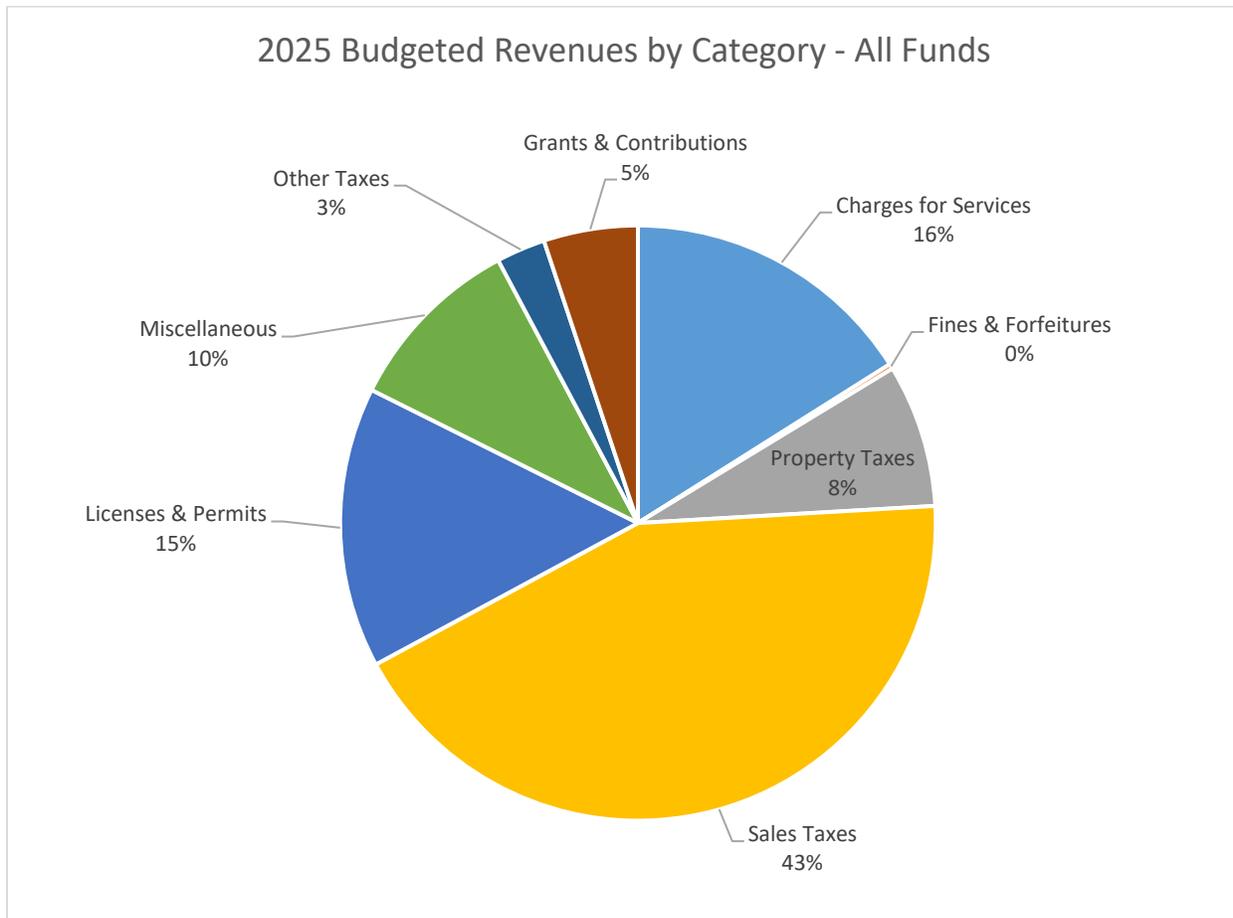
Significant Operating Impacts of Capital Investments							
<b>Water Fund</b>							
<b>Return Flow Delivery Improvement</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>TOTAL</b>
New Personnel (FTEs)	0.6	0.5	0.4	0.4	0.4	0.3	2.3
Program & Facility Operating	\$ 10,000	\$ 9,000	\$ 8,100	\$ 7,290	\$ 6,561	\$ 5,905	\$ 40,951
<b>Total Operating Costs</b>	<b>\$ 10,000</b>	<b>\$ 9,000</b>	<b>\$ 8,100</b>	<b>\$ 7,290</b>	<b>\$ 6,561</b>	<b>\$ 5,905</b>	<b>\$ 40,951</b>
<b>Water Fund</b>							
<b>Colorado Big Thompson Unit Purchases</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>TOTAL</b>
New Personnel (FTEs)	0.6	0.5	0.4	0.4	0.4	0.3	2.3
Program & Facility Operating	\$ 21,000	\$ 18,900	\$ 17,010	\$ 15,309	\$ 13,778	\$ 12,400	\$ 85,997
<b>Total Operating Costs</b>	<b>\$ 21,000</b>	<b>\$ 18,900</b>	<b>\$ 17,010</b>	<b>\$ 15,309</b>	<b>\$ 13,778</b>	<b>\$ 12,400</b>	<b>\$ 85,997</b>
<b>Water Fund</b>							
<b>Central Weld Water Line 30"</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.7	1.5	1.3	1.2	1.1	1.0	6.8
Program & Facility Operating	\$ 140,000	\$ 126,000	\$ 113,400	\$ 102,060	\$ 91,854	\$ 82,669	\$ 573,314
<b>Total Operating Costs</b>	<b>\$ 140,000</b>	<b>\$ 126,000</b>	<b>\$ 113,400</b>	<b>\$ 102,060</b>	<b>\$ 91,854</b>	<b>\$ 82,669</b>	<b>\$ 573,314</b>
<b>Storm Water Fund</b>							
<b>Drainage Improvement OSP-C28</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.1	1.0	0.9	0.8	0.7	0.6	4.5
Program & Facility Operating	\$ 23,600	\$ 21,240	\$ 19,116	\$ 17,204	\$ 15,484	\$ 13,936	\$ 96,644
<b>Total Operating Costs</b>	<b>\$ 23,600</b>	<b>\$ 21,240</b>	<b>\$ 19,116</b>	<b>\$ 17,204</b>	<b>\$ 15,484</b>	<b>\$ 13,936</b>	<b>\$ 96,644</b>
<b>Capital Facilities Fund</b>							
<b>Parking Lot Reconstruction-311 &amp; 323 Fifth Street</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.7	1.5	1.3	1.2	1.1	1.0	6.8
Program & Facility Operating	\$ 40,000	\$ 36,000	\$ 32,400	\$ 29,160	\$ 26,244	\$ 23,620	\$ 163,804
<b>Total Operating Costs</b>	<b>\$ 40,000</b>	<b>\$ 36,000</b>	<b>\$ 32,400</b>	<b>\$ 29,160</b>	<b>\$ 26,244</b>	<b>\$ 23,620</b>	<b>\$ 163,804</b>
<b>Capital Facilities Fund</b>							
<b>Downtown Property Acquisition</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>TOTAL</b>
New Personnel (FTEs)	1.7	1.5	1.3	1.2	1.1	1.0	6.8
Program & Facility Operating	\$ 80,000	\$ 72,000	\$ 64,800	\$ 58,320	\$ 52,488	\$ 47,239	\$ 327,608
<b>Total Operating Costs</b>	<b>\$ 80,000</b>	<b>\$ 72,000</b>	<b>\$ 64,800</b>	<b>\$ 58,320</b>	<b>\$ 52,488</b>	<b>\$ 47,239</b>	<b>\$ 327,608</b>

## REVENUE OVERVIEW

The town strives to maintain a strong, diverse revenue base recognizing that a dependence upon any individual revenue source would make revenue yields more vulnerable to economic cycles. All revenues are conservatively projected, monitored, and updated as necessary. The town utilized the Colorado Legislative Council as the primary source for forecasted Denver-Boulder-Greeley Consumer Price Index (CPI). Additionally, the town considers reports published by economists in the Colorado State Office of Planning and Budgeting. The methodology used for each revenue type is further explained under each revenue type. The following table identifies the CPI increase (decrease) for each year from 2020 to 2024 that were used in forecasting:

Year	2020	2021	2022	2023	2024
Consumer Price Index (CPI)	2.60%	2.78%	2.96%	3.07%	2.70%

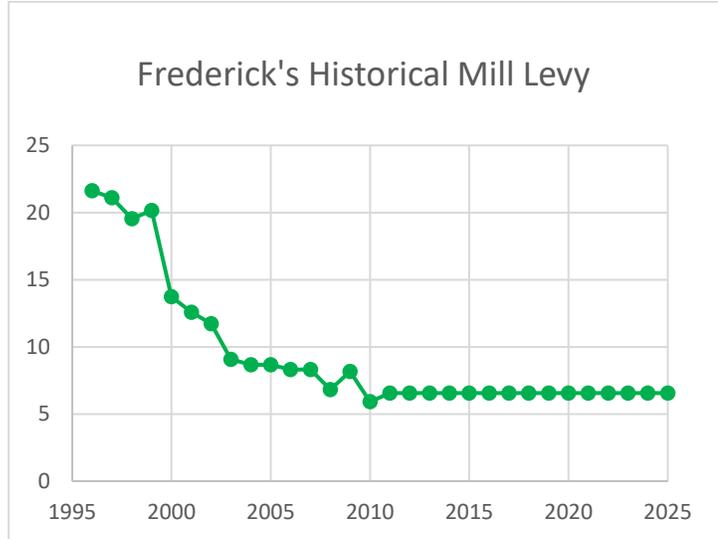
The following chart consolidates and summarizes the town’s revenue by source:



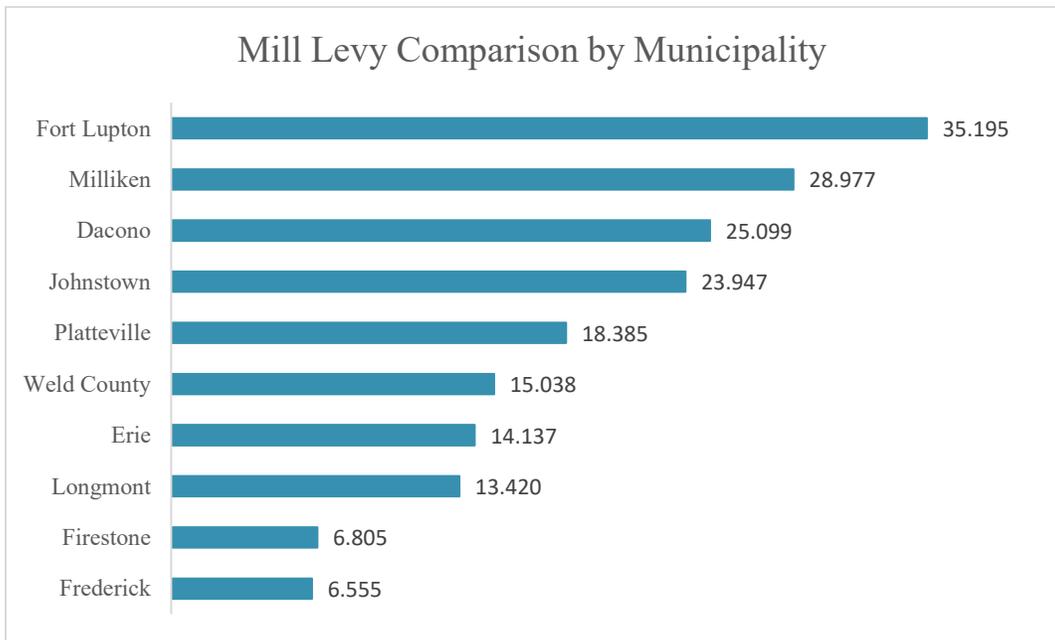
The following are descriptions of the town’s revenue resources, associated forecasting assumptions and revenue trends.

**Property Tax**

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



The mill levy rate for Frederick in 2025 will remain at the 2024 level of 6.555 mills. One mill represents \$1 for every \$1,000 in assessed property value. Property tax is calculated by multiplying the mill levy by the assessed valuation of a property. Property tax revenue is forecasted each year based on assessed valuations determined by Weld County and applying the town’s current mill levy rate.



Property Tax Revenues by Category				
Category	2023 Budget Taxes Levied	2024 Budget Taxes Levied	2025 Budget Taxes Levied	% Change 2024 to 2025
Vacant Land	57,974	87,733	80,604	-8.1%
Residential	1,038,819	1,279,896	1,306,772	2.1%
Commercial	371,590	537,748	468,600	-12.9%
Industrial	411,028	500,468	600,894	20.1%
Agricultural	4,440	4,404	4,349	-1.2%
Oil & Gas	1,161,422	1,920,926	673,233	-65.0%
State Assessed	237,022	199,197	219,857	10.4%
Minerals	0	0	0	0.0%
<b>Total Revenue</b>	<b>3,282,294</b>	<b>4,530,370</b>	<b>3,354,309</b>	

The changes in property tax revenues can vary substantially by category. One of the most volatile categories is Oil and Gas because the valuation depends on well production, which is calculated annually. For the 2025 budget, several categories showed substantial changes since values were adjusted due to the passage of Senate Bill 24-233, which realigned assessment figures more closely to calendar year 2023. The budget projections for property tax revenues are based on the Certification of Valuation which is provided annually by Weld County. The town does not make any adjustments to the calculations that they provide.

### **Sales Tax**

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

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

### **Use Tax**

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

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

### **Excise Tax**

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

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

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

### **Franchise Charges**

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

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

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

### **Fines and Forfeitures**

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

### **Licenses and Permits**

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

#### **Building Permit Fees**

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

### **Intergovernmental Revenues**

Intergovernmental revenues are transfers from any fund into another fund.

### **Charges for Services**

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

#### **Utility Charges**

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

**Water Charges** - The water rates include both a base rate and a usage per thousand-gallon rate for water consumption. The residential base rate includes the first 3,000 gallons of usage and is used for system improvements and maintenance of existing infrastructure. The Town Board supported a Water Rate Study occurring in fiscal year 2024, which determined that the current rate structure and fees do not generate enough revenues to maintain and improve the water system, acquire future water rights, and continue the participation in the Northern Integrated Supply Project. The 2025 budget has factored recommended revenue increases into the Fee Schedule, which was amended in February 2025.

**Storm Water Charges** - The storm water rate is based on the quantity of impermeable surface for each parcel or residential dwelling. Development decreases the ground surface that can absorb water, so the town must

accommodate this change by improving and increasing the drainage infrastructure to decrease the potential of flooding.

### **Impact Fees**

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

### **Other Revenues**

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

### **Grants**

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

### **Road and Bridge**

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

### **Highway Users Tax**

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

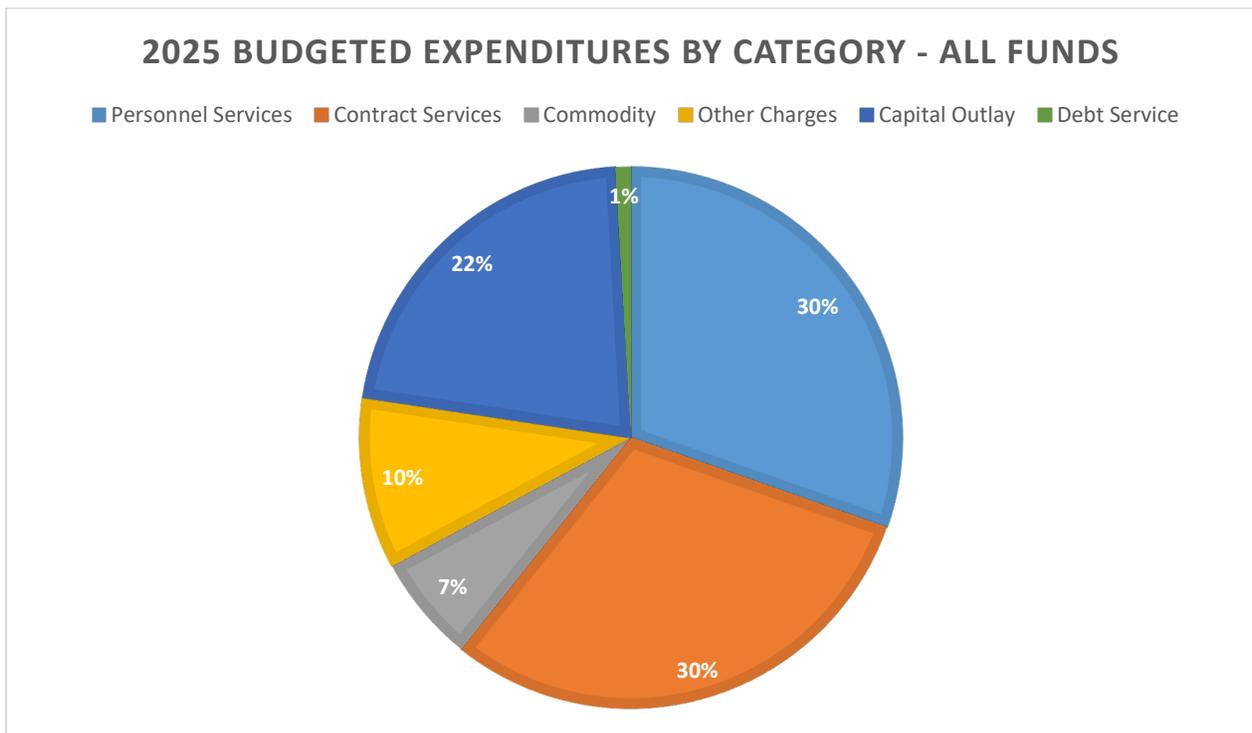
**Motor Vehicle Registration Fees**

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

**EXPENDITURES / EXPENSE OVERVIEW**

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

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



Note: The 2025 Budgeted Expenditures by Category chart does not include transfers.

**Personnel Services**

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

### **Contract Services**

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

### **Commodity**

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

### **Other Charges**

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

### **Capital Outlay**

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

### **Debt Service**

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

## DEBT SERVICE AND FINANCIAL OBLIGATIONS

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

### **Legal Debt Limit**

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

As of December 31, 2024, 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)	\$4,077,090,157
Debt Limit: 3% of Actual Value	\$122,312,705
Total Bonded Debt	\$1,015,000
Legal Debt Margin	\$121,297,705
Total Bonded Debt Applicable to Limit as a % of Debt Limit	.83%

**General Obligation Bonds, Series 2015A**

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

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

*2015A Sales & Use Tax Street Bond*

Year	Principal	Interest	Total
2025	\$290,000	\$23,600	\$313,600
2026	\$300,000	\$12,000	\$312,000
<b>Total</b>	<b>\$590,000</b>	<b>\$35,600</b>	<b>\$625,600</b>

**General Obligation Bonds, Series 2015B**

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

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

*2015B Sales & Use Tax Street Bond*

Year	Principal	Interest	Total
2025	\$80,000	\$17,000	\$97,000
2026	\$80,000	\$13,800	\$93,800
2027	\$85,000	\$10,600	\$95,600
2028	\$90,000	\$7,200	\$97,200
2029	\$90,000	\$3,600	\$93,600
<b>Total</b>	<b>\$425,000</b>	<b>\$52,200</b>	<b>\$477,200</b>

# STRATEGIC FOUNDATION





# 2025-2026 STRATEGIC PLAN

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

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



## Effective, Efficient & Strategic Government Operations

As an employer of choice, the Town of Frederick will lead the region in a culture of efficiency, innovation, and strategic partnerships in all municipal services to far exceed the community's expectations and exemplify the fact that Frederick is Built on What Matters, its people.

- 1.1 Develop and implement a strategy for delivering a parks, streets and downtown "win" including assessing available political capital.
- 1.2 Complete an update to the Municipal Code in connection with 2.5 below.



## Community & Economic Vitality

Frederick is a community that fosters economic, recreational, cultural, and environmental vitality and builds upon and enhances a variety of economic opportunities. Frederick celebrates its downtown and regards it as a gem in the region.

- 2.1 Create a funding strategy to facilitate the implementation of the Frederick Recreation Area Master Plan.
- 2.2 Continue implementing our retail attraction strategy to target regional and destination opportunities, traditional and non-traditional retailers, hospitality, and sit-down eating establishments.
- 2.3 Begin implementation of revitalization strategies for the downtown with "gazelle like" energy to include short-term, mid-term and long-term projects.
- 2.4 Complete the Downtown Plan by mid 2025.
- 2.5 Continue work on updating the Land Use Code in connection with 1.2 above.



## Dynamic, Inclusive & Connected Community

Frederick is represented by diverse nonprofit, cultural, business, and geographic participation. Residents actively engage in activities and initiatives; they are encouraged and supported to address important community needs and issues.

- 3.1 Implement new ways to increase accessibility for public engagement including both traditional and non-traditional means.
- 3.2 Foster and improve the quality of our relationships with all regional partners seeking ways to collaborate and leverage resources.



## Strategic, Reliable & Sustainable Infrastructure

Frederick is dedicated to investing in existing and future transportation, water, storm water, and technology while planning for sustainable growth and development.

- 4.1 Develop a funding strategy for implementation of the Facilities Master Plan.
- 4.2 Create a rolling five-year Capital Improvement Plan that prioritizes the impacts and needs of the community inclusive of a comprehensive communication strategy for each project.



## Safe & Secure

Residents of Frederick experience safety and peace of mind knowing they live in the safest community in Colorado for sustainable growth and development.

- 5.1 Continue efforts to implement commitments made resulting from the public safety sales tax initiative.



## Fiscally Responsible Governance

The Town of Frederick plans for, identifies, leverages, and utilizes resources that reflect exemplary stewardship for those who live in Frederick and those who will seek out Frederick in the future.

- 6.1 Create and implement a long-term financial model for the Town taking into account exist needs as well as planning for the future needs of the community.
- 6.2 Demonstrate excellence in public stewardship through updating critical policies (i.e. personnel, procurement and financial policies) including developing a schedule for providing routine, timely updates to keep current with changing laws, trends and practices.

## LONG RANGE PLAN

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

### Forecast Assumptions

#### Revenues

- In 2025, there are planned increases in sales tax and a decrease in property tax revenues, due to continued sales growth trends and county provided certifications for assessed property valuation.
- Economic development projects continue to bring additional manufacturing business expansion, research and development, attracting unique talent and additional facilities and infrastructure. Commercial growth contributes to increases in permit, plan review, and property tax revenues.

#### Expenditures

- The inflation factor used in the model for expenditures is 2.125 percent for 2025.
- The inflation factor used in the model for expenditures is 2.875 percent for 2026 through 2029.
- The inflation factor used in the model for expenditures is 3.250 percent for 2030 through 2035.
- Capital expenditures have been projected based on our current equipment schedules. Annual expenditure changes as the result of capital purchases, such as increases in insurance premiums after adding new vehicles to the fleet, have been factored in on an annual basis.
- Staffing costs and staffing level increases have been projected based on the current level of growth in the community. For the financial plan, a minimum of two full-time officers have been added each of the following years: 2025, 2026, 2027, and 2028. Other staffing assumptions in 2025 include adding a full-time Community Engagement Specialist I, POST Technician, and POST Specialist.

### General Fund Analysis

General Fund revenues for 2024 are projected to come in 9.2% higher than planned, primarily due to increases in tax and fee, and license and permit revenues. The plan as presented, depicts 2024 with a General Fund increase in fund balance by \$3.1M. In 2025, tax and fee revenues are anticipated to decrease by (4.5%) due to reduced property tax revenues and Charges for Services are a new revenue category due to the merging of Golf Course activities into the General Fund. Expenditures are expected

to increase an overall 27% over prior year budget due to general Town economic expansion, public safety, and downtown capital improvement needs. General Fund, fund balance is expected to decrease (37%) due to planned downtown initiatives and Transfers Out for capital improvement projects. The Board objective of maintaining a minimum of 180 days of General Fund operating costs in reserves is still being met, with an anticipated 179 days of operational activity being supported in the event of an economic emergency. The below long-term projections, to include General Fund and all other major funds, helps to show the potential resources that may be available and identify areas where additional resources are likely needed, if the local residential and commercial growth trends remain the same as they have been in the recent past.

<b>General Fund</b>	2024 Actual	2025 Adopted Budget	2025 Projected Budget	2026 Projected	2027 Projected	2028 Projected
Beginning Fund Balance	14,008,802	17,177,983	17,177,983	12,541,533	11,568,640	10,831,783
<b>Revenues:</b>						
Taxes & Fees	17,803,104	16,996,970	16,996,970	17,506,879	18,032,085	18,573,048
Licenses & Permits	1,138,615	864,000	864,000	889,920	916,618	944,116
Charges for Services	-	638,250	638,250	657,398	677,119	697,433
Fines & Forfeitures	143,150	117,000	117,000	120,510	124,125	127,849
Earnings on Investment	703,185	850,000	850,000	875,500	901,765	928,818
Miscellaneous Revenue	541,410	525,000	525,000	540,750	556,973	573,682
Grants & Contributions	210,229	639,000	639,000	658,170	677,915	698,253
<i>Transfers In</i>	300,000	350,000	350,000	360,500	371,315	382,454
<b>Total Operating Revenues</b>	<b>20,839,693</b>	<b>20,980,220</b>	<b>20,980,220</b>	<b>21,609,627</b>	<b>22,257,915</b>	<b>22,925,653</b>
<b>Operating Expenditures:</b>						
Administration	2,584,429	3,349,315	3,349,315	3,420,488	3,518,827	3,619,993
Internal Services	3,492,675	4,335,445	4,335,445	4,427,573	4,554,866	4,685,818
Economic Development	947,203	1,549,775	1,549,775	1,582,708	1,628,211	1,675,022
Town Attorney	299,416	399,335	399,335	407,821	419,546	431,608
Finance	211,883	284,985	284,985	291,041	299,408	308,016
Courts Division	105,251	129,705	129,705	132,461	136,269	140,187
Legislative	360,553	318,400	318,400	325,166	334,515	344,132
Engineering	93,470	292,100	292,100	298,307	306,883	315,706
Planning	526,279	919,600	919,600	939,142	966,142	993,918
Police	7,385,791	8,480,010	8,480,010	8,445,210	8,468,010	8,486,465
Public Works	240,813	90,250	90,250	92,168	94,818	97,544
Parks & Open Space	-	1,425,150	1,425,150	1,455,434	1,497,278	1,540,325
<i>Transfers Out</i>	852,750	2,331,600	2,331,600	300,000	300,000	310,000
<b>Total Operating Expenditures</b>	<b>17,100,513</b>	<b>23,905,670</b>	<b>23,905,670</b>	<b>22,117,519</b>	<b>22,524,773</b>	<b>22,948,735</b>
<b>Net Operating Revenues (Loss)</b>	<b>3,739,180</b>	<b>(2,925,450)</b>	<b>(2,925,450)</b>	<b>(507,892)</b>	<b>(266,857)</b>	<b>(23,082)</b>
<b>Capital Expenditures:</b>						
Administration	400,000	202,000	202,000	250,000	250,000	250,000
Economic Development	-	500,000	500,000	-	-	-
Finance	-	-	-	-	-	-
Courts	-	-	-	-	-	-
Legislative	-	-	-	-	-	-
Engineering	-	-	-	-	-	-
Planning	-	-	-	-	-	-
Police	170,000	209,000	209,000	215,000	220,000	225,000
Public Works	-	250,000	250,000	-	-	-
Parks & Open Space	-	550,000	550,000	-	-	-
<b>Total Capital Expenditures</b>	<b>570,000</b>	<b>1,711,000</b>	<b>1,711,000</b>	<b>465,000</b>	<b>470,000</b>	<b>475,000</b>
Net Change in Fund Balance	3,169,179	(4,636,450)	(4,636,450)	(972,892)	(736,857)	(498,082)
Ending Fund Balance	17,177,983	12,541,533	12,541,533	11,568,640	10,831,783	10,333,701
Operating Expense Avg per Day	48,412	70,183	70,183	61,870	62,999	64,175
Estimated FB Life (Days)	355	179	179	187	172	161
2025 Adopted Budget		61				

	2029	2030	2031	2032	2033	2034	2035
<b>General Fund</b>	Projected						
Beginning Fund Balance	10,333,701	10,097,525	10,064,280	10,234,354	10,613,652	11,202,257	12,020,524
<b>Revenues:</b>							
Taxes & Fees	19,130,239	19,704,147	20,295,271	20,904,129	21,531,253	22,177,191	22,842,506
Licenses & Permits	972,440	1,001,613	1,031,661	1,062,611	1,094,489	1,127,324	1,161,144
Charges for Services	718,356	739,907	762,104	784,967	808,516	832,771	857,755
Fines & Forfeitures	131,685	135,635	139,704	143,895	148,212	152,658	157,238
Earnings on Investment	956,682	985,383	1,014,944	1,045,393	1,076,755	1,109,057	1,142,329
Miscellaneous Revenue	590,892	608,619	626,877	645,684	665,054	685,006	705,556
Grants & Contributions	719,200	740,776	762,999	785,889	809,466	833,750	858,763
<i>Transfers In</i>	393,928	405,746	417,918	430,456	443,370	456,671	470,371
<b>Total Operating Revenues</b>	<b>23,613,422</b>	<b>24,321,825</b>	<b>25,051,480</b>	<b>25,803,024</b>	<b>26,577,115</b>	<b>27,374,428</b>	<b>28,195,661</b>
<b>Operating Expenditures:</b>							
Administration	3,724,068	3,831,135	3,941,280	4,069,372	4,201,626	4,338,179	4,479,170
Internal Services	4,820,536	4,977,203	5,138,962	5,305,978	5,478,423	5,656,471	5,840,307
Economic Development	1,723,178	1,779,182	1,837,005	1,896,708	1,958,351	2,021,997	2,087,712
Town Attorney	444,016	458,447	473,346	488,730	504,614	521,014	537,947
Finance	316,872	327,170	337,803	348,782	360,117	371,821	383,905
Courts Division	144,218	148,905	153,744	158,741	163,900	169,227	174,726
Legislative	354,026	365,531	377,411	389,677	402,342	415,418	428,919
Engineering	324,783	335,338	346,237	357,490	369,108	381,104	393,490
Planning	1,022,494	1,055,725	1,090,036	1,125,462	1,162,039	1,199,806	1,238,799
Police	8,500,451	8,541,716	8,579,322	8,613,150	8,643,077	8,668,977	8,690,719
Public Works	100,348	103,609	106,977	110,453	114,043	117,750	121,576
Parks & Open Space	1,584,609	1,636,109	1,689,283	1,744,184	1,800,870	1,859,399	1,919,829
<i>Transfers Out</i>	310,000	310,000	320,000	320,000	330,000	330,000	330,000
<b>Total Operating Expenditures</b>	<b>23,369,598</b>	<b>23,870,070</b>	<b>24,391,406</b>	<b>24,928,726</b>	<b>25,488,510</b>	<b>26,051,162</b>	<b>26,627,099</b>
<b>Net Operating Revenues (Loss)</b>	<b>243,824</b>	<b>451,755</b>	<b>660,074</b>	<b>874,298</b>	<b>1,088,605</b>	<b>1,323,267</b>	<b>1,568,562</b>
<b>Capital Expenditures:</b>							
Administration	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Economic Development	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	-
Courts Division	-	-	-	-	-	-	-
Legislative	-	-	-	-	-	-	-
Engineering	-	-	-	-	-	-	-
Planning	-	-	-	-	-	-	-
Police	230,000	235,000	240,000	245,000	250,000	255,000	260,000
Public Works	-	-	-	-	-	-	-
Public Works	-	-	-	-	-	-	-
<b>Total Capital Expenditures</b>	<b>480,000</b>	<b>485,000</b>	<b>490,000</b>	<b>495,000</b>	<b>500,000</b>	<b>505,000</b>	<b>510,000</b>
Net Change in Fund Balance	(236,176)	(33,245)	170,074	379,298	588,605	818,267	1,058,562
Ending Fund Balance	10,097,525	10,064,280	10,234,354	10,613,652	11,202,257	12,020,524	13,079,086
Operating Expense Avg per Day	65,341	66,726	68,168	69,654	71,201	72,757	74,348
Estimated FB Life (Days)	155	151	150	152	157	165	176

**Street & Alley Fund Analysis**

Street & Alley Fund revenues for 2024 are projected to come in 9.3% more than planned, primarily due to increases in tax and fee revenues. The plan as presented, depicts 2024 with a Street & Alley Fund increase in fund balance by \$3.1M, as a result of delays in capital infrastructure project completion rates. In 2025, tax and fee revenues and charges for services are anticipated to remain consistent with prior year actuals. Overall revenues will decrease (14.4%) due to an interfund loan from the Water Fund occurring in the prior fiscal year, which aided in delivery of highway infrastructure improvements related to the construction of a new grocery store complex. Essential infrastructure maintenance programs remain a long-term priority, such as pavement maintenance, concrete repair, intersection improvements, and heavy equipment maintenance and replacement. Fund Balance takes years to replenish from tax and fee revenues, so non-annual maintenance type projects such as intersection improvements are prioritized secondary as resources replenish.

<b>Street &amp; Alley Fund</b>	2024 Actual	2025 Adopted Budget	2025 Projected Budget	2026 Projected	2027 Projected	2028 Projected
Beginning Fund Balance	3,432,431	6,609,348	6,609,348	6,380,173	6,242,599	6,093,028
<b><u>Revenues:</u></b>						
Taxes & Fees	3,666,882	3,954,300	3,954,300	4,072,929	4,195,117	4,320,970
Charges for Services	977,203	960,500	960,500	989,315	1,018,994	1,049,564
Earnings on Investment	235,000	250,000	250,000	257,500	265,225	273,182
Miscellaneous Revenue	29,002	10,000	10,000	10,300	10,609	10,927
Grants & Contributions	1,334,563	1,318,000	1,318,000	1,357,540	1,398,266	1,440,214
Interfund Loan (Water Fund)	1,545,437	-	-	-	-	-
<i>Transfers In</i>	-	174,000	174,000	179,220	184,597	190,134
<b>Total Operating Revenues</b>	<b>7,788,087</b>	<b>6,666,800</b>	<b>6,666,800</b>	<b>6,866,804</b>	<b>7,072,808</b>	<b>7,284,992</b>
<b><u>Operating Expenditures:</u></b>						
Operations & Maintenance	2,785,256	3,485,355	3,485,355	3,559,419	3,661,752	3,767,027
Capital Outlay	1,417,114	2,877,000	2,877,000	2,900,000	3,000,000	3,086,250
Debt Service	408,800	533,620	533,620	544,959	560,627	576,745
<i>Transfers Out</i>	-	-	-	-	-	-
<b>Total Operating Expenditures</b>	<b>4,611,170</b>	<b>6,895,975</b>	<b>6,895,975</b>	<b>7,004,378</b>	<b>7,222,379</b>	<b>7,430,022</b>
<b>Net Operating Revenues (Loss)</b>	<b>3,176,917</b>	<b>(229,175)</b>	<b>(229,175)</b>	<b>(137,574)</b>	<b>(149,571)</b>	<b>(145,030)</b>
Net Change in Fund Balance	3,176,916	(229,175)	(229,175)	(137,574)	(149,571)	(145,030)
Ending Fund Balance	6,609,348	6,380,173	6,380,173	6,242,599	6,093,028	5,947,998
Operating Expense Avg per Day	12,633	18,893	18,893	19,190	19,787	20,356
Estimated FB Life (Days)	523	338	338	325	308	292

	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected	2034 Projected	2035 Projected
<b>Street &amp; Alley Fund</b>							
Beginning Fund Balance	5,947,998	5,807,904	5,659,031	5,500,949	5,317,827	5,108,256	4,870,760
<b>Revenues:</b>							
Taxes & Fees	4,450,599	4,584,117	4,721,641	4,863,290	5,009,189	5,159,465	5,314,249
Charges for Services	1,081,051	1,113,483	1,146,887	1,181,294	1,216,733	1,253,235	1,290,832
Earnings on Investment	281,377	289,819	298,513	307,468	316,693	326,193	335,979
Miscellaneous Revenue	11,255	11,593	11,941	12,299	12,668	13,048	13,439
Grants & Contributions	1,483,421	1,527,923	1,573,761	1,620,974	1,669,603	1,719,691	1,771,282
Interfund Loan (Water Fund)	-	-	-	-	-	-	-
<i>Transfers In</i>	195,839	201,714	207,765	213,998	220,418	227,031	233,841
Total Operating Revenues	7,503,542	7,728,648	7,960,508	8,199,323	8,445,303	8,698,662	8,959,622
<b>Operating Expenditures:</b>							
Operations & Maintenance	3,875,329	3,986,745	4,101,364	4,234,658	4,372,285	4,514,384	4,661,102
Capital Outlay	3,174,980	3,278,167	3,384,707	3,494,710	3,608,288	3,725,557	3,846,638
Debt Service	593,326	612,610	632,519	653,076	674,301	696,216	718,843
<i>Transfers Out</i>	-	-	-	-	-	-	-
Total Operating Expenditures	7,643,636	7,877,521	8,118,590	8,382,445	8,654,874	8,936,158	9,226,583
<b>Net Operating Revenues (Loss)</b>	<b>(140,094)</b>	<b>(148,873)</b>	<b>(158,083)</b>	<b>(183,122)</b>	<b>(209,571)</b>	<b>(237,496)</b>	<b>(266,961)</b>
Net Change in Fund Balance	(140,094)	(148,873)	(158,083)	(183,122)	(209,571)	(237,496)	(266,961)
Ending Fund Balance	5,807,904	5,659,031	5,500,949	5,317,827	5,108,256	4,870,760	4,603,799
Operating Expense Avg per Day	20,941	21,582	22,243	22,966	23,712	24,483	25,278
Estimated FB Life (Days)	277	262	247	232	215	199	182

**Parks & Open Space Fund Analysis**

Parks & Open Space Fund revenues for 2024 are projected to come in (8.9%) less than planned, primarily due to decreased fee revenues. The plan as presented, depicts 2024 with a Parks & Open Space Fund decrease in fund balance by (\$385K), as a result of planned capital outlay for median improvements, parks master plan, open space site plan, water conservation plan, trails maintenance, and small equipment replacement. In 2025, sales tax revenues are anticipated to increase 23.6% due to commercial development expansion. Parks & Open Space Fund expenditures are expected to increase an overall 46.4% due to increases in Professional Services for site plans, master plans, public landscape development design, Go Outdoors Frederick 2050, and Bella Rosa Golf Course trail extension design. Increases are also attributed to planned capital outlay of \$1.1M for skate park lighting replacement, equipment replacement, park restroom renovation, trails maintenance, and community tree program. In January 2025, the two independent funds of Park Improvement and Open Space were combined into a single fund as a result of the passage of a late 2023 ballot measure. The half percent sales tax with prior restriction to the Open Space Fund now also supports parks operational activities. From a long-term outlook, the historical fund balance gain of 15% per year will lessen due to the integration of parks activities and the correlated addition of reduced park improvement fee revenues.

<b>Parks &amp; Open Space Fund</b>	2024 Actual	2025 Adopted Budget	2025 Projected Budget	2026 Projected	2027 Projected	2028 Projected
Beginning Fund Balance	6,542,658	6,157,179	6,157,179	5,288,954	4,741,560	4,189,676
<b>Revenues:</b>						
Taxes & Fees	2,345,031	2,899,500	2,899,500	2,986,485	3,076,080	3,168,362
Earnings on Investment	240,000	254,000	254,000	261,620	269,469	277,553
Miscellaneous Revenue	-	-	-	-	-	-
Grants & Contributions	-	140,000	140,000	-	-	-
<i>Transfers In</i>	550,000	-	-	-	-	-
<b>Total Operating Revenues</b>	<b>3,135,031</b>	<b>3,293,500</b>	<b>3,293,500</b>	<b>3,248,105</b>	<b>3,345,548</b>	<b>3,445,915</b>
<b>Operating Expenditures:</b>						
Operations & Maintenance	2,370,510	3,471,725	3,471,725	3,545,499	3,647,432	3,752,296
Capital Outlay	600,000	690,000	690,000	250,000	250,000	257,188
<i>Transfers Out</i>	550,000	0	0	-	-	-
<b>Total Operating Expenditures</b>	<b>3,520,510</b>	<b>4,161,725</b>	<b>4,161,725</b>	<b>3,795,499</b>	<b>3,897,432</b>	<b>4,009,483</b>
<b>Net Operating Revenues (Loss)</b>	<b>(385,479)</b>	<b>(868,225)</b>	<b>(868,225)</b>	<b>(547,394)</b>	<b>(551,884)</b>	<b>(563,569)</b>
Net Change in Fund Balance	(385,480)	(868,225)	(868,225)	(547,394)	(551,884)	(563,569)
Ending Fund Balance	6,157,179	5,288,954	5,288,954	4,741,560	4,189,676	3,626,107
Operating Expense Avg per Day	9,645	11,402	11,402	10,399	10,678	10,985
Estimated FB Life (Days)	638	464	464	456	392	330

<b>Parks &amp; Open Space Fund</b>	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected	2034 Projected	2035 Projected
Beginning Fund Balance	3,626,107	3,082,326	2,559,347	2,059,229	1,604,468	1,199,634	849,602
<b>Revenues:</b>							
Taxes & Fees	3,295,096	3,426,900	3,563,976	3,742,175	3,929,284	4,125,748	4,332,035
Earnings on Investment	285,879	294,456	303,289	312,388	321,760	331,412	341,355
Miscellaneous Revenue	-	-	-	-	-	-	-
Grants & Contributions	-	-	-	-	-	-	-
<i>Transfers In</i>	-	-	-	-	-	-	-
<b>Total Operating Revenues</b>	<b>3,580,976</b>	<b>3,721,356</b>	<b>3,867,266</b>	<b>4,054,563</b>	<b>4,251,043</b>	<b>4,457,160</b>	<b>4,673,390</b>
<b>Operating Expenditures:</b>							
Operations & Maintenance	3,860,174	3,971,154	4,085,325	4,218,098	4,355,186	4,496,730	4,642,874
Capital Outlay	264,582	273,181	282,059	291,226	300,691	310,463	320,553
<i>Transfers Out</i>	-	-	-	-	-	-	-
<b>Total Operating Expenditures</b>	<b>4,124,756</b>	<b>4,244,335</b>	<b>4,367,384</b>	<b>4,509,324</b>	<b>4,655,877</b>	<b>4,807,193</b>	<b>4,963,427</b>
<b>Net Operating Revenues (Loss)</b>	<b>(543,780)</b>	<b>(522,979)</b>	<b>(500,118)</b>	<b>(454,761)</b>	<b>(404,834)</b>	<b>(350,033)</b>	<b>(290,037)</b>
Net Change in Fund Balance	(543,780)	(522,979)	(500,118)	(454,761)	(404,834)	(350,033)	(290,037)
Ending Fund Balance	3,082,326	2,559,347	2,059,229	1,604,468	1,199,634	849,602	559,565
Operating Expense Avg per Day	11,301	11,628	11,965	12,354	12,756	13,170	13,598
Estimated FB Life (Days)	273	220	172	130	94	65	41

**Capital Facilities Fund Analysis**

Capital Facilities Fund revenues for 2024 are projected to come in (42.4%) lower than planned, primarily due to a substantial decrease in tax and fee revenues. The primary funding source for the fund is a capital improvement fee, which is non-recurring driven by water meter size on building permit issuance. The plan as presented, depicts 2024 with a Capital Facilities Fund decrease in fund balance by (\$2.3M), as a result of professional services related to planning and design for a future Public Works facility. Fund expenditures for 2025 will consist of professional services for property contamination removal from the prior Public Works facility and capital outlay for the acquisition of a downtown community center and surrounding property. From a 10-year outlook, fund balance gains are extremely limited, with priority placed on one-time capital facility expansions or renovations and associated professional services.

<b>Capital Facilities Fund</b>	2024 Actual	2025 Adopted Budget	2025 Projected Budget	2026 Projected	2027 Projected	2028 Projected
Beginning Fund Balance	4,842,574	2,494,127	2,494,127	1,894,127	3,600,360	5,379,649
<b><u>Revenues:</u></b>						
Taxes & Fees	134,743	234,000	234,000	241,020	248,251	255,698
Earnings on Investment	225,000	234,000	234,000	241,020	248,251	255,698
Miscellaneous Revenue	12,570	-	-	-	-	-
Grants & Contributions	-	-	-	-	-	-
<i>Transfers In</i>	-	2,000,000	2,000,000	2,080,000	2,163,200	2,249,728
<b>Total Operating Revenues</b>	<b>372,313</b>	<b>2,468,000</b>	<b>2,468,000</b>	<b>2,562,040</b>	<b>2,659,701</b>	<b>2,761,124</b>
<b><u>Operating Expenditures:</u></b>						
Operations & Maintenance	1,212,030	838,000	838,000	855,808	880,412	905,724
Capital Outlay	-	2,230,000	2,230,000	-	-	-
Debt Service	1,508,730	-	-	-	-	-
<i>Transfers Out</i>	-	-	-	-	-	-
<b>Total Operating Expenditures</b>	<b>2,720,760</b>	<b>3,068,000</b>	<b>3,068,000</b>	<b>855,808</b>	<b>880,412</b>	<b>905,724</b>
<b>Net Operating Revenues (Loss)</b>	<b>(2,348,447)</b>	<b>(600,000)</b>	<b>(600,000)</b>	<b>1,706,233</b>	<b>1,779,289</b>	<b>1,855,400</b>
Net Change in Fund Balance	(2,348,448)	(600,000)	(600,000)	1,706,233	1,779,289	1,855,400
Ending Fund Balance	2,494,127	1,894,127	1,894,127	3,600,360	5,379,649	7,235,050
Operating Expense Avg per Day	7,454	8,405	8,405	2,345	2,412	2,481
Estimated FB Life (Days)	335	225	225	1,536	2,230	2,916

	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected	2034 Projected	2035 Projected
<b>Capital Facilities Fund</b>							
Beginning Fund Balance	7,235,050	9,169,741	11,187,036	13,290,380	15,479,666	17,758,404	20,130,248
<b>Revenues:</b>							
Taxes & Fees	263,369	271,270	279,408	287,790	296,424	305,317	314,476
Earnings on Investment	263,369	271,270	279,408	287,790	296,424	305,317	314,476
Miscellaneous Revenue	-	-	-	-	-	-	-
Grants & Contributions	-	-	-	-	-	-	-
<i>Transfers In</i>	2,339,717	2,433,306	2,530,638	2,631,864	2,737,138	2,846,624	2,960,489
Total Operating Revenues	2,866,455	2,975,846	3,089,455	3,207,445	3,329,986	3,457,257	3,589,441
<b>Operating Expenditures:</b>							
Operations & Maintenance	931,763	958,552	986,110	1,018,158	1,051,249	1,085,414	1,120,690
Capital Outlay	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
<i>Transfers Out</i>	-	-	-	-	-	-	-
Total Operating Expenditures	931,763	958,552	986,110	1,018,158	1,051,249	1,085,414	1,120,690
<b>Net Operating Revenues (Loss)</b>	<b>1,934,692</b>	<b>2,017,295</b>	<b>2,103,345</b>	<b>2,189,286</b>	<b>2,278,738</b>	<b>2,371,843</b>	<b>2,468,751</b>
Net Change in Fund Balance	1,934,692	2,017,295	2,103,345	2,189,286	2,278,738	2,371,843	2,468,751
Ending Fund Balance	9,169,741	11,187,036	13,290,380	15,479,666	17,758,404	20,130,248	22,598,999
Operating Expense Avg per Day	2,553	2,626	2,702	2,789	2,880	2,974	3,070
Estimated FB Life (Days)	3,592	4,260	4,919	5,549	6,166	6,769	7,360

## Water Fund Analysis

Water Fund Revenues for 2024 are projected to come in 5% lower than planned, primarily due to a decrease in Water Share Fees which are driven by building permits. The plan as presented, depicts 2024 with a Water Fund decrease in fund balance by (\$4.2M), as a result of planned capital outlay for water rights acquisition, raw water enhancements, conservation and master plans, and water infrastructure repairs. In 2025, Charges for Services and Capital Investment Fee revenues are anticipated to remain consistent from prior year actuals. Federal ARPA grant monies for \$1M have been allocated towards the acquisition of 1,800 resident AMI Utility Water Meters, which will replace aged equipment with an automated meter reading process. Water Fund expenditures are expected to increase an overall 21.4% due to increases in water meter replacements as mentioned, and professional services for water consulting, the Northern Integrated Supply Project, Windy Gap Storage, and a water reuse plan. In addition, \$4.8M in planned capital outlay consists of further water rights acquisition, the continuation of a large water line replacement, and the fund's capital share of heavy equipment procurement. In 2024, to address long-term financial concerns of the fund, the Town Board partnered with a consultant, facilitated by the Engineering division to conduct a Water Rate Study, which determined that the current rate structure and fees will not generate enough revenues to maintain and improve the water system, acquire future water rights, and continue the participation in the Northern Integrated Supply Project. The 2025 budget has factored recommended revenue increases into the Fee Schedule, which was amended in February 2025. From a long-term perspective, this will allow the Fund Balance to begin naturally increasing in 2027, while continuing to support the needs of the water system.

<b>Water Fund</b>	2024 Actual	2025 Adopted Budget	2025 Projected Budget	2026 Projected	2027 Projected	2028 Projected
Beginning Fund Balance	133,677,506	129,398,517	129,398,517	123,059,787	122,395,130	122,687,961
<b><u>Revenues:</u></b>						
Charges for Services	4,785,805	4,501,700	4,501,700	4,636,751	4,775,854	4,919,129
Miscellaneous Revenue	46,958	95,000	95,000	97,850	100,786	103,809
<i>Transfers In</i>	-	-	-	-	-	-
Total Operating Revenues	4,832,763	4,596,700	4,596,700	4,734,601	4,876,639	5,022,938
<b><u>Operating Expenditures:</u></b>						
Operations & Maintenance	9,276,112	11,435,610	11,435,610	5,946,517	6,117,480	6,293,357
Capital Outlay	3,910,000	4,716,000	4,716,000	4,816,215	4,000,000	4,000,000
Depreciation	458,000	415,000	415,000	415,000	415,000	415,000
<i>Transfers Out</i>	-	-	-	-	-	-
Total Operating Expenditures	13,644,112	16,566,610	16,566,610	11,177,732	10,532,480	10,708,357
<b>Net Operating Revenues (Loss)</b>	<b>(8,811,349)</b>	<b>(11,969,910)</b>	<b>(11,969,910)</b>	<b>(6,443,131)</b>	<b>(5,655,841)</b>	<b>(5,685,419)</b>
<b><u>Non-Operating Revenues (Expenses):</u></b>						
Tap Fees	49,357	44,300	44,300	45,629	46,998	48,408
Capital Investment Fees	3,078,003	3,113,600	3,113,600	3,207,008	3,303,218	3,402,315
Interest Expense	1,405,000	1,500,000	1,500,000	1,531,875	1,575,916	1,621,224
Grants & Contributions	-	973,280	973,280	993,962	1,022,539	1,051,937
<i>Transfers In</i>	-	-	-	-	-	-
Total Non-Operating Revenues (Expenses)	<b>4,532,360</b>	<b>5,631,180</b>	<b>5,631,180</b>	<b>5,778,474</b>	<b>5,948,671</b>	<b>6,123,883</b>
Net Change in Fund Balance	(4,278,989)	(6,338,730)	(6,338,730)	(664,657)	292,831	438,464
Ending Fund Balance	129,398,517	123,059,787	123,059,787	122,395,130	122,687,961	123,126,425
Operating Expense Avg per Day	37,381	45,388	45,388	30,624	28,856	29,338
Estimated FB Life (Days)	3,462	2,711	2,711	3,997	4,252	4,197
2025 Adopted Budget		69				

<b>Water Fund</b>	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected	2034 Projected	2035 Projected
Beginning Fund Balance	123,126,425	123,672,018	124,382,688	125,263,841	126,295,368	127,481,462	128,826,431
<b>Revenues:</b>							
Charges for Services	5,066,703	5,218,704	5,375,265	5,536,523	5,702,619	5,873,697	6,049,908
Miscellaneous Revenue	106,923	110,131	113,435	116,838	120,343	123,953	127,672
Transfers In	-	-	-	-	-	-	-
Total Operating Revenues	5,173,626	5,328,835	5,488,700	5,653,361	5,822,962	5,997,651	6,177,580
<b>Operating Expenditures:</b>							
Operations & Maintenance	6,474,291	6,660,427	6,851,914	7,074,601	7,304,526	7,541,923	7,787,036
Capital Outlay	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Depreciation	458,000	458,000	458,000	458,000	458,000	458,000	458,000
Transfers Out	-	-	-	-	-	-	-
Total Operating Expenditures	10,932,291	11,118,427	11,309,914	11,532,601	11,762,526	11,999,923	12,245,036
<b>Net Operating Revenues (Loss)</b>	<b>(5,758,665)</b>	<b>(5,789,592)</b>	<b>(5,821,214)</b>	<b>(5,879,240)</b>	<b>(5,939,564)</b>	<b>(6,002,272)</b>	<b>(6,067,455)</b>
<b>Non-Operating Revenues (Expenses):</b>							
Tap Fees	49,860	51,356	52,897	54,483	56,118	57,801	59,535
Capital Investment Fees	3,504,384	3,609,516	3,717,801	3,829,335	3,944,215	4,062,542	4,184,418
Interest Expense	1,667,834	1,722,039	1,778,005	1,835,790	1,895,453	1,957,056	2,020,660
Grants & Contributions	1,082,180	1,117,351	1,153,665	1,191,159	1,229,871	1,269,842	1,311,112
Transfers In	-	-	-	-	-	-	-
Total Non-Operating Revenues (Expenses)	<b>6,304,258</b>	<b>6,500,261</b>	<b>6,702,367</b>	<b>6,910,768</b>	<b>7,125,658</b>	<b>7,347,241</b>	<b>7,575,725</b>
Net Change in Fund Balance	545,593	710,669	881,153	1,031,527	1,186,094	1,344,969	1,508,270
Ending Fund Balance	123,672,018	124,382,688	125,263,841	126,295,368	127,481,462	128,826,431	130,334,701
Operating Expense Avg per Day	29,951	30,461	30,986	31,596	32,226	32,877	33,548
Estimated FB Life (Days)	4,129	4,083	4,043	3,997	3,956	3,918	3,885

**Storm Water Fund Analysis**

Storm Water Fund revenues for 2024 are projected to come in (3.4%) lower than planned, due to continued slight decreases in Charges for Services revenues and significant reductions in Drainage Impact Fees. These impact fees are driven by building permits, which continue to slow with reduced residential growth. The plan as presented, depicts 2024 with a Storm Water Fund decrease in fund balance by (\$1.7M), largely in part to two planned capital drainage improvement projects. In 2025, Charges for Services revenues are expected to remain consistent with prior year actuals and Capital Revenues are anticipated to decrease (18%) due to slowed residential construction growth, as mentioned. Storm Water Fund expenditures are expected to decrease an overall (18%) due to intentional reduction of capital improvements to preserve fund balance, which is expected to decrease an additional (\$1.1M) in 2025. The long-term projection indicates a steady depletion of fund balance reserves, should an economic emergency occur. Increased operations and maintenance costs will need to be balanced with required drainage infrastructure maintenance. An impact fee study concluded in early 2025 and the Town Board will be evaluating the implementation of additional revenue sources to address long-term sustainability.

<b>Storm Water Fund</b>	2024 Actual	2025 Adopted Budget	2025 Projected Budget	2026 Projected	2027 Projected	2028 Projected
Beginning Fund Balance	7,835,084	6,151,995	6,151,995	5,024,635	3,844,202	2,650,702
<b>Revenues:</b>						
Charges for Services	820,605	820,000	820,000	844,600	869,938	896,036
Miscellaneous Revenue	8,889	10,000	10,000	10,300	10,609	10,927
<b>Total Operating Revenues</b>	<b>829,494</b>	<b>830,000</b>	<b>830,000</b>	<b>854,900</b>	<b>880,547</b>	<b>906,963</b>
<b>Operating Expenditures:</b>						
Operations & Maintenance	1,503,726	2,101,360	2,101,360	2,146,014	2,207,712	2,271,184
Capital Outlay	1,680,000	446,000	446,000	500,000	500,000	500,000
Debt Service	130,000	165,000	165,000	165,000	165,000	165,000
Transfers Out	-	-	-	-	-	-
<b>Total Operating Expenditures</b>	<b>3,313,726</b>	<b>2,712,360</b>	<b>2,712,360</b>	<b>2,811,014</b>	<b>2,872,712</b>	<b>2,936,184</b>
<b>Net Operating Revenues (Loss)</b>	<b>(2,484,232)</b>	<b>(1,882,360)</b>	<b>(1,882,360)</b>	<b>(1,956,114)</b>	<b>(1,992,165)</b>	<b>(2,029,220)</b>
<b>Non-Operating Revenues (Expenses):</b>						
Capital Revenues	586,143	480,000	480,000	494,400	509,232	524,509
Miscellaneous Revenue	-	50,000	50,000	51,500	53,045	54,636
Interest Income	215,000	225,000	225,000	229,781	236,387	243,184
Transfers In	-	-	-	-	-	-
<b>Total Non-Operating Revenues (Expenses)</b>	<b>801,143</b>	<b>755,000</b>	<b>755,000</b>	<b>775,681</b>	<b>798,664</b>	<b>822,329</b>
Net Change in Fund Balance	(1,683,089)	(1,127,360)	(1,127,360)	(1,180,433)	(1,193,500)	(1,206,891)
Ending Fund Balance	6,151,995	5,024,635	5,024,635	3,844,202	2,650,702	1,443,811
Operating Expense Avg per Day	9,079	7,431	7,431	7,701	7,870	8,044
Estimated FB Life (Days)	678	676	676	499	337	179

<b>Storm Water Fund</b>	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected	2034 Projected	2035 Projected
Beginning Fund Balance	1,443,811	223,198	(1,010,537)	(2,257,684)	(3,527,811)	(4,821,786)	(6,140,509)
<b>Revenues:</b>							
Charges for Services	922,917	950,605	979,123	1,008,497	1,038,751	1,069,914	1,102,011
Miscellaneous Revenue	11,255	11,593	11,941	12,299	12,668	13,048	13,439
Total Operating Revenues	934,172	962,197	991,063	1,020,795	1,051,419	1,082,962	1,115,451
<b>Operating Expenditures:</b>							
Operations & Maintenance	2,336,480	2,403,654	2,472,759	2,553,124	2,636,100	2,721,773	2,810,231
Capital Outlay	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Debt Service	165,000	165,000	165,000	165,000	165,000	165,000	165,000
Transfers Out	-	-	-	-	-	-	-
Total Operating Expenditures	3,001,480	3,068,654	3,137,759	3,218,124	3,301,100	3,386,773	3,475,231
<b>Net Operating Revenues (Loss)</b>	<b>(2,067,308)</b>	<b>(2,106,456)</b>	<b>(2,146,695)</b>	<b>(2,197,328)</b>	<b>(2,249,681)</b>	<b>(2,303,812)</b>	<b>(2,359,780)</b>
<b>Non-Operating Revenues (Expenses):</b>							
Capital Revenues	540,244	556,452	573,145	590,339	608,050	626,291	645,080
Miscellaneous Revenue	56,275	57,964	59,703	61,494	63,339	65,239	67,196
Interest Income	250,175	258,306	266,701	275,369	284,318	293,558	303,099
Transfers In	-	-	-	-	-	-	-
Total Non-Operating Revenues (Expenses)	<b>846,695</b>	<b>872,721</b>	<b>899,548</b>	<b>927,202</b>	<b>955,706</b>	<b>985,088</b>	<b>1,015,375</b>
Net Change in Fund Balance	(1,220,613)	(1,233,735)	(1,247,147)	(1,270,127)	(1,293,975)	(1,318,723)	(1,344,406)
Ending Fund Balance	223,198	(1,010,537)	(2,257,684)	(3,527,811)	(4,821,786)	(6,140,509)	(7,484,915)
Operating Expense Avg per Day	8,223	8,407	8,597	8,817	9,044	9,279	9,521
Estimated FB Life (Days)	27	(120)	(263)	(400)	(533)	(662)	(786)

# FUND SUMMARIES



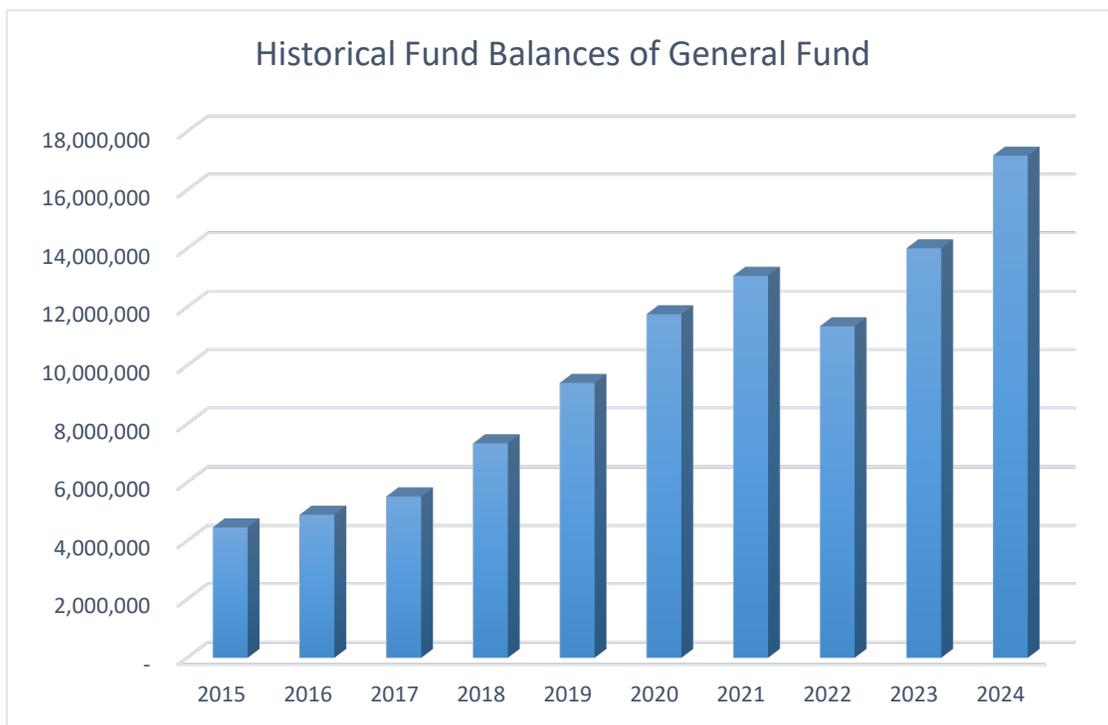
# GENERAL FUND



## GENERAL FUND

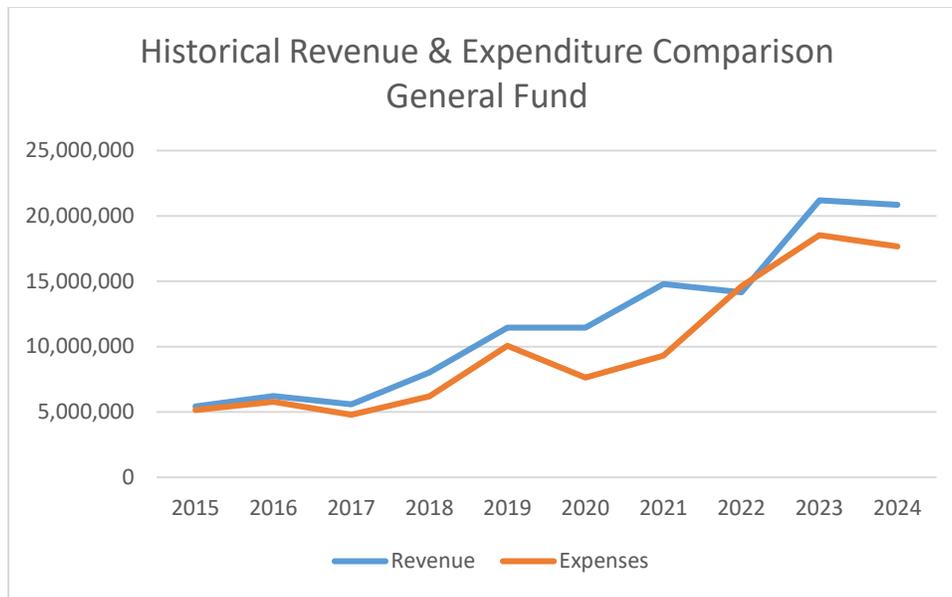
The General Fund accounts for all financial resources except those required by federal, state, or local regulation to be accounted for in another fund. The revenues and expenditures in this fund are accounted for using a modified accrual basis. Services that are included in the General Fund include town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

One of the primary goals of the town is to maintain a healthy fund balance. In recent years, the revenue collected has exceeded expenditures, which has provided the town an opportunity to build cash reserves that can be used when needed. Currently, the 2025 budget as planned provides the town with reserves equivalent to 179 days of operating expenses. Prudent financial planning over the years has allowed the town to maintain its AA rating with the credit-rating agency Standard and Poor’s. The following graph depicts the changes in the fund balance for the town. The more recent economic rebound and resulting surpluses are also evident.



Note: The historical fund balance chart combines the fund balance for the General Fund, Art in Public Places Fund, and Events Fund. The audited financials combine the two (2) small governmental funds with the General Fund for reporting purposes.

The increases in fund balance in recent years are the result of budget surpluses. A budget surplus occurs when the revenue received is higher than the expenses incurred. As the following graph illustrates, the Town has had budget surpluses in the General Fund every year since 2015 (excluding year 2022).



The economy is expected to taper and in some instances decline in 2025, and with conservative spending in 2024, General Fund fund balance increased by roughly \$3,169,180. There is a projected (\$1,176,061) decrease in property tax revenues and (\$806,134) decrease in tax and fee revenues for 2025. Expenditures have a planned increase of 45% or \$7.9M compared to 2024, due to most departments underspending their annual budgets by a combined \$2,542,987 and planned 2025 increases in Community & Economic Development, Engineering, Internal Services, Parks & Open Space, and Transfers Out. C&ED is anticipated to increase \$487,125 due to the addition of a downtown initiative grant program. Engineering expenditures are anticipated to increase \$145,600 due to professional services designated for construction inspection services related to fiber install. Internal Services budgeted expenditures will increase over prior year budget by \$1,229,445 due to increases in property, casualty, group insurance, and merchant fees. Parks & Open Space activities specific to the Bella Rosa Golf Course have been integrated into the General Fund starting in 2025, totaling \$1,975,150.

Revenues for the General Fund are primarily tax-based. Currently, the town has the fourth lowest mill levy and the sixth lowest sales tax rate in the county. When low taxes are combined with rapid residential growth, demand for services increases faster than the revenue necessary to meet those expectations. A Town of Frederick resident with a home valued at \$250,000 currently pays \$117.08 in property taxes to the Town. In the long-term, to meet the demand, an in-depth analysis will be critical for this fund in terms of revenue streams, as well as service levels.

The 2025 budget includes revenues of \$20,980,220, a slight increase of \$140,527 compared to 2024 actuals. The increase is primarily due to a projected decrease in property tax revenues, but a substantial increase in sales tax revenues. New commercial businesses moving in alongside a new grocery store complex will continue to increase sales tax collections. License and permit revenues will continue to decrease as residential building development slows. The 2025 budget contains expenditures of \$25,616,670, to include transfers out of \$2,331,600. The transfers out include

\$157,600 to the Events Fund, \$174,000 to the Street & Alley Fund, and \$2,000,000 to the Capital Facilities Fund for downtown property acquisition. Anticipated expenditures are \$7,946,157 higher than 2024 actuals, to include a 5% wage increase to Town personnel comprised of COLA and eligible merit, up to a 10% retirement match for Town personnel, and three additional General Fund FTEs to support the Town Strategic Plan.



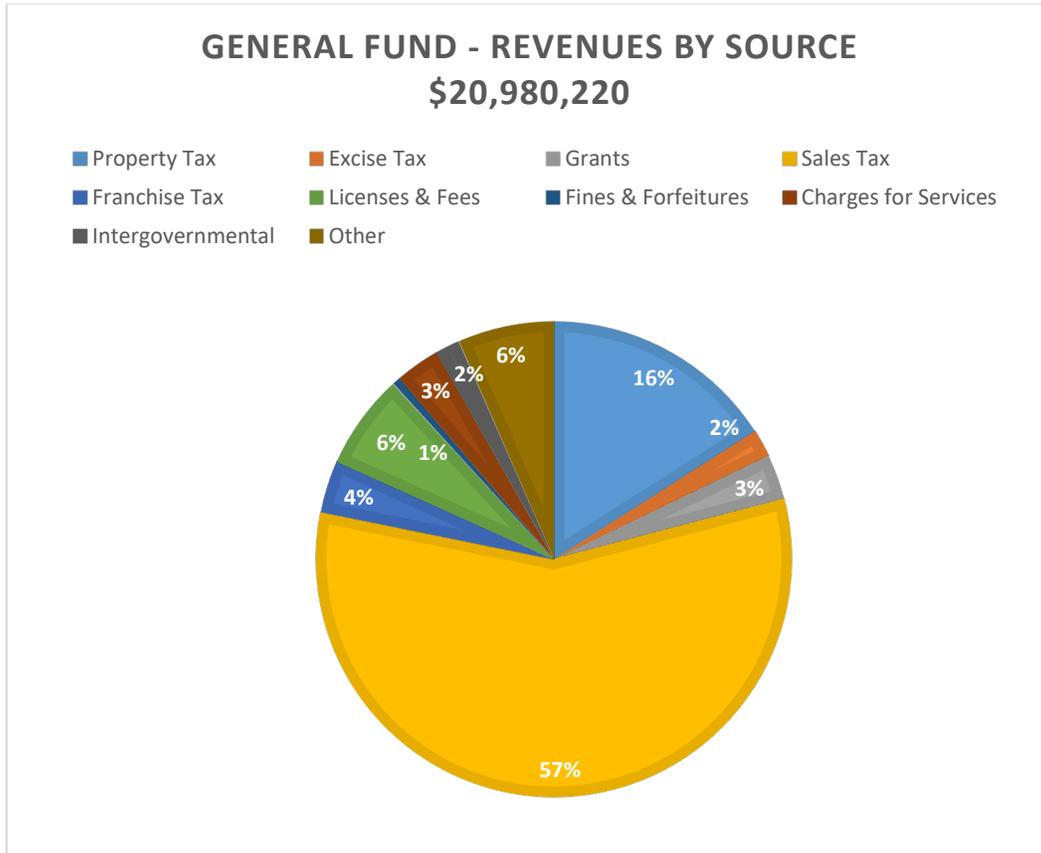
**1 - Administrative Services Building**

**GENERAL FUND BUDGET**

<b>General Fund</b>	2023 Actuals	2024 Actuals Jan - Oct	2024 Adopted Budget	2024 Year-End Estimates	2025 Proposed Budget
Beginning Fund Balance	11,344,435	14,008,802	14,008,802	14,008,802	17,177,983
<b><u>Revenues:</u></b>					
Taxes & Fees	15,381,358	14,835,920	15,766,000	17,803,104	16,996,970
Licenses & Permits	2,079,840	948,845	860,500	1,138,615	864,000
Charges for Services	-	-	-	-	638,250
Fines & Forfeitures	133,260	119,292	121,000	143,150	117,000
Earnings on Investment	724,826	585,988	586,000	703,185	850,000
Miscellaneous Revenue	2,614,877	451,175	355,000	541,410	525,000
Grants & Contributions	260,546	210,229	1,089,000	210,229	639,000
<i>Transfer In</i>	-	300,000	300,000	300,000	350,000
Total Operating Revenues	<u>21,194,707</u>	<u>17,451,449</u>	<u>19,077,500</u>	<u>20,839,693</u>	<u>20,980,220</u>
<b><u>Expenditures:</u></b>					
Administration	4,756,799	2,487,024	3,949,460	2,984,429	3,551,315
Internal Services	2,874,895	2,910,562	3,106,000	3,492,675	4,335,445
Comm & Econ Dev	1,072,860	789,336	1,562,650	947,203	2,049,775
Town Attorney	285,818	249,513	364,100	299,416	399,335
Finance	187,254	176,569	277,500	211,883	284,985
Courts	94,000	87,710	121,700	105,251	129,705
Legislative	243,925	300,461	311,100	360,553	318,400
Engineering	76,162	77,892	146,500	93,470	292,100
Planning	562,580	438,566	1,106,265	526,279	919,600
Police	6,990,294	6,296,492	8,070,125	7,555,791	8,689,010
Public Works	351,626	200,677	345,350	240,813	340,250
Parks & Open Space	-	-	-	-	1,975,150
<i>Transfer Out</i>	1,034,126	852,750	852,750	852,750	2,331,600
Total Expenditures	<u>18,530,340</u>	<u>14,867,552</u>	<u>20,213,500</u>	<u>17,670,513</u>	<u>25,616,670</u>
<b>Excess (Deficiency) of Revenues and Other Sources over Expenditures</b>	<u><b>2,664,367</b></u>	<u><b>2,583,897</b></u>	<u><b>(1,136,000)</b></u>	<u><b>3,169,180</b></u>	<u><b>(4,636,450)</b></u>
<b>Ending Fund Balance</b>	<u><b>14,008,802</b></u>	<u><b>16,592,699</b></u>	<u><b>12,872,802</b></u>	<u><b>17,177,983</b></u>	<u><b>12,541,533</b></u>

**General Fund Revenues**

General Fund revenues are primarily made up of property taxes, excise taxes, licenses, fees, fines, grants, franchise taxes, donations, interest, and other intergovernmental funds. Taxes make up 79% of the total revenues projected for 2025. The chart below shows the proportion of each major revenue source to the total General Fund Revenues.



The General Fund Revenue Sources table below lists the major revenue sources, as well as the amounts that are projected for 2025.

General Fund Revenue Sources		
Source	Amount	% of Total
Property Tax	3,354,000	16%
Excise Tax	398,750	2%
Grants	639,000	3%
Sales Tax	12,003,520	57%
Franchise Tax	750,000	4%
Licenses & Fees	1,354,700	6%
Fines & Forfeitures	117,000	1%
Charges for Services	638,250	3%
Intergovernmental	350,000	2%
Other	1,375,000	7%

**General Fund Expenditures**

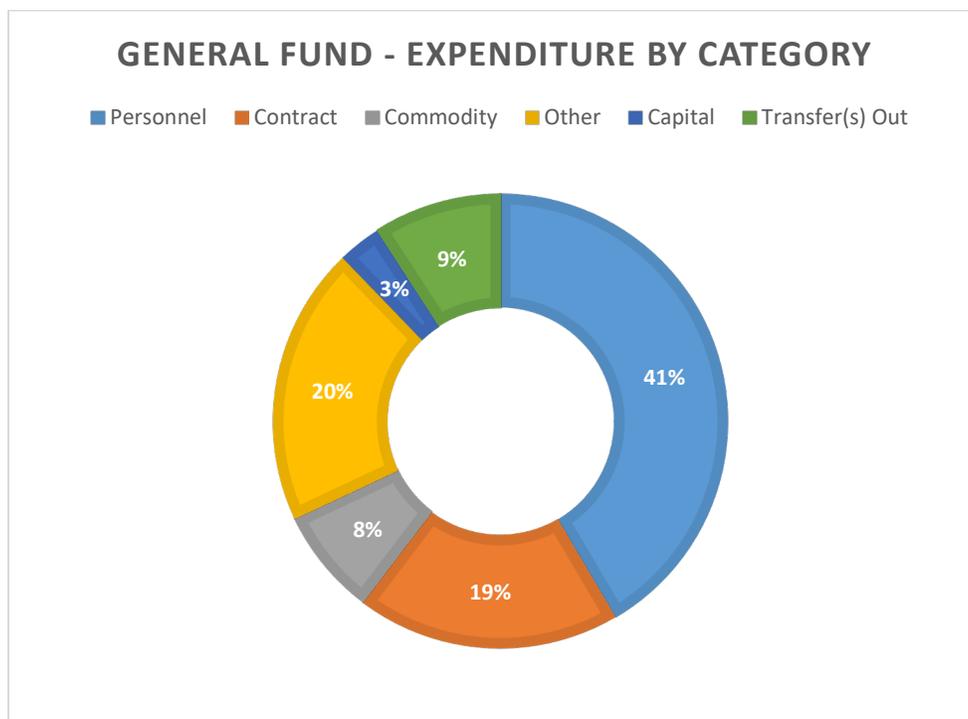
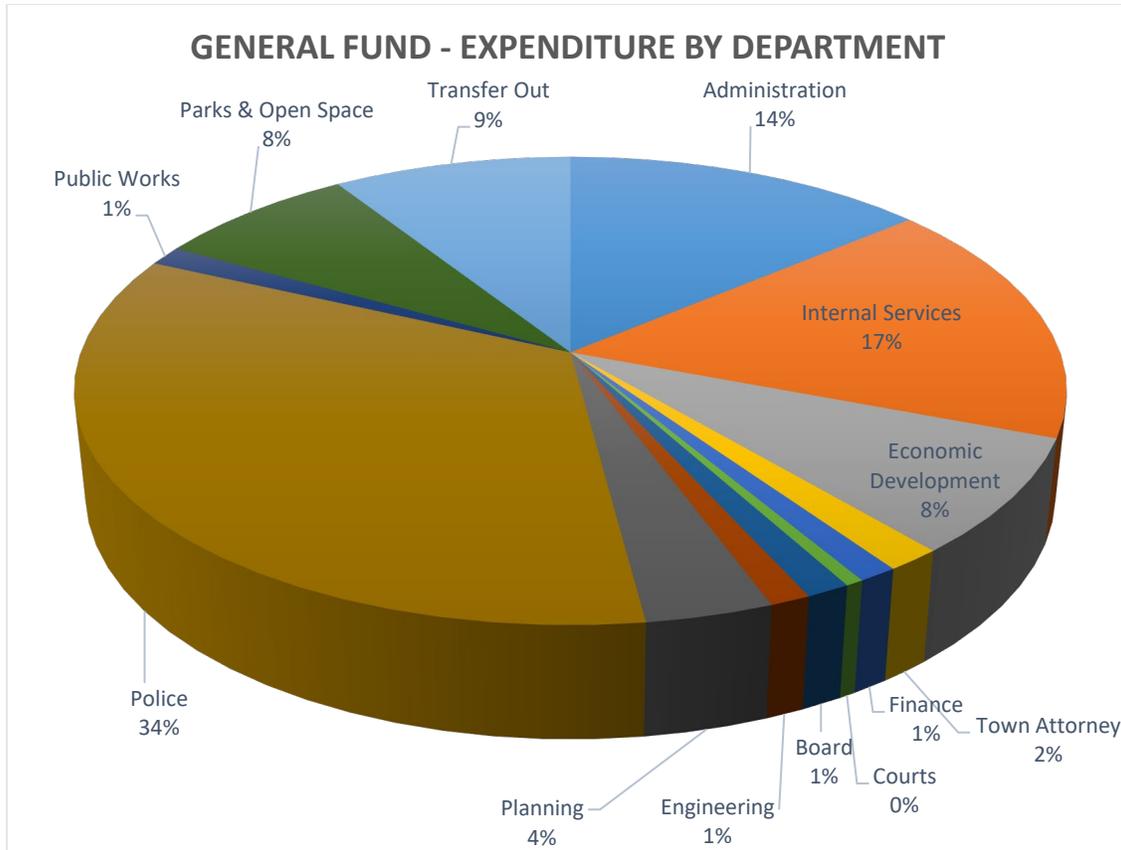
Expenditures in the General Fund are separated by department and/or division and then by category. The departments/divisions that exist in the General Fund are General Administration (Town Manager, Town Clerk, Town Attorney, Legislative, Court, Community Engagement) Finance, Internal Services, Human Resources, Police, Information Technology, Public Works-Administration, Public Works-Engineering, Parks & Open Space, Economic Development-Administration, Economic Development-Planning, Economic Development-Building, and Economic Development-GIS. The expense categories that are used include personnel services, contract services, commodity, other charges, capital outlay, and debt service. Capital outlay for the 2025 budget includes expenses of \$100,000 for an IT Server Infrastructure Replacement, \$50,000 for IT Strategic Plan Implementation Phase 1, \$500,000 for a downtown Catalytic Grant Program, \$250,000 for downtown permanent lighting, \$52,000 for Community Engagement tents and banner, \$150,000 for POST equipment & golf clubhouse repair, and \$209,000 for a Police Department Axon Core+ Equipment Plan.

**TOWN OF FREDERICK  
ANNUAL BUDGET  
FY 2025**

**GENERAL FUND | EXPENSE SUMMARY**

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Town Manager	398,300	79,500	22,160	15,525	515,485	---	---	515,485
Town Clerk	119,000	48,000	18,120	4,500	189,620	---	---	189,620
Town Attorney	314,700	53,500	13,635	17,500	399,335	---	---	399,335
Legislative	25,900	210,500	1,000	48,000	285,400	33,000	---	318,400
Courts	86,700	35,800	6,205	1,000	129,705	---	---	129,705
Community and Engagement	261,400	61,400	29,205	57,825	409,830	19,000	---	428,830
Human Resources	206,700	88,200	19,280	172,000	486,180	---	---	486,180
Finance	226,900	19,350	34,985	3,750	284,985	---	---	284,985
Finance - Internal Services	271,000	10,000	0	6,386,045	6,667,045	---	---	6,667,045
Police	6,341,200	1,176,725	256,500	597,285	8,371,710	317,300	---	8,689,010
Public Works - Admin	49,500	9,750	7,500	3,500	70,250	270,000	---	340,250
Public Works - Engineering	67,100	197,000	5,000	23,000	292,100	---	---	292,100
Parks & Open Space	831,000	844,630	249,520	0	1,925,150	50,000	---	1,975,150
ED - Admin	216,400	826,290	14,415	68,750	1,125,855	---	---	1,125,855
ED - Planning	500,900	388,850	22,900	6,950	919,600	---	---	919,600
ED - Building	399,200	65,020	19,360	2,850	486,430	---	---	486,430
ED - GIS	96,500	86,900	14,640	800	198,840	---	---	198,840
ED - Neighborhood Srvc	118,900	117,550	800	1,400	238,650	---	---	238,650
Information Technology	108,200	490,100	1,232,900	0	1,831,200	100,000	---	1,931,200
<b>Totals</b>	<b>\$10,639,500</b>	<b>\$4,809,065</b>	<b>\$1,968,125</b>	<b>\$7,410,680</b>	<b>\$24,827,370</b>	<b>789,300</b>	<b>\$0</b>	<b>\$25,616,670</b>
Total Cash Available								\$38,158,203
Ending Fund Balance								\$12,541,533
% of Total Budget	41.53%	18.77%	7.68%	28.93%	96.92%	3.08%	0.00%	100.00%

The services that are provided by the General Fund are labor-intensive, especially with regard to police services. The expenditures reflect this with personnel costs accounting for 42% of total expenses. The charts below detail the expenditures for the General Fund by department and by category.



## GENERAL FUND DEPARTMENT SUMMARIES

### ADMINISTRATION DEPARTMENT

	2023	2024	2024	2025
<b>Administration Budget</b>	Actual	Approved Budget	Year End Projections	Approved Budget
Personnel Services	1,186,650	1,629,300	1,206,958	1,408,300
Contract Services	874,008	1,200,035	703,366	820,700
Commodity	670,527	920,650	1,144,394	1,335,300
Other Charges	191,967	263,575	229,127	267,350
Total Operating	2,923,151	4,013,560	3,283,845	3,831,650
Capital Outlay	-	300,000	-	119,000
Debt Service	-	-	-	-
Total Expenditures	2,923,151	4,313,560	3,283,845	3,950,650
FTE's	11.35	11.45	11.45	8.15

#### Overview and Description

The Town of Frederick Administration office is made up of the Town Manager, Town Clerk, Town Attorney, Human Resources, Community Engagement, and Information Technology (IT). Below is an overview of the specific tasks and responsibilities within the Administration.

#### *Town Manager*

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

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

## Town Manager Goals and Key Performance Indicators (KPI)

### Performance Measures

#### Strategic Foundation: Fiscally Responsible Governance

##### Objective:

Maintain fiscal sustainability and flexibility.

##### Strategy:

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

Measure:	2022	2023	2024	Comments
<i>Performance:</i>				
Bond Rating	AA	AA	AA	

#### Strategic Foundation: Fiscally Responsible Governance

##### Objective:

Appropriate completion rate of Capital Improvement Projects for community transparency.

##### Strategy:

Ensure that funds appropriated and budgeted for capital projects are spent as approved.

Measure:	2022	2023	2024	Comments
<i>Workload:</i>				
Funds encumbered for capital improvement projects Town-wide.	N/A	N/A	\$ 18,848,601	New KPI for 2024 with rollout of Project Accounting Module
<i>Performance:</i>				
Percentage of dollars budgeted versus dollars spent on capital improvement projects.	N/A	N/A	65%	Goal: > 85%

#### Strategic Foundation: Effective, Efficient, and Strategic Government Operations

##### Objective:

Meet KPI goals across all work groups and work programs.

##### Strategy:

Maintain successful rates on all town-wide KPIs to drive work program decisions for the community.

Measure:	2022	2023	2024	Comments
<i>Workload:</i>				
Number of KPIs that met their goal.	N/A	N/A	72	72 of 88 KPIs were met
<i>Performance:</i>				
Percentage of KPI goals met against total KPIs.	N/A	N/A	81.82%	Goal: > 80%

**Strategic Foundation: Effective, Efficient, and Strategic Government Operations**

**Objective:**

Enhance public trust and confidence.

**Strategy:**

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

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Responds to the needs and concerns of the community in a prompt, transparent, professional, respectful, and ethical manner timely.	N/A	N/A	5	New KPI for 2024 Goal: < 3 Business Days
<i>Performance:</i>				
Number of times Community Input through surveys, community events, and community engagement opportunities occurred.	N/A	N/A	16	Goal: > 10

***Town Attorney***

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

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

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

## Town Attorney Goals and Key Performance Indicators (KPI)

### Performance Measures

**Strategic Foundation: Effective, Efficient and Strategic Government Operations**

**Objective:**

Regular review, updates, and maintenance of the Frederick Municipal Code and Land use Code.

**Strategy:**

Monthly review of legislative updates, and recurring scheduled meetings with other departments to determine potential need for code revisions.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of municipal code chapters overhauled.	N/A	N/A	1	New KPI for 2024: Chapters of municipal code consist of several sections of code.
<i>Performance:</i>				
Updated sections of code that require redrafting within 12 month period.	N/A	N/A	0	Goal: < 5

**Strategic Foundation: Effective, Efficient and Strategic Government Operations**

**Objective:**

Provide legal strategy and feedback on legal matters concerning the Town, via incoming legal request submissions from other departments.

**Strategy:**

Implementation of legal request submission platform and daily review of incoming submissions.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of Submissions.	N/A	N/A	0	New KPI for 2024: Requests have not been tracked previously
<i>Performance:</i>				
Percentage of submissions resolved within 90 days.	N/A	N/A	0	Goal: 75%

**Strategic Foundation: Effective, Efficient and Strategic Government Operations**

**Objective:**

Regular review and maintenance of the employee handbook and related personnel policies.

**Strategy:**

Quarterly meetings with other departments, incoming legal request submissions.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of policies reviewed, revised, or created.	N/A	N/A	1	New KPI for 2024: Work with HR in 2024 to overhaul the entire employee handbook
<i>Performance:</i>				
Average review time once provided for attorney review.	N/A	N/A	1 week	Goal: Less than 2 weeks

**Strategic Foundation: Fiscally Responsible Governance**

**Objective:**

Maximize budgeted resources for legal services by providing opportunities for law students to gain work experience in government practice.

**Strategy:**

Engage with law schools to provide internship opportunities within the Town Attorney's Office.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of internships completed successfully.	N/A	N/A	0	New KPI for 2024
<i>Performance:</i>				
Number of internship opportunities provided.	N/A	N/A	1	Goal: > 1

**Community Engagement**

The Community Engagement Department oversees development, implementation, and leadership in the areas of public relations, marketing, internal and external communications, community outreach and town-wide events. Externally, we build and maintain partnerships with governmental agencies, residents, neighborhood organizations, nonprofits, businesses and faith groups. Internally, we partner with all other departments in planning and creating communications and marketing strategies, as well as advising on brand integrity and consistency.

We develop innovative ways to explain complex subjects using a broad range of communication tools, including video, press releases and events, newsletters, brochures, posters, flyers, articles, various social media channels and the Town’s website.

The Community Engagement Department develops and implements a comprehensive and strategic community relations plan designed to broaden the Town’s outreach to residents, visitors, partnering agencies and current and potential future businesses.

**Community Engagement Goals and Key Performance Indicators (KPI)**

**Performance Measures**

**Strategic Foundation: Community and Economic Vitality**

**Objective:**

Neighborhood Livability

**Strategy:**

Cultivate partnerships with residential neighborhoods and HOA’s that foster quality neighborhoods.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of Community BBQ Tour stops	5	5	5	
<i>Performance:</i>				
Number of residents attending	584	434	371	

**Strategic Foundation: Community and Economic Vitality**

**Objective:**

Community Vitality

**Strategy:**

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

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of Facebook posts	529	470	559	
<i>Performance:</i>				
Number of Facebook engagements	157,884	189,284	128,396	Meta analytics of total clicks, reactions, comments, and shares.

**Strategic Foundation: Fiscally Responsible Governance**

**Objective:**

Enhance public trust and confidence

**Strategy:**

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

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of Frederick Flash editions	50	50	50	
<i>Performance:</i>				
Number of Frederick Flash subscribers	3,698	3,072	2,657	Cleaned up bounce rate of 343 subscribers.
<i>Performance:</i>				
Percentage of Frederick Flash clicks	4.40%	4.90%	4.00%	Content style of writing has more info in blurb.

**Human Resources**

Through strategic partnerships and collaboration, the Office of People and Culture balances the needs of the employees and those of the Town. The department develops and implements programs that recruit, develop, coach, and retain a high performing workforce; mitigates risks, provides technical expertise related to human resources practices, problem-solves, provides learning opportunities, manages risk and safety, and general liability. We are champions of FRED values and foster a healthy and safe workplace. We are striving toward becoming a strategic and customer-focused partner by providing innovative solutions, multiple options that utilize data and best practices resulting in cost-efficient and industry leading results, benefiting the organization, employee, and community members.

We work to support the Board of Trustees strategic goals by:

- Maintain a highly skilled staff by promoting and developing learning & training opportunities.
- Retain employees by offering & maintaining an excellent total compensation package.
- Offering proactive, innovative solutions to support operations.
- Review and mitigate risk where it can be managed.
- Engage employees using their feedback and innovative ideas.

### **Human Resources Department Goals and Key Performance Indicators (KPI)**

#### **Performance Measures**

##### **Strategic Foundation: Effective, Efficient & Strategic Government Operations**

###### **Objective:**

Deliver efficient, effective and innovative government services.

###### **Strategy:**

Promote a values-driven organizational culture that reinforces ethical behavior, encourages ongoing professional development, and empowers our employees to provide excellent internal and external customer service.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of trainings made available to employees.	2	4	134	In 2024 the HR Dept was without a director for a majority of the year. All KPIs will be reevaluated for appropriate HR measurement for 2025
<i>Performance:</i>				
Percent of employees who participated in Town-sponsored training.	94%	80%	100%	Goal: > 85%

##### **Strategic Foundation: Effective, Efficient & Strategic Government Operations**

###### **Objective:**

Deliver efficient, effective and innovative government services.

###### **Strategy:**

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

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Percent of employee base experienced a workers compensation incident.	6%	0%	4%	Goal: < 15%
<i>Performance:</i>				
Avg number of days to report an injury to Risk and Safety.	2.25	2.25	1.40	Goal: < 3 days

**Strategic Foundation: Effective, Efficient & Strategic Government Operations**

**Objective:**

Deliver efficient, effective and innovative government services.

**Strategy:**

Retract and retain top tier talent in order to support strategic goals.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Attrition including both voluntary and involuntary separations. This also includes seasonal staff.	24.58%	36.36%	32.24%	Goal: < 10%
<i>Performance:</i>				
Average number of days to fill a position, from post to offer.	83	175	70	Goal: < 90 Days

**Town Clerk**

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

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

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

**Town Clerk Goals and Key Performance Indicators (KPI)**

**Performance Measures**

**Strategic Foundation: Fiscally Responsible Governance**

**Objective:**

Enhance Public Trust and confidence.

**Strategy:**

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

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Open Records Requests received.	138	146	146	
<i>Performance:</i>				
Percentage closed by goal.	92%	95%	97%	Goal: 3 Business Days > 90%
<i>Performance:</i>				
Percentage of requests completed.	100%	100%	100%	Goal: 100% (State Statute)

**Strategic Foundation: Fiscally Responsible Governance**

**Objective:**

Enhance public trust and confidence.

**Strategy:**

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

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i> Meeting minutes processed.	35	26	23	Goal: Minimum of 24
<i>Performance:</i> Percentage of meeting minutes presented for adoption at the following meeting.	100%	100%	100%	Goal: 100% (State Statute)

**Strategic Foundation: Fiscally Responsible Governance**

**Objective:**

Enhance public trust and confidence.

**Strategy:**

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

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i> Board Agenda packets processed.	46	34	26	
<i>Performance:</i> Percentage of agendas distributed at least 1 week prior to meeting.	N/A	1	90%	Goal changed from 3 days to 1 week in July 2023

**Information Technology Department**

The Information Technology (IT) Department is dedicated to aligning and supporting the Town of Frederick's essential infrastructure and electronic business processes. With a focus on innovation and efficiency, IT identifies opportunities to streamline operations and enhance the delivery of services to the Frederick community. The department ensures the security and integrity of the town's digital assets, maintains a robust network infrastructure, and provides responsive technical support to all departments. IT plays a vital role in fostering a connected and secure environment, empowering the town to thrive in an ever-evolving technological landscape.

## Information Technology Department Goals and Key Performance Indicators (KPI)

### Performance Measures

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

**Objective:**

Leveraging and utilizing resources that reflect exemplary stewardship.

**Strategy:**

Optimize and invest in the technology resources to ensure alignment with the organization's values, goals and business objectives.

Measure:	2022	2023	2024	Comments
<i>Workload:</i>				
Number of Servers.	N/A	26	25	Goal: Reduce servers and streamline services.
Total workstations (PC, laptops).	N/A	258	201	Goal: is one device to one user.

#### Strategic Foundation: Fiscally Responsible Governance

**Objective:**

Dedicated to investing in existing and future technology.

**Strategy:**

Optimize and invest in the technology resources to ensure alignment with the organization's values, goals and business objectives.

Measure:	2022	2023	2024	Comments
<i>Workload:</i>				
Number of Network Support Tickets Requested.	905	1554	1426	
<i>Performance:</i>				
Tickets Solved.	905	1554	1426	
Percent Response Time.	100%	100%	98%	Response within 2 hours
Satisfaction Rate.	N/A	95%	98%	Goal: > 95%

#### Strategic Foundation: Safe & Secure

**Objective:**

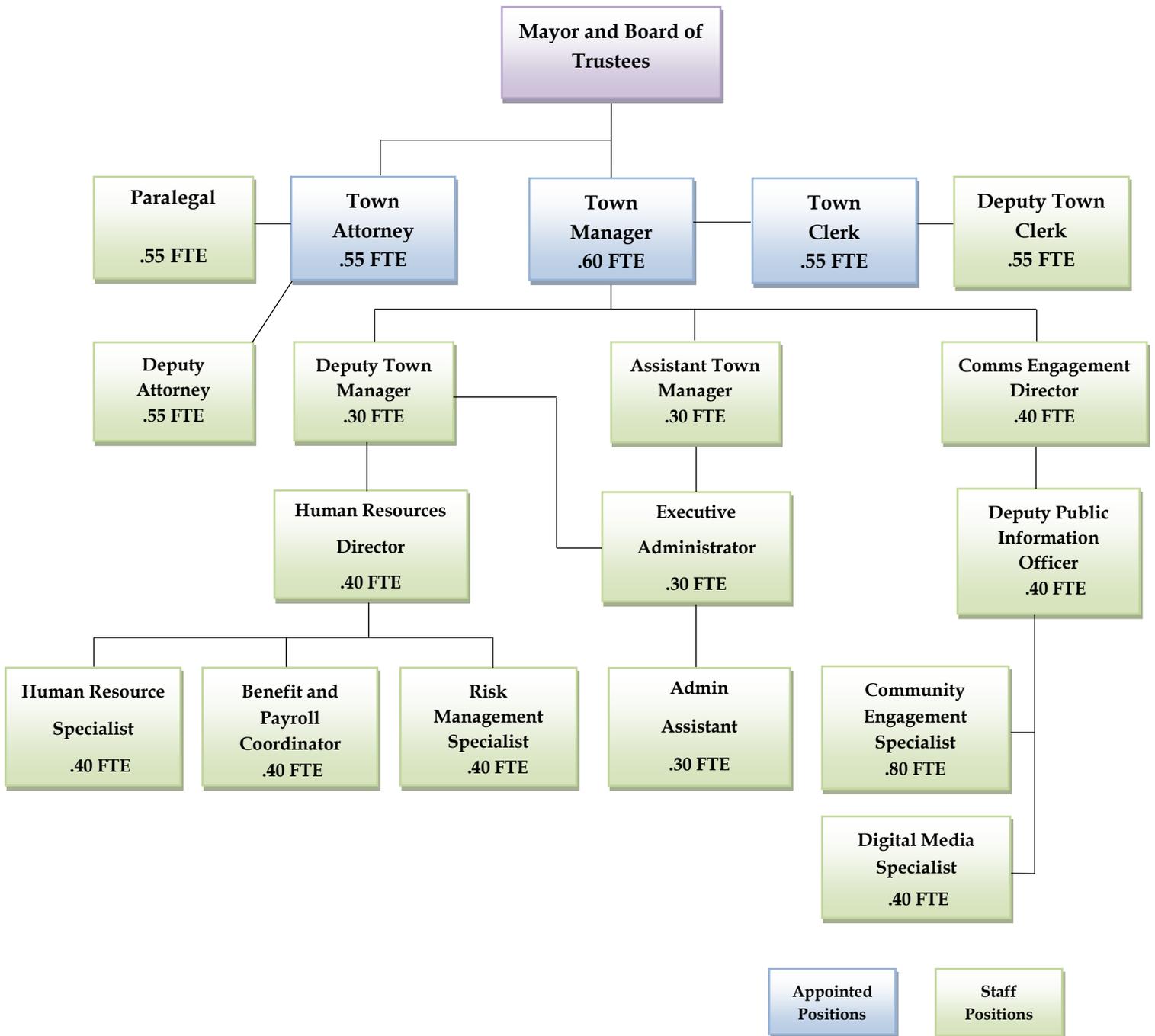
Secure the town's information technology systems.

**Strategy:**

Protect and mitigate risks associated with cybersecurity. To establish and implement resources to keep data and information safe.

Measure:	2022	2023	2024	Comments
<i>Workload:</i>				
Security Training Rating Preferred.	N/A	> 600	> 725	
Security Score			725	
<i>Performance:</i>				
Low Risk: Employees 123	N/A	735	739	
Medium Risk: 2	N/A	549	633	
High Risk: 6	N/A	347	360	

**ORGANIZATIONAL CHART**  
**ADMINISTRATION DEPARTMENT - 8.15 FTE\***



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

**TOWN BOARD**

Town Board Budget	2023 Actual	2024 Approved Budget	2024 Year End Projections	2025 Approved Budget
Personnel Services	15,547	29,600	32,720	25,900
Contract Services	115,816	220,500	265,930	210,500
Commodity	525	1,000	1,263	1,000
Other Charges	31,515	60,000	60,640	48,000
Total Operating	163,403	311,100	360,553	285,400
Capital Outlay	-	-	-	33,000
Debt Service	-	-	-	-
Total Expenditures	163,403	311,100	360,553	318,400
FTE's	0.00	0.00	0.00	0.00

**Overview and Description**

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

The Board appoints the following positions:

Town Manager  
 Town Attorney  
 Town Treasurer

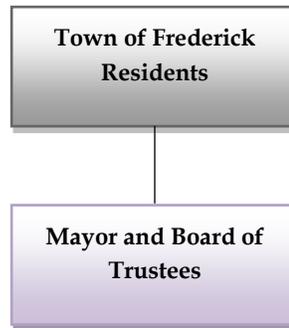
Town Clerk  
 Municipal Judge

The 2025 Budget for the Town Board reflects an 11% decrease compared to 2024 actuals, due to a 21% overspend from prior year budget associated with professional services for oil and gas legal services, core service business planning, and legislative lobbying services. Only a 2% increase is planned over prior year budget, due to capital outlay for a downtown permanent street banner. The Town Board budget includes legal expenses, election expenses and miscellaneous expenses which includes the Community Tour and Talks. The Community Tour and Talks schedule for 2025 is as follows, with locations subject to change:

Date	Location
May 21, 2025	No-Name Creek West Park
June 25, 2025	Silverstone Park
July 16, 2025	Crist Park
August 20, 2025	Wyndham Hill Clubhouse Park

**ORGANIZATIONAL CHART**

**TOWN BOARD - 0 FTE**



**FINANCE DEPARTMENT**

<b>Finance Dept Budget</b>	2023 Actual	2024 Approved Budget	2024 Year End Projections	2025 Approved Budget
Personnel Services	146,734	230,500	168,697	226,900
Contract Services	8,276	13,000	14,386	19,350
Commodity	19,416	30,500	26,011	34,985
Other Charges	2,228	3,500	2,788	3,750
<b>Total Operating</b>	<b>176,654</b>	<b>277,500</b>	<b>211,883</b>	<b>284,985</b>
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
<b>Total Expenditures</b>	<b>176,654</b>	<b>277,500</b>	<b>211,883</b>	<b>284,985</b>
<b>FTE's</b>	<b>1.80</b>	<b>2.20</b>	<b>2.20</b>	<b>1.95</b>

<b>Finance - Internal Services Budget</b>	2023 Actual	2024 Approved Budget	2024 Year End Projections	2025 Approved Budget
Personnel Services	219,535	260,000	218,320	271,000
Contract Services	8,444	10,000	8,056	10,000
Commodity	6,755	8,000	-	-
Other Charges	3,107,894	3,680,750	3,266,299	4,054,445
<b>Total Operating</b>	<b>3,342,627</b>	<b>3,958,750</b>	<b>3,492,675</b>	<b>4,335,445</b>
Transfers Out (Capital)	1,034,126	852,750	852,750	2,331,600
Debt Service	-	-	-	-
<b>Total Expenditures</b>	<b>4,376,753</b>	<b>4,811,500</b>	<b>4,345,425</b>	<b>6,667,045</b>
<b>FTE's</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Overview and Description**

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

The Finance Internal Services Division was created in 2022 to properly segregate Town costs associated with Unemployment Tax, Workers' Compensation, Group Insurance, Bank & Merchant Fees, Property/Casualty Insurance, and Audit.

## Finance Department Goals and Key Performance Indicators (KPI)

### Performance Measures

**Strategic Foundation: Fiscally Responsible Governance**

**Objective:**

Enhance public trust and confidence.

**Strategy:**

Provide services in an open, honest and forthright manner.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Did Annual Comprehensive Financial Report meet the requirements for the Certificate of Excellence from GFOA?	Yes	Yes	TBD	
<i>Performance:</i>				
Consecutive years that the Comprehensive Annual Financial Report received the Certificate of Excellence from GFOA.	9	10	TBD	Goal: Continue consecutive awards for public trust and transparency

**Strategic Foundation: Fiscally Responsible Governance**

**Objective:**

Enhance public trust and confidence.

**Strategy:**

Provide value and excellence to our customers by effectively balancing efficiency and cost containment.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Produce a budget that shows long term sustainability and is eligible for GFOA's Distinguished Budget Award.	Yes	Yes	Yes	
<i>Performance:</i>				
Consecutive number of years Budget document received GFOA Distinguished Budget Award.	7	8	9	Goal: Continue consecutive awards for public trust and transparency

**Strategic Foundation: Fiscally Responsible Governance**

**Objective:**

Enhance public trust and confidence.

**Strategy:**

Provide services in an open, honest and forthright manner.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of Auditor Comments.	0	0	TBD	Goal: Zero
<i>Performance:</i>				
Percentage of materiality mistatement in annual financial statements.	2%	2%	TBD	Goal: < 5%

**Strategic Foundation: Fiscally Responsible Governance**

**Objective:**

Deliver efficient, effective, innovative government services.

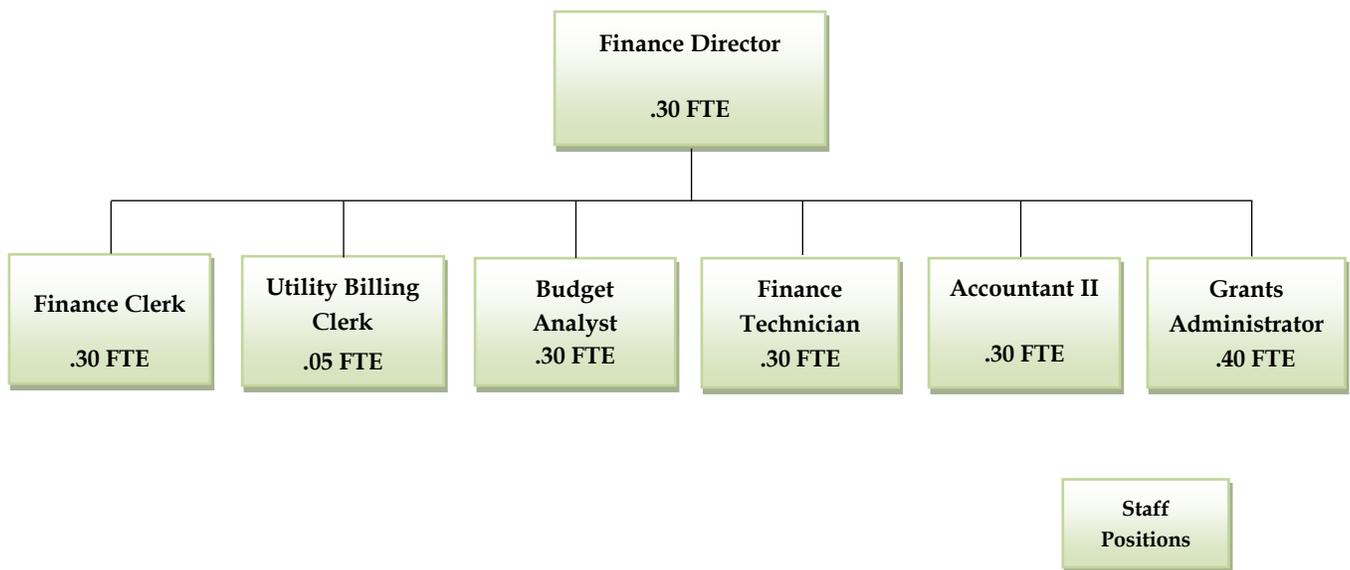
**Strategy:**

Optimize the use of technology to drive efficiency and productivity.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of shut-off calls placed.	813	1,391	1,420	
<i>Performance:</i>				
Percentage of shut-off calls successfully delivered.	97.0%	100.0%	100.0%	Goal: > 95%
<i>Workload:</i>				
Number of Accounts Payable invoices processed.	4,328	4,025	3,980	A planned decrease occurred due to increased purchasing activity being placed on P-Cards.
<i>Performance:</i>				
Percentage of AP checks issued correctly the first time.	99%	99%	99%	Goal: > 95%
<i>Workload:</i>				
Number of Payroll checks processed.	3,310	3,472	3,568	
<i>Performance:</i>				
Percentage of Payroll checks issued correctly the first time.	97%	97%	97%	Goal: > 95%

**ORGANIZATIONAL CHART**

**FINANCE DEPARTMENT - 1.95 FTE\***



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

## MUNICIPAL COURT

Municipal Court Budget	2023 Actual	2024 Approved Budget	2024 Year End Projections	2025 Approved Budget
Personnel Services	53,617	83,000	70,354	86,700
Contract Services	20,219	31,300	29,050	35,800
Commodity	4,134	6,400	5,035	6,205
Other Charges	646	1,000	811	1,000
Total Operating	78,617	121,700	105,251	129,705
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	78,617	121,700	105,251	129,705
FTE's	1.00	1.00	1.00	1.00

### Overview and Description

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

The Town of Frederick Municipal Court convenes the second Friday of the month at the Town of Frederick Town Hall. Currently, Ronald Arguello presides as the town's municipal judge. The judge is appointed by the Town Board. The role of the court is to adjudicate cases, protect the rights of parties and impose sentences consistent with community values.

The 2025 budget reflects a 23% increase over prior year actuals, but a 6% increase above prior year budget. The increase is attributed to a 2024 budget underspend and a slight increase in 2025 planned personnel and contract services.

## Municipal Court Goals and Key Performance Indicators (KPI)

### Performance Measures

**Strategic Foundation: Fiscally Responsible Governance**

**Objective:**

Deliver efficient, effective and innovative government services.

**Strategy:**

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

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of court cases.	1164	1,497	1,029	
<i>Performance:</i>				
Percentage of cases closed by goal.	85%	63%	90%	Goal: 90 Days and > 75%

**Strategic Foundation: Fiscally Responsible Governance**

**Objective:**

Deliver efficient, effective and innovative government services.

**Strategy:**

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

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of court records maintained.	1164	1,497	1,029	
<i>Performance:</i>				
Percentage of complete files able to be retrieved by goal.	98%	98%	90%	Goal: Under 15 minutes & > 90%

**Strategic Foundation: Fiscally Responsible Governance**

**Objective:**

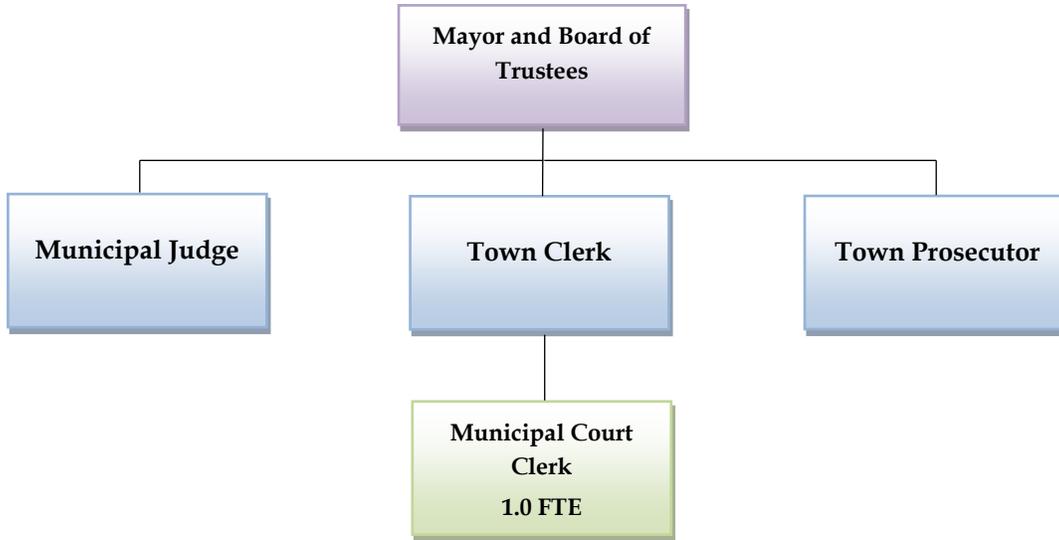
Deliver efficient, effective and innovative government services.

**Strategy:**

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

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of cases with fines assessed.	1164	1,497	1,029	
<i>Performance:</i>				
Percentage of cases collected within the designated timeframe.	94%	92%	90%	Goal: 30 days & > 85%

**ORGANIZATIONAL CHART**  
**MUNICIPAL COURTS DIVISION - 1.0 FTE**



Appointed  
Positions

Staff  
Positions

## PUBLIC WORKS - ADMINISTRATION

Public Works Administration Budget	2023 Actual	2024 Approved Budget	2024 Year End Projections	2025 Approved Budget
Personnel Services	156,139	272,100	169,683	49,500
Contract Services	5,595	9,750	33,422	9,750
Commodity	5,738	10,000	25,710	7,500
Other Charges	2,008	3,500	11,998	3,500
Total Operating	169,480	295,350	240,813	70,250
Capital Outlay	-	50,000	-	270,000
Debt Service	-	-	-	-
Total Expenditures	169,480	345,350	240,813	340,250
FTE's	1.55	1.35	1.35	0.20

### Overview and Description

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

The 2025 budget reflects a 41% increase over prior year actuals and a 1% decrease over prior year budget. The increase is attributed to a one-time capital improvement appropriation of \$270,000 for downtown permanent lighting.

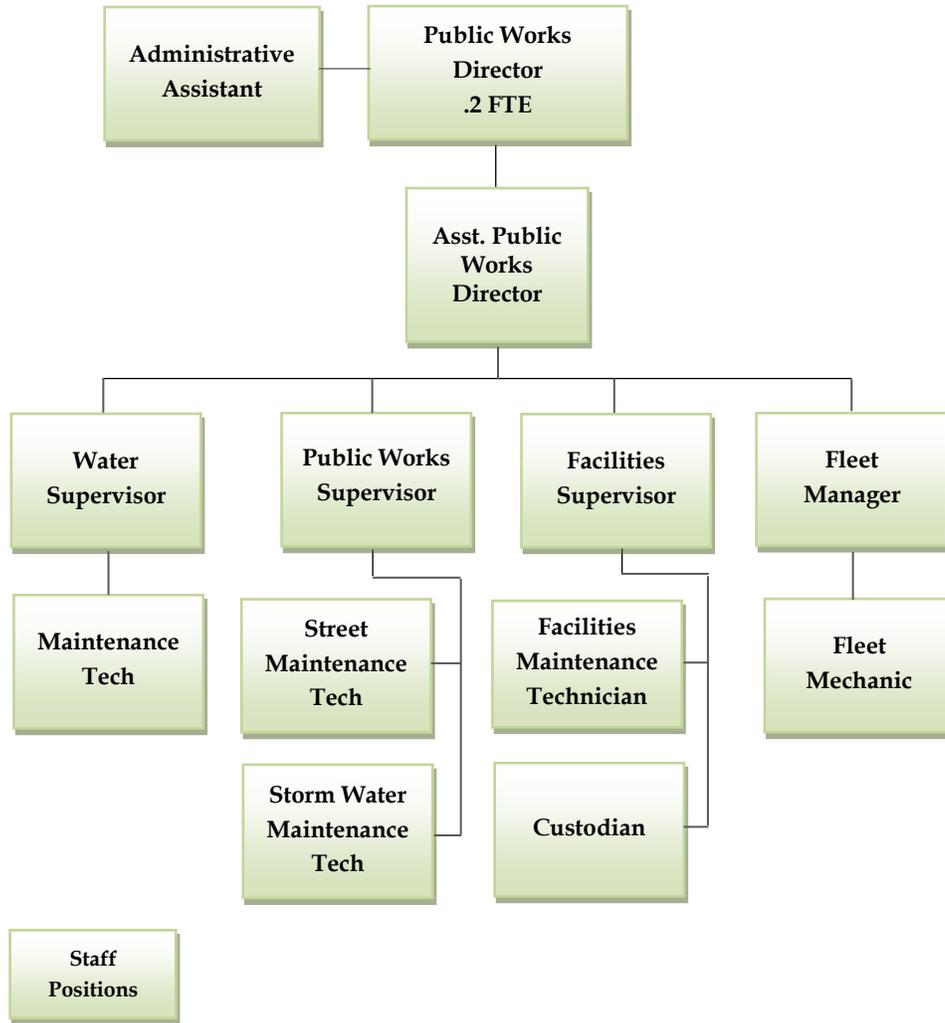
**Public Works – Administration Goals and Key Performance Indicators (KPI)**

**Performance Measures**

<b>Strategic Foundation: Effective, Efficient &amp; Strategic Government Operations</b>				
<b>Objective:</b>				
Workplace Safety and Injury Prevention.				
<b>Strategy:</b>				
Ensure Proper safety trainings for each division under Public Works to reduce the likelihood of injuries and to stay compliant.				
<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of scheduled Safety and Preventive Injury Trainings.	N/A	12	12	New KPI for 2023
<i>Performance:</i>				
Percentage of Safety Meetings attended.	N/A	100%	100%	Goal: 100%
<b>Strategic Foundation: Effective, Efficient &amp; Strategic Government Operations</b>				
<b>Objective:</b>				
Meet daily with director, assistant director and department manager to direct daily work for team members.				
<b>Strategy:</b>				
Ensure workload and collaboration on projects and goals across all PW divisions.				
<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of scheduled collaborative meetings with managers and directors.	N/A	210	200	New KPI for 2023
<i>Performance:</i>				
Percentage of meetings conducted.	N/A	88%	90%	Goal: 80%

### ORGANIZATIONAL CHART

#### PUBLIC WORKS - ADMINISTRATION DEPARTMENT - 0.20 FTE\*



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

## PUBLIC WORKS - ENGINEERING

Public Works Engineering Budget	2023 Actual	2024 Approved Budget	2024 Year End Projections	2025 Approved Budget
Personnel Services	49,567	74,500	21,472	67,100
Contract Services	32,601	49,000	63,039	197,000
Commodity	3,327	5,000	1,600	5,000
Other Charges	11,976	18,000	7,360	23,000
Total Operating	97,471	146,500	93,470	292,100
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	97,471	146,500	93,470	292,100
FTE's	0.55	0.55	0.55	0.50

### Overview and Description

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.

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

While the accounting structure of Engineering was amended in 2022, the Engineering Department was operationally restructured as a Division under the Public Works Department in early 2025. The reporting structure is currently under evaluation in order to improve customer service, streamline workflow, and refine processes.

The 2025 budget reflects a 212% increase over prior year actuals and a 99% increase over prior year budget. The increase is attributed to a 2024 budget underspend by 36% and professional services associated with construction inspection services for fiber installation.

## Engineering Division Goals and Key Performance Indicators (KPI)

### Performance Measures

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

##### Objective:

Provide a high quality and reliable water supply, efficient transportation, and manage drainage appropriately.

##### Strategy:

Ensure new development provides system improvements that meet Town standards.

Measure:	2022	2023	2024	Comments
<i>Workload:</i>				
Number of Development Applications received.	27	57	130	Submittals per the development review software; previous years only listed new applications.
<i>Performance:</i>				
Average number of days to review and complete submittals.	6	9	20	Goal: < 14, working days

#### Strategic Foundation: Fiscally Responsible Governance

##### Objective:

Deliver efficient, effective and innovative government services.

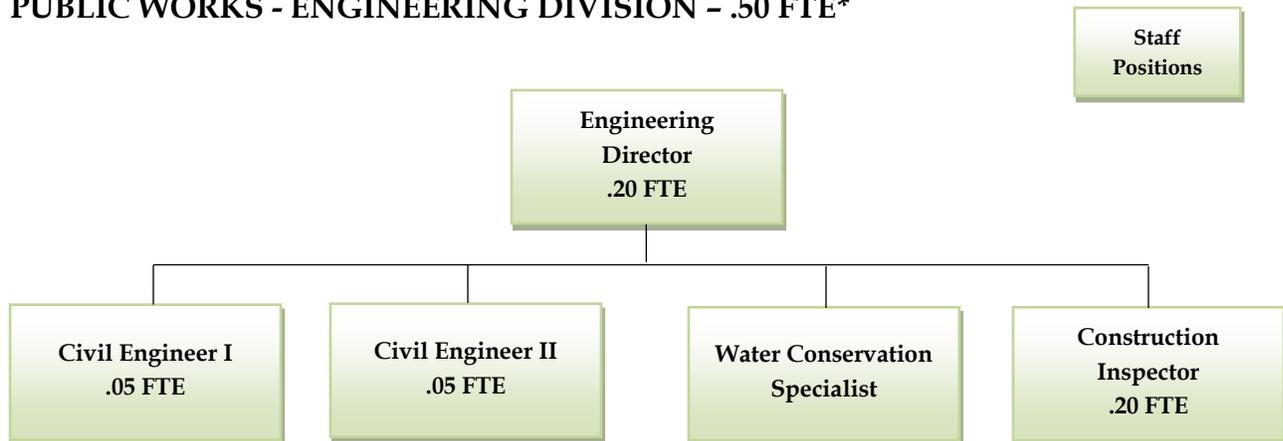
##### Strategy:

Promote a values driven organizational culture that encourages ongoing professional development.

Measure:	2022	2023	2024	Comments
<i>Workload:</i>				
Each department employee attends a min of 2 external confs/trainings per year.	10	18	12	Counting for 6 employees
<i>Performance:</i>				
Percentages of conferences and trainings are to be tracked and information learned is to be summarized and delivered to team.	75%	90%	0%	Goal: 100%

## ORGANIZATIONAL CHART

### PUBLIC WORKS - ENGINEERING DIVISION - .50 FTE\*



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

**COMMUNITY & ECONOMIC DEVELOPMENT - ADMINISTRATION**

Community & Economic Development - Administration Budget	2023 Actual	2024 Approved Budget	2024 Year End Projections	2025 Approved Budget
Personnel Services	92,921	132,500	99,999	216,400
Contract Services	213,612	304,600	381,829	826,290
Commodity	7,889	11,250	6,661	14,415
Other Charges	49,336	70,350	31,769	68,750
<b>Total Operating</b>	<b>363,758</b>	<b>518,700</b>	<b>520,259</b>	<b>1,125,855</b>
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
<b>Total Expenditures</b>	<b>363,758</b>	<b>518,700</b>	<b>520,259</b>	<b>1,125,855</b>
FTE's	1.20	1.80	1.80	1.80

**Overview and Description**

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

The 2025 budget reflects a 116% increase over prior year actuals and a 117% increase over prior year budget. The increase is attributed to the addition of a 2024 mid-year Redevelopment Administrator FTE and a Catalytic Grant Program for business attraction.

**Community & Economic Development Goals and Key Performance Indicators (KPI)**

<b>Strategic Foundation:</b>	<b>Fiscally Responsible Governance</b>			
<b>Objective:</b>	The Town of Frederick plans for, identifies, leverages, and utilizes resources that reflect exemplary stewardship for those who live in Frederick and those who will seek out Frederick in the future.			
<b>Strategy:</b>	Implement tools to enhance organizational transparency regarding budget and project performance as evidence of being responsible stewards of valuable public resources.			
<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				North of \$90,000 was requested for projects throughout the business community.
Funds awarded to Frederick businesses	N/A	\$30,000	\$50,000	
<i>Performance:</i>				Goal: To exhaust annual funding allocation for IMPACT Grants.
Number of businesses awarded a grant from the IMPACT program	NA	3	5	

**Performance Measures**

**Strategic Foundation:**      **Dynamic, Inclusive and Connected Community**

**Objective:**

Frederick is represented by diverse nonprofit, cultural, business, and geographic participation. Residents actively engage in activities and initiatives; they are encouraged and supported to address important community needs and issues.

**Strategy:**

Implement new ways to increase accessibility for public engagement including both traditional and nontraditional means.

Measure:	2022	2023	2024	Comments
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*Workload:*

No. of Direct engagements with existing Frederick business contacts, annually.	220	297	347	Goal: To continuously increase trust within the Business community
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*Performance:*

Number of Businesses that participated in Business Retention or Expansion Programs	2	7	4	Goal: To build more trust in the business community so more businesses participate in business support programs year over year.
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**Strategic Foundation:**      **Community and Economic Vitality**

**Objective:**

Frederick is a community that fosters economic, recreational, cultural, and environmental vitality and builds upon and enhances a variety of economic opportunities.

**Strategy:**

Continue implementing retail attraction strategy to target regional and destination opportunities, traditional and nontraditional grocers, and sit-down eating establishments.

Measure:	2022	2023	2024	Comments
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*Workload:*

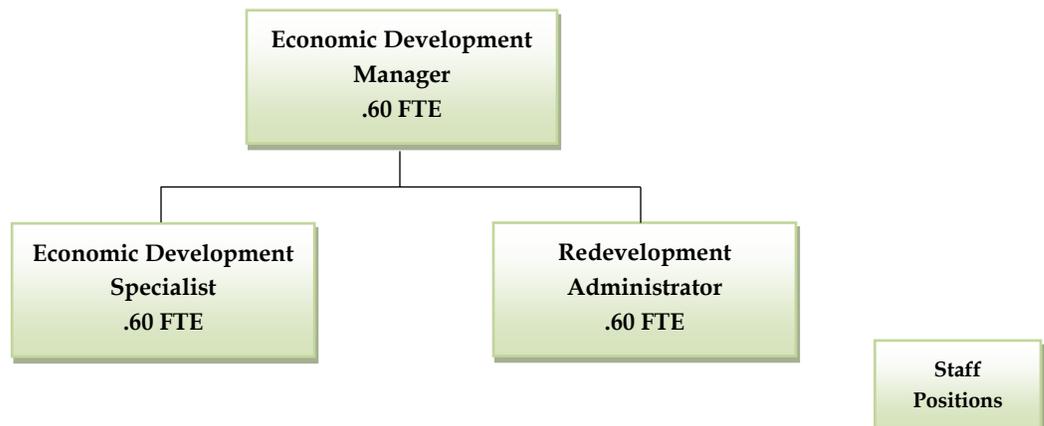
Increase the number of businesses located within the Town of Frederick.	385	364	382	Goal: Increase by 2% year-over-year
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*Performance:*

Increase the workforce population in the Town of Frederick as a means of increasing daytime population.	5,319	4,994	5,301	Goal: Increase by 2% year-over-year
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**ORGANIZATIONAL CHART**

**COMMUNITY & ECONOMIC DEVELOPMENT - ADMIN DEPARTMENT - 1.80 FTE\***



**COMMUNITY & ECONOMIC DEVELOPMENT - NEIGHBORHOOD SERVICES**

<b>Community &amp; Economic Development - Neighborhood Services</b>	<b>2023 Actual</b>	<b>2024 Approved Budget</b>	<b>2024 Year End Projections</b>	<b>2025 Approved Budget</b>
Personnel Services	-	73,000	54,944	118,900
Contract Services	-	162,550	54,320	117,550
Commodity	-	600	370	800
Other Charges	-	450	647	1,400
<b>Total Operating</b>	-	<b>236,600</b>	<b>110,280</b>	<b>238,650</b>
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
<b>Total Expenditures</b>	-	<b>236,600</b>	<b>110,280</b>	<b>238,650</b>
<b>FTE's</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

**Overview and Description**

Beginning in 2024, the Town established an Economic Development Neighborhood Services Division to internally assist in executing the established vision of the Town Board by fostering community and economic vitality. Neighborhood Services uses innovative engagement strategies to improve neighborhood livability and promote inclusive and connected neighborhoods. This involves building relationships with residents, neighborhood groups, owners associations, and utilizing Town resources to ensure Frederick remains a beautiful, well-maintained, and tight-knit community in the future.

The 2025 budget reflects allocated wage and fringe for one FTE, with the cost majority residing in contract services for professional services related to a Minor Home Repair Program for seniors, persons with disabilities, or low-income participants.

**Community & Economic Development - Neighborhood Services  
Goals and Key Performance Indicators (KPI)**

**Performance Measures**

**Strategic Foundation: Community and Economic Vitality**

**Objective:**

Foster economic, recreational, cultural, and environment vitality.

**Strategy:**

Maintain quality residential, commercial and industrial development (2.2, 2.4, 2.5).

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Create and implement a site and landscape inspection inventory program.	N/A	N/A	13 *	New program for 2024 Goal: Review once every 3 years * 4 months of data

**Strategic Foundation: Effective, Efficient & Strategic Government Operations**

**Objective:**

Lead the region in a culture of efficiency, innovation and strategic partnerships (1).

**Strategy:**

Respond to calls for service.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Analyze/respond to land-use complaints.	N/A	N/A	1	Goal: Respond within 1 business day; New program for 2024; * 4 months of data

**ORGANIZATIONAL CHART**

**COMMUNITY & ECONOMIC DEVELOPMENT - NEIGHBORHOOD SERVICES  
DEPARTMENT - 1.00 FTE\***

Neighborhood Services  
Coordinator  
1 FTE

Staff  
Positions

## COMMUNITY & ECONOMIC DEVELOPMENT - PLANNING

Community & Economic Development - Planning Budget	2023 Actual	2024 Approved Budget	2024 Year End Projections	2025 Approved Budget
Personnel Services	196,684	416,000	286,661	500,900
Contract Services	314,324	664,815	222,535	388,850
Commodity	10,071	21,300	13,105	22,900
Other Charges	1,962	4,150	3,977	6,950
Total Operating	523,041	1,106,265	526,279	919,600
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	523,041	1,106,265	526,279	919,600
FTE's	3.80	4.00	4.00	4.30

### Overview and Description

The Planning Division currently has the following positions: Planning Manager, Senior Planner, Planner II, Associate Planner, Oil & Gas Liaison, and Development Review Coordinator. The division 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 division include requests for specific information related to ongoing developments, zoning inquiries/verifications, address verification, setback information, permitted use inquiries, questions of jurisdiction, and developers looking for property that will suit their vision. Staff spend considerable time coordinating elements of applications with the applicant and other staff/agencies reviewing the application.

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

responsible for paying all costs above the deposit. The Finance Department processes a statement on a monthly basis to let applicants know the status of their deposit. When necessary, bills are generated for applicants.

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

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

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

The 2025 budget reflects a 74% increase over prior year actuals and a 16% decrease over prior year budget. The increase is attributed to a significant underspend in planned professional services in the prior year. The majority of expenditures are related to professional services for land use code updates, subarea planning, surveying, and downtown planning.

**Community & Economic Development - Planning  
Goals and Key Performance Indicators (KPI)**

**Performance Measures**

**Strategic Foundation: Community and Economic Vitality**

**Objective:**

Continue work on updating the Comprehensive and Downtown plan, Continue work on updating the Land Use Code (2.4, 2.5).

**Strategy:**

Implement effective policies and programs to ensure the accomplishment of the Comprehensive Plan and its related goals and objectives.

Measure:	2022	2023	2024	Comments
<i>Workload:</i>				
Maintain a positive rating for Planning on satisfaction survey.	N/A	N/A	18 surveys	New program for 2024 Goal: > 65% rating
<i>Performance:</i>				
Satisfaction Survey provided to applicants following development review process.	N/A	N/A	50%	Highly satisfied, somewhat satisfied and neutral ratings

**Strategic Foundation: Community and Economic Vitality**

**Objective:**

Continue work on updating the Land Use Code (2.5).

**Strategy:**

Develop and maintain effective, well-balanced and consistently applied ordinances and polices.

Measure:	2022	2023	2024	Comments
<i>Workload:</i>				
Maintain text amendments presented to the Board of Trustees to 3 annually.	2	4	4	Goal: 3 annually
<i>Performance:</i>				
Number of Land Use Code and Comprehensive Plan Amendments approved by the Board.	2	4	5	

**Strategic Foundation: Community and Economic Vitality**

**Objective:**

Continue work on updating the Land Use Code (2.5).

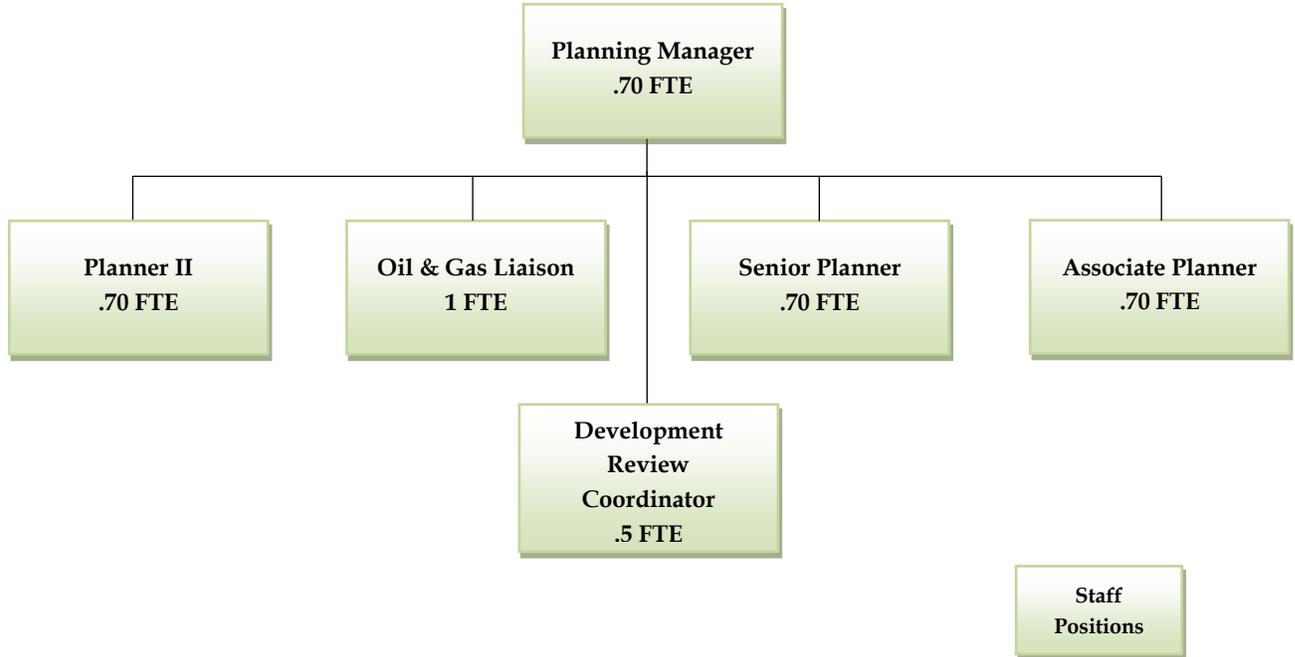
**Strategy:**

Establish a predictable and efficient development process that fosters a high degree of collaboration and coordination within the community and with diverse stakeholders.

Measure:	2022	2023	2024	Comments
<i>Workload:</i>				
Maintain number of planning review rounds on land use application.	N/A	N/A	70 rounds	New program for 2024 Goal: 4 or less per year
<i>Performance:</i>				
Track number of rounds to approval for all applications within tracking software.	N/A	NA	3.1	70 total rounds of review on 22 completed projects

**ORGANIZATIONAL CHART**

**COMMUNITY & ECONOMIC DEVELOPMENT - PLANNING DIVISION - 4.30 FTE\***



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

## COMMUNITY & ECONOMIC DEVELOPMENT - GIS

Community & Economic Development - GIS Budget	2023 Actual	2024 Approved Budget	2024 Year End Projections	2025 Approved Budget
Personnel Services	132,543	189,000	44,593	96,500
Contract Services	54,350	77,500	40,157	86,900
Commodity	6,873	9,800	6,765	14,640
Other Charges	1,683	2,400	370	800
Total Operating	195,449	278,700	91,884	198,840
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	195,449	278,700	91,884	198,840
FTE's	1.40	2.80	2.80	1.70

### Overview and Description

The GIS Division, a vital part of the IT Division, is responsible for maintaining and managing spatial data for various systems throughout the Town of Frederick. By leveraging GIS, the town is empowered to become data-driven, utilizing tools to analyze and visualize location-based information effectively and efficiently. These tools support the town's ability to maintain strategic, reliable, and sustainable infrastructure by uncovering relationships, patterns, and trends through visualization, research, and interpretation of data.

GIS enables the town to provide dynamic, inclusive, and connected applications that enhance public engagement and access to information. The GIS Division's vision is to deliver geospatial intelligence, user-friendly applications, and accessible tools to improve communication, enhance decision-making, and provide superior service to our customers through innovative GIS solutions.

The 2025 budget reflects a 116% increase over prior year actuals and a 28% decrease over prior year budget. The increase is attributed to an underspend in all cost categories in the prior year. The overall budgetary decrease is associated with a realignment wage and fringe according to staff time and effort.

## Community & Economic Development - GIS Goals and Key Performance Indicators (KPI)

### Performance Measures

**Strategic Foundation: Community and Economic Vitality**

**Objective:**

Provide transparency tools for internal and external users.

**Strategy:**

Optimize online mapping tools to help provide data to users internal and external, and tell Frederick's story.

Measure:	2022	2023	2024	Comments
<i>Workload:</i>				
Number of views of GIS Open Data (interactive maps, dashboards, data download).	102,863	316,746	761,310	Data Driven Initiatives and driven the increase by implementation of Asset Management and Economic Development Outreach.

**Strategic Foundation: Safe & Secure**

**Objective:**

Data Security and integration.

**Strategy:**

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

Measure:	2022	2023	2024	Comments
<i>Workload:</i>				
Integrate GIS with Town existing software applications for a more robust and authoritative data library. Accela/Open Gov.	40%	60%	85%	Goal: > 90%

**Strategic Foundation: Fiscally Responsible Governance**

**Objective:**

Good Governance.

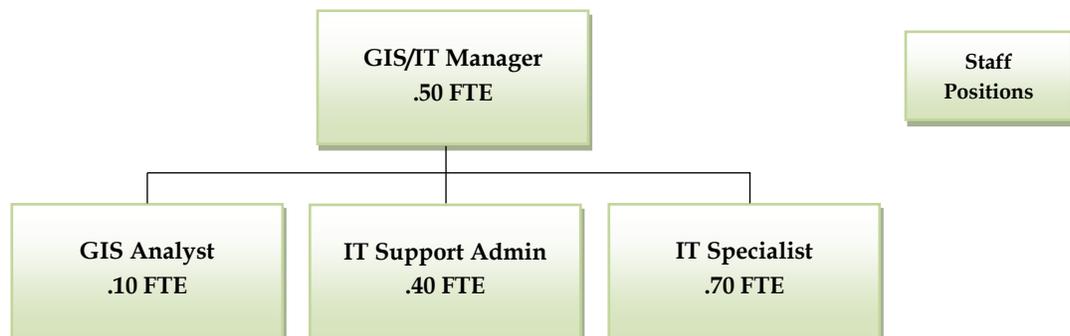
**Strategy:**

Establish core principles, determine short and long-term objectives, defining optional database structure and monitoring process against the plan.

Measure:	2022	2023	2024	Comments
<i>Workload:</i>				
Implementation of GIS Strategic Plan Goals.	100%	90%	95%	Goal: > 90%

## ORGANIZATIONAL CHART

### COMMUNITY & ECONOMIC DEVELOPMENT - GIS DIVISION - 1.70 FTE\*



## COMMUNITY & ECONOMIC DEVELOPMENT - BUILDING

Community & Economic Development - Building Budget	2023 Actual	2024 Approved Budget	2024 Year End Projections	2025 Approved Budget
Personnel Services	319,787	456,000	184,471	399,200
Contract Services	27,701	39,500	30,046	65,020
Commodity	21,144	30,150	8,946	19,360
Other Charges	2,104	3,000	1,317	2,850
Total Operating	370,736	528,650	224,780	486,430
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	370,736	528,650	224,780	486,430
FTE's	4.40	3.60	3.60	3.60

### Overview and Description

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

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

The 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.

In late 2022, the Building Division of Engineering was restructured under the Community and Economic Development Department, with a direct reporting relationship change from Engineering Director to Assistant Town Manager. As a result, the majority of the FTE Personnel costs associated with General Fund, Engineering also shifted to Community and Economic Development.

The 2025 budget reflects a 116% increase over prior year actuals and an 8% decrease over prior year budget. The increase is attributed to an underspend in Personnel Services in 2024 due to a staff retirement and a decrease in allocated Personnel Services in 2025.

## Community & Economic Development - Building Goals and Key Performance Indicators (KPI)

### Performance Measures

#### Strategic Foundation: Community & Economic Vitality

##### Objective:

Provide and maintain public safe infrastructure in our community.

##### Strategy:

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

Measure:	2022	2023	2024	Comments
<i>Workload:</i>				
Total Permits Issued.	883	3072	3042	
<i>Performance:</i>				
Total Inspections for commercial and residential construction.	4947	8118	4919	*2 permitting softwares in use

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

##### Objective:

Residential Construction.

##### Strategy:

Process permit applications within the 14 day requirement.

Measure:	2022	2023	2024	Comments
<i>Workload:</i>				
1 and 2 Family Dwellings Permitted.	480	101	63	Continued market down-turn in 2024

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

##### Objective:

Commercial Construction.

##### Strategy:

Process permit applications within the 14-day requirement.

Measure:	2022	2023	2024	Comments
<i>Workload:</i>				
Commercial Construction Permitted.	11	8	10	Several permits waiting to issue

#### Strategic Foundation: Fiscally Responsible Governance

##### Objective:

Provide training and testing opportunities for all employees.

##### Strategy:

Enroll in study programs and take ICC certifications tests.

Measure:	2022	2023	2024	Goals
<i>Workload:</i>				
Inspector Training Classes.	0	2	16	Min 2 per employee per year
<i>Performance:</i>				
Tests Taken.	0	2	4	Min 2 per employee per year

**ORGANIZATIONAL CHART**

**COMMUNITY & ECONOMIC DEVELOPMENT - BUILDING DIVISION - 3.60 FTE\***



**Staff  
Positions**

## POLICE DEPARTMENT

Police Department Budget	2023 Actual	2024 Approved Budget	2024 Year End Projections	2025 Approved Budget
Personnel Services	4,408,652	5,646,000	5,723,177	6,341,200
Contract Services	881,301	1,128,650	1,062,040	1,176,725
Commodity	187,949	240,700	231,501	256,500
Other Charges	430,812	551,725	539,073	597,285
Total Operating	5,908,714	7,567,075	7,555,791	8,371,710
Capital Outlay	-	503,050	-	317,300
Debt Service	-	-	-	-
Total Expenditures	5,908,714	8,070,125	7,555,791	8,689,010
FTE's	42.00	44.00	44.00	46.00

### Overview and Description

The Police Department has an authorized strength of twenty-four police officers, nine sergeants, three commanders, one chief, two community service officers, two victim advocate coordinators, one records supervisor/evidence technician, one part-time secretary, one executive administrator, and five seasonal crossing guards.

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

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

Much of the work done by officers can be reviewed by citizens on the town website by viewing the case reports for the Police Department. The case reports are thumbnail summaries of reports

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

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

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

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

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

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

The Police Department's 2025 budget shows increases in costs as a result of additional full-time officers, COLA and merit increases for personnel, increased contractual costs for emergency operations management, police vehicle and related emergency vehicle equipment replacements, tactical and safety equipment needs, and communications upgrades.

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

### Performance Measures

**Strategic Foundation: Safe & Secure**

**Goal:**

Continue efforts to implement commitments made resulting from the public safety sales tax initiatives.

**Objective:**

Strengthening proactive policing efforts.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Proactive Policing Contacts	N/A*	4659*	5645	*New measure. Data available May-Dec 2023 only.
<i>Performance:</i>				
Increase officer-initiated contacts by 7% annually to parallel population growth and maintain strong community visibility.	N/A*	N/A*	21%	*New measure.

**Strategic Foundation: Safe & Secure**

**Goal:**

Foster relationship with public safety agencies seeking ways to collaborate and leverage resources where available.

**Objective:**

Establish a regional Victim Services unit.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Citizens contacted through victim's services outreach.	39*	58	70	*Data only for Jan-Jun after separation from Weld County.
<i>Performance:</i>				
Services provided through contacts.	94*	335	450	*Data only for Jan-Jun after separation from Weld County.

**Strategic Foundation: Safe & Secure**

**Goal:**

Continue efforts to implement commitments made resulting from the public safety sales tax initiatives.

**Objective:**

Strengthening proactive policing efforts.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Traffic Tickets	1096	N/A*	1003	*Ticket data not available due to software cutover.
Traffic Accidents	248	221	224	
<i>Performance:</i>				
Increase traffic enforcement to reduce traffic accidents.	26%/1%	N/A*/-15%	N/A*/1.3%	Measure is % change for tickets/% change for accidents.

**Strategic Foundation: Fiscally Responsible Governance**

**Goal:**

Leverage resources that reflect exemplary stewardship for those who live in Frederick.

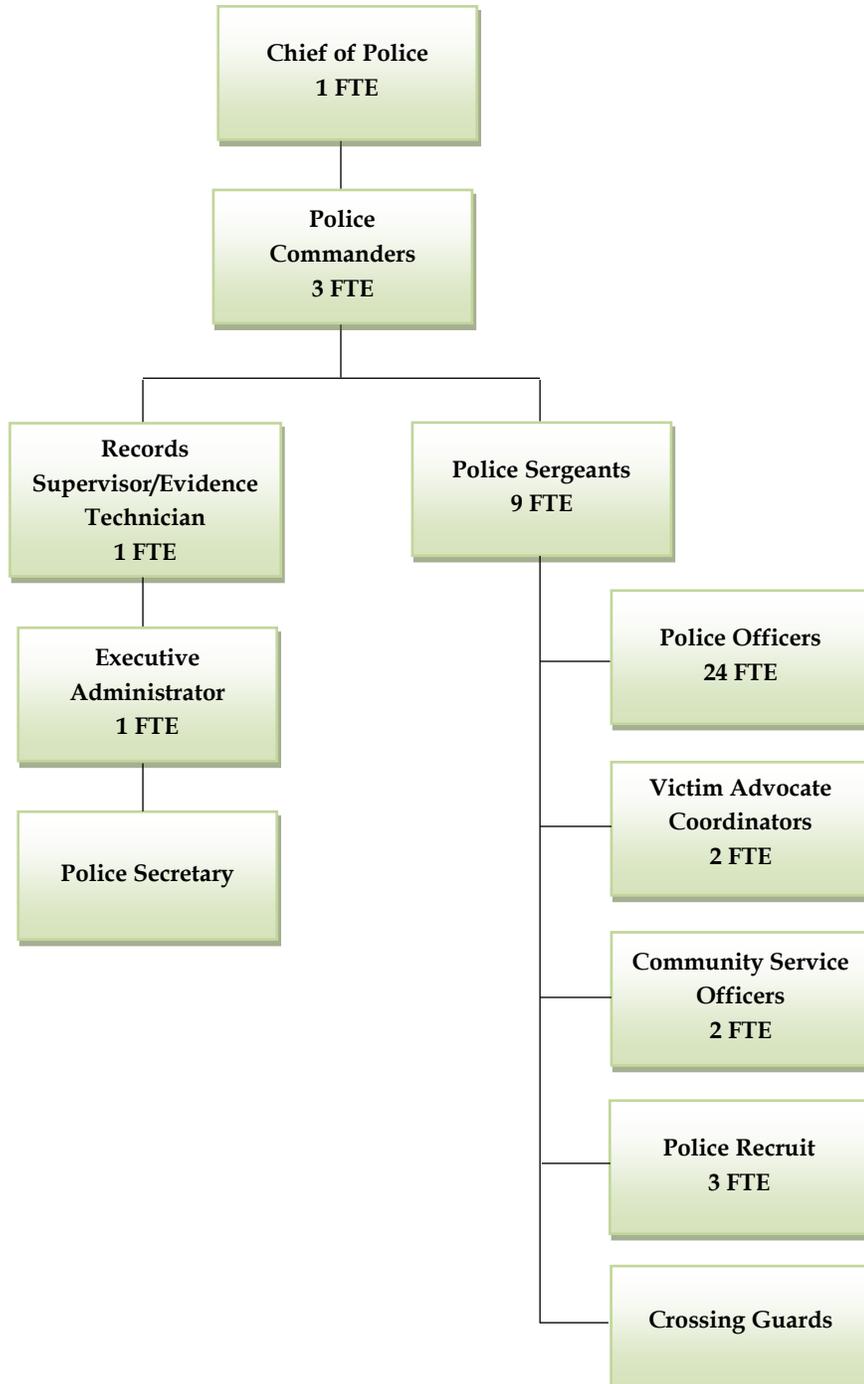
**Objective:**

Utilize supplementary grant money to achieve goals while remaining fiscally conservative with taxpayer funds.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of grants awarded	3	6	2	
<i>Performance:</i>				
Grant funds utilized	217,632	274,879	241,237	

# ORGANIZATIONAL CHART

## POLICE DEPARTMENT - 46.00 FTE



Staff  
Positions

**PARKS & OPEN SPACE**

Parks & Open Space Budget	2023 Actual	2024 Approved Budget	2024 Year End Projections	2025 Approved Budget
Personnel Services	-	-	-	831,000
Contract Services	-	-	-	844,630
Commodity	-	-	-	249,520
Other Charges	-	-	-	-
Total Operating	-	-	-	1,925,150
Capital Outlay	-	-	-	50,000
Debt Service	-	-	-	-
Total Expenditures	-	-	-	1,975,150
FTE's	4.00	4.20	4.20	4.80

**Overview and Description**

The Parks & Open Space department was created in 2025, as the result of transitioning golf course financial activities from an enterprise fund into a department of the General Fund. The Golf Fund was originally created in 2017 to account for the operation of the town-owned Bella Rosa Golf Course, which was previously included in the Park Improvement Fund. Bella Rosa Golf Course provides a publicly accessible recreational facility to the residents and visitors of Frederick. The course hosts a 9-hole regulation golf course, a full practice facility including a driving range, practice putting green, two chipping/pitching greens, and pro shop. We also offer a grab-and-go food option with a full-service beverage service. The course is open year-round and offers residents and visitors with an opportunity to be outside and enjoy local exercise and social activity. The Golf Course offers a Men’s League, a Women’s League, and Youth programming focused on getting the next generation excited about the sport of golf. Beginning in 2018, Bella Rosa started hosting many new events focusing on introducing a new audience to the sport. Some of these events include Glow Ball, Family Golf Day, Craft Beer and Nine, and Wine and Nine.

The Parks & Open Space department 2025 budget shows similar costs in personnel, contract services, and commodity, that were housed in the Golf Fund in 2024. Capital outlay consists of the department’s share of the capital equipment program, which consists of golf mower replacements.

## Parks & Open Space Department Goals and Key Performance Indicators (KPI)

### Performance Measures

#### Strategic Foundation: Community and Economic Vitality

##### Objective:

Provide recreational programming to residents and visitors of Frederick.

##### Strategy:

Increase participation in special event programming by 3-5% annually.

Measure:	2022	2023	2024	Comments
<i>Workload:</i>				
Total participants in programming	1,254	1,491	1,673	
<i>Performance:</i>				
Percent increase from prior budget year	0.14	19%	12%	

#### Strategic Foundation: Strategic, Reliable and Sustainable Infrastructure

##### Objective:

Provide strategic and sustainable enhancements and repairs to Bella Rosa Golf Course.

##### Strategy:

Finish 100% of capital improvements scheduled for completion in the budget year.

Measure:	2022	2023	2024	Comments
<i>Workload:</i>				
Number of capital projects	2	2	3	
<i>Performance:</i>				
Percent of projects completed on schedule	100%	100%	100%	

#### Strategic Foundation: Fiscally Responsible Governance

##### Objective:

Provide a municipal golf course for the residents and visitors of Frederick that is financially responsible and sustainable.

##### Strategy:

Increase golf rounds played by 3-5% annually.

Measure:	2022	2023	2024	Comments
<i>Workload:</i>				
Number of golf rounds played	19,953	21,246	24,157	
<i>Performance:</i>				
Percent increase from prior budget year	17.40%	6.50%	13.70%	

#### Strategic Foundation: Fiscally Responsible Governance

##### Objective:

Provide a municipal golf course for the residents and visitors of Frederick that is financially responsible and sustainable.

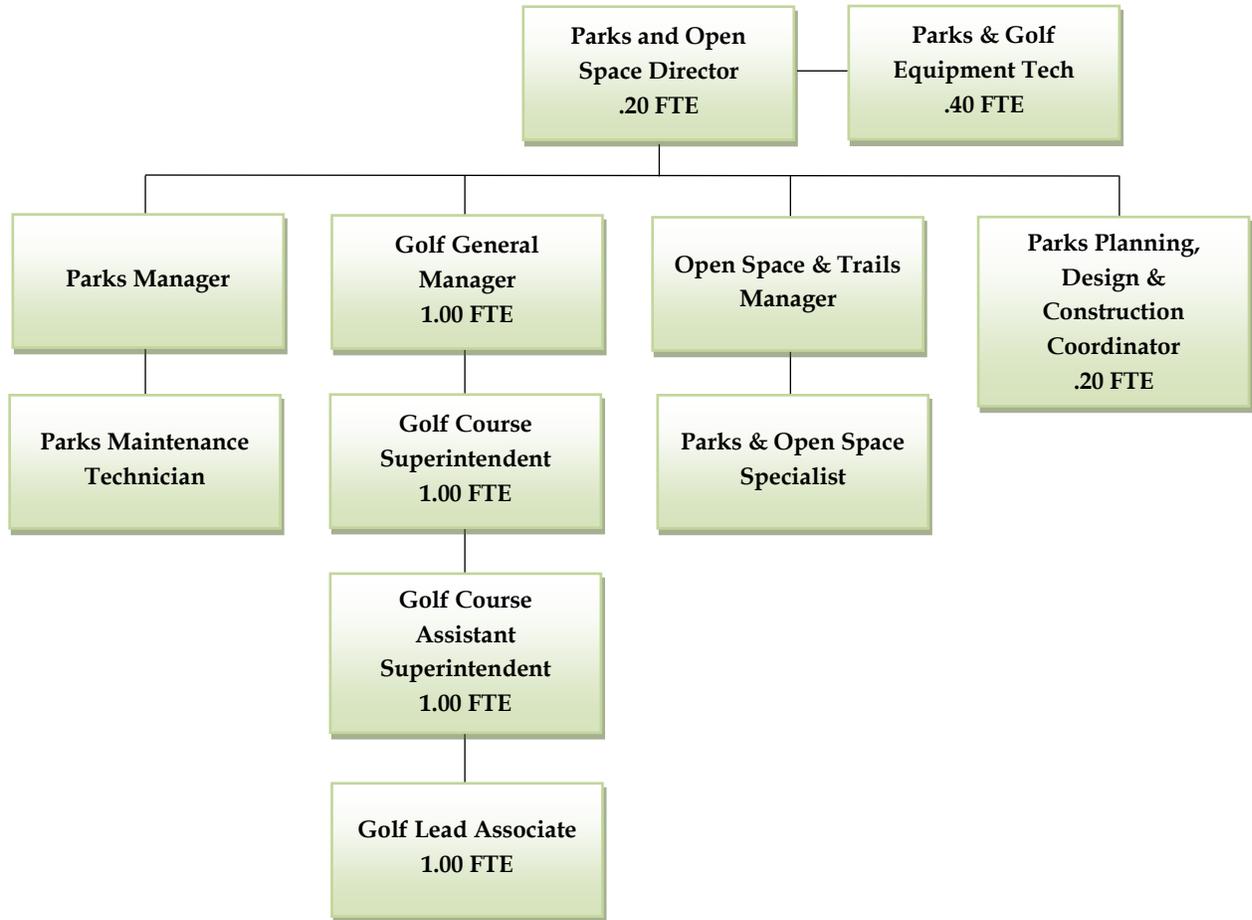
##### Strategy:

Increase golf revenue by 3-5% annually.

Measure:	2022	2023	2024	Comments
<i>Workload:</i>				
Golf Revenue	\$ 524,850	\$ 556,917	\$ 664,068	Golf revenue, doesn't include F&B
<i>Performance:</i>				
Percent increase from prior budget year	-3%	6%	19%	

### ORGANIZATIONAL CHART

#### PARKS & OPEN SPACE DEPARTMENT - 4.80 FTE\*



Staff Positions

# SPECIAL REVENUE FUNDS



# STREET AND ALLEY FUND



## STREET AND ALLEY FUND

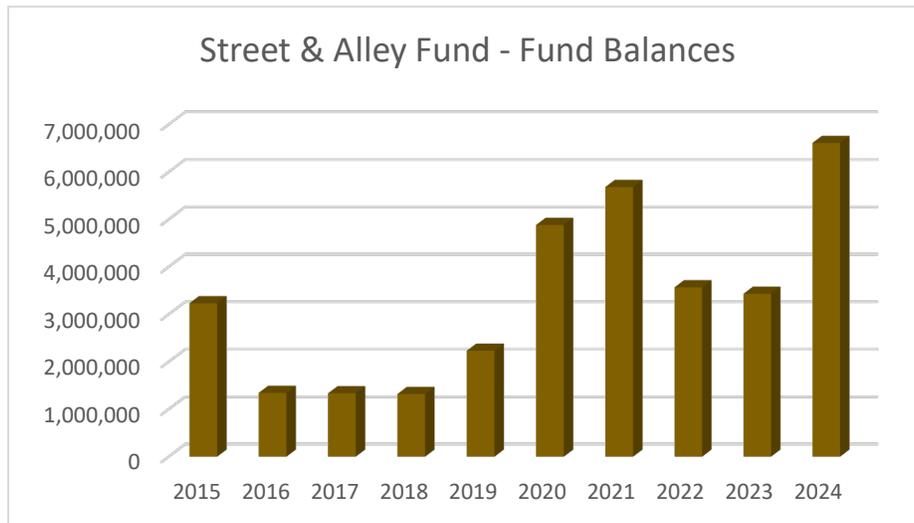
The Fund is responsible for the maintenance and preservation of over 91 centerline miles of paved roadways, Manual on Uniform Traffic Control Devices (MUTCD) compliance of regulatory and street signs, snow plowing, pest control, and gravel road maintenance. The fund accomplishes these widespread tasks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

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

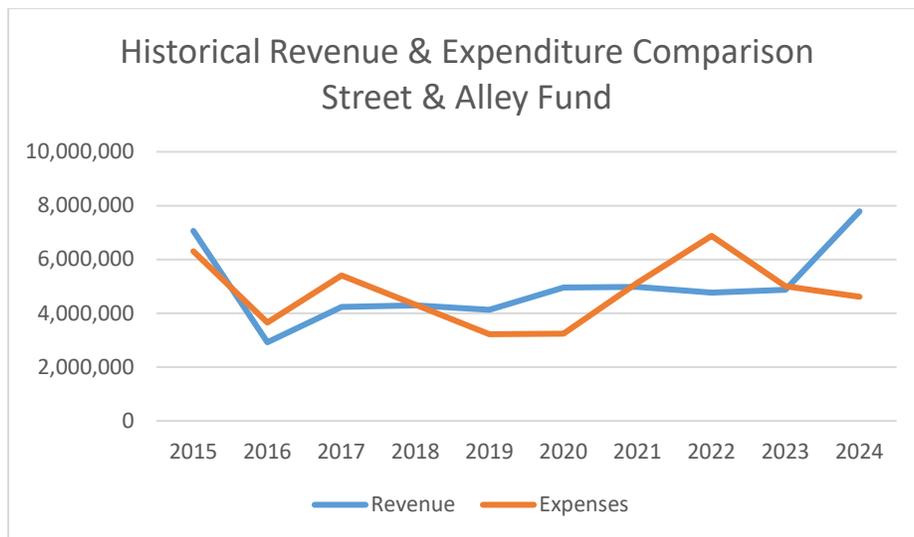


1 - Mill and Overlay

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



The increase or decrease in fund balance is typically attributed to expenses tied to capital projects. As the following graph illustrates, the 2024 budgeted capital project delays related to streets infrastructure resulted in a net gain. Fund balance in 2025, however, is expected to decrease as a result of these large infrastructure improvements being completed.



The 2025 budget for the Street and Alley Fund includes revenues of \$6,666,000, a decrease of \$1,121,288, compared to the 2024 budget. This decrease is primarily the result of a 2024 planned interfund loan from the Water Fund for street infrastructure improvements related to the construction of a grocery store marketplace. The 2025 budget includes expenditures of \$6,895,975, an increase of \$2,284,804 compared to the 2024 budget. This increase is attributed to \$3,588,000 in capital projects, such as thoroughfare infrastructure improvements, pavement maintenance, intersection improvements, and heavy equipment and vehicle acquisition.



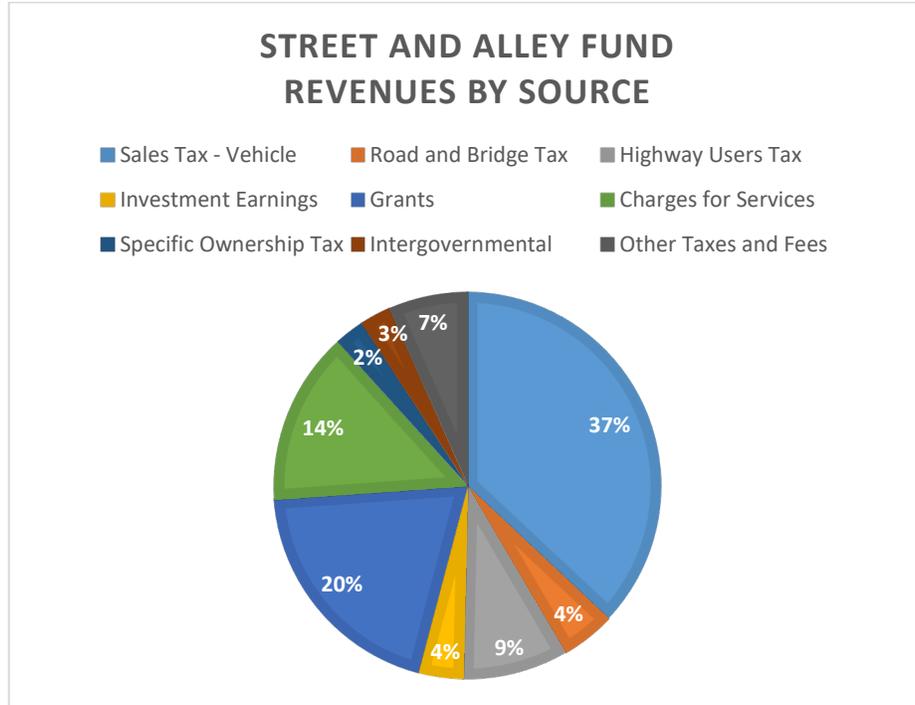
**2 - Silverstone Marketplace Construction - October 2024**

**Street and Alley Fund Budget**

<b>Street &amp; Alley Fund</b>	2023 Actuals	2024 Actuals Jan - Oct	2024 Adopted Budget	2024 Year-End Estimates	2025 Proposed Budget
Beginning Fund Balance	3,568,469	3,432,431	3,432,431	3,432,431	6,609,348
<b><u>Revenues:</u></b>					
Taxes & Fees	3,705,823	3,055,735	3,300,000	3,666,882	3,954,300
Charges for Services	918,839	814,336	933,000	977,203	960,500
Earnings on Investment	230,148	-	-	235,000	250,000
Miscellaneous Revenue	12,610	24,169	10,000	29,002	10,000
ARPA Revenue	-	-	1,334,563	1,334,563	1,214,000
Interfund Loan (Water Fund)	-	-	1,545,437	1,545,437	-
Grants & Contributions	-	-	-	-	104,000
<i>Transfer In</i>	-	-	-	-	174,000
Total Operating Revenues	<u>4,867,420</u>	<u>3,894,240</u>	<u>7,123,000</u>	<u>7,788,088</u>	<u>6,666,800</u>
<b><u>Expenditures:</u></b>					
Operations & Maintenance	3,333,558	2,321,047	3,412,550	2,785,256	2,774,355
Capital Outlay	1,243,826	1,180,929	4,314,000	1,417,114	3,588,000
Debt Service	414,200	28,000	408,800	408,800	533,620
<i>Transfer Out</i>	11,874	-	-	-	-
Total Expenditures	<u>5,003,458</u>	<u>3,529,976</u>	<u>8,135,350</u>	<u>4,611,171</u>	<u>6,895,975</u>
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	<u>(136,038)</u>	<u>364,264</u>	<u>(1,012,350)</u>	<u>3,176,917</u>	<u>(229,175)</u>
<b>Ending Fund Balance</b>	<u><b>3,432,431</b></u>	<u><b>3,796,695</b></u>	<u><b>2,420,081</b></u>	<u><b>6,609,348</b></u>	<u><b>6,380,173</b></u>

**Street and Alley Fund Revenues**

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



The Street and Alley Fund Revenue Sources table below lists the major revenue sources, as well as the amounts that are projected for 2025.

Street and Alley Fund Revenue Sources		
Source	Amount	% of Total
Sales Tax - Vehicle	2,469,000	37%
Road and Bridge Tax	303,200	5%
Highway Users Tax	585,000	9%
Investment Earnings	250,000	4%
Grants	1,318,000	20%
Charges for Services	960,500	14%
Specific Ownership Tax	168,500	3%
Intergovernmental	174,000	3%
Other Taxes and Fees	438,600	7%

**Street and Alley Fund Expenditures**

The Street and Alley Fund contains operating expenses of \$2,774,355, capital improvement costs of \$3,588,000, and debt service expenses of \$533,620.

**TOWN OF FREDERICK  
ANNUAL BUDGET  
FY 2025**

**STREET & ALLEY FUND | EXPENSE SUMMARY**

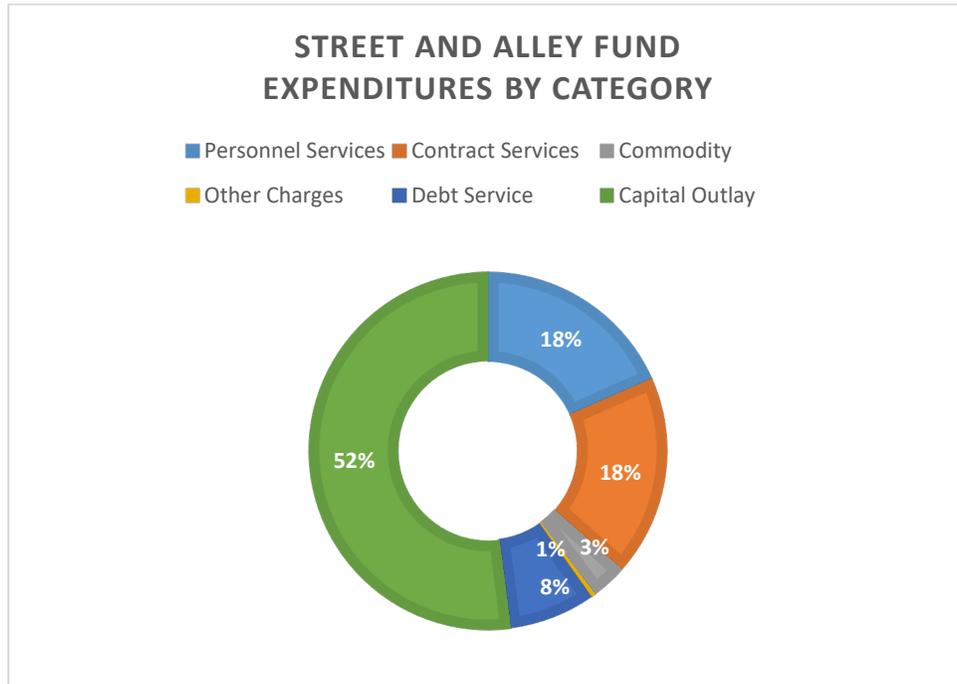
	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Engineering	---	133,000	0	9,600	142,600	2,967,000	---	3,109,600
Public Works	---	1,117,265	224,690	14,900	1,356,855	621,000	---	1,977,855
General Operations	1,268,200	200	---	6,500	1,274,900	---	533,620	1,808,520
<b>Totals</b>	<b>\$1,268,200</b>	<b>\$1,250,465</b>	<b>\$224,690</b>	<b>\$31,000</b>	<b>\$2,774,355</b>	<b>\$3,588,000</b>	<b>\$533,620</b>	<b>\$6,895,975</b>

Total Cash Available								\$13,276,148
Ending Fund Balance								\$6,380,173
% of Total Budget	18.39%	18.13%	3.26%	0.45%	40.23%	52.03%	7.74%	100.00%

**Projects Funded in 2025 Budget**

- Colorado Blvd Infrastructure Improvements
- Pavement Maintenance Program
- CR13/CR20 Intersection Improvement
- Concrete Repair
- Silver Birch Blvd/Bella Rosa Pkwy Intersection Improvements
- Traffic Signal Upgrade
- Plow Hook Truck-Single Axle (share)
- Plow Hook Truck-Tandem (share)
- Plow Hook Truck-Upfitting (share)
- Air Compressor

The chart below details the expenditures for the Street and Alley Fund by category. In 2025, the largest expenditure will be capital outlay, which includes the above mentioned capital projects as approved by the Board. Personnel Services and Contract Services hold the majority of the remaining costs, in areas such as infrastructure maintenance and professional services in Engineering and Public Works.



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

Department	No. of Full Time Employees
Administration	5.35
Operations	5.50
<b>Total</b>	<b>10.85</b>

**Street and Alley Fund Goals and KPIs**

In addition to the projects that have been funded in the 2025 budget, the Street and Alley Fund establishes goals and key performance indicators that tie back to our strategic plan and are detailed below.

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

**Performance Measures**

**Strategic Foundation: Safe & Secure**

**Objective:**

Provide and maintain public safety in our community.

**Strategy:**

Respond to quality of life issues impacting the citizens of Frederick.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i> Number of calls/emails concerning transportation concerns.	109	122	203	Major construction projects generate a greater level of complaints and questions.
<i>Performance:</i> Percentage of transportation related calls/emails responded to in 48-hour period.	95%	98%	96%	Goal: 100%

**Strategic Foundation: Strategic, Reliable & Sustainable Infrastructure**

**Objective:**

Maintain an adequate and safe transportation system.

**Strategy:**

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

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i> Annual inspection and/or update to the Towns roadway rating system.	Yes	Yes	Yes	Pavement Assessment 8/22
<i>Performance:</i> Percentage of roads/streets that have a Pavement Condition Index Rating greater than 85 (Good).	72%	78%	80%	Goal: > 85%

**Strategic Foundation: Strategic, Reliable & Sustainable Infrastructure**

**Objective:**

Maintain an adequate and safe transportation system.

**Strategy:**

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

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i> Number of street right-of-way permit applications processed.	89	118	106	
<i>Performance:</i> Average number of days to complete the review.	3	4	4	Goal: < 5

**Performance Measures**

**Strategic Foundation: Community and Economic Vitality**

**Objective:**

Be responsive to the community regarding streets maintenance requests.

**Strategy:**

Resolve 311 requests in a timely manner.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of requests	N/A	51	82	Certain tasks were not being diverted to the correct dept.
<i>Performance:</i>				
Days to resolve 311 requests (avg)	N/A	3	4	Goal: Resolve within 2 business days

**Strategic Foundation: Fiscally Responsible Governance**

**Objective:**

Develop an accurate budget request and manage efficiently and effectively.

**Strategy:**

Utilize funds that are budgeted each year by completing intended projects and avoid going over budget.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Amount budgeted in maintenance infrastructure.	90000	105,000	105,000	
<i>Performance:</i>				
Budget expended.	99%	86%	105%	Goal: 90%-100%

**Strategic Foundation: Strategic, Reliable & Sustainable Infrastructure**

**Objective:**

Maintain an adequate and safe transportation system.

**Strategy:**

Successfully complete scheduled street maintenance tasks.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of street maintenance tasks.	N/A	104	480	
<i>Performance:</i>				
Percentage of preventative maintenance tasks completed.	N/A	90%	98%	Goal: 100% completion

# CONSERVATION TRUST FUND



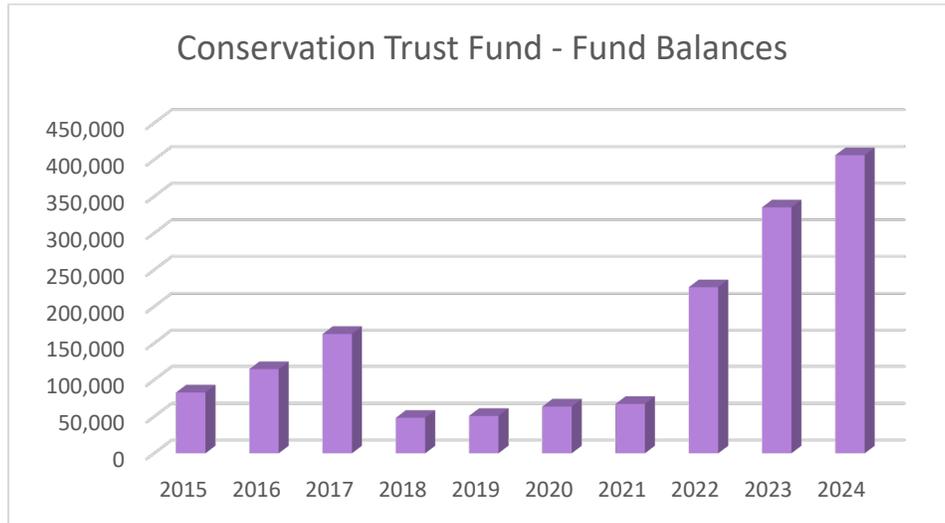
## CONSERVATION TRUST FUND

The Conservation Trust Fund was established so that the town is eligible to receive funds from state lottery proceeds. These revenues are distributed quarterly, on a per capita basis by the Department of Local Affairs (DOLA). These funds are restricted in their use and can only be used for the acquisition, development, improvement and maintenance of new conservation sites, or for recreational purposes on a publicly owned site such as a park. The Parks and Open Space Department manages the Town's parks, open spaces and trails inventory, and utilizes the Conservation Trust Fund for capital investments including enhancements and acquisitions.

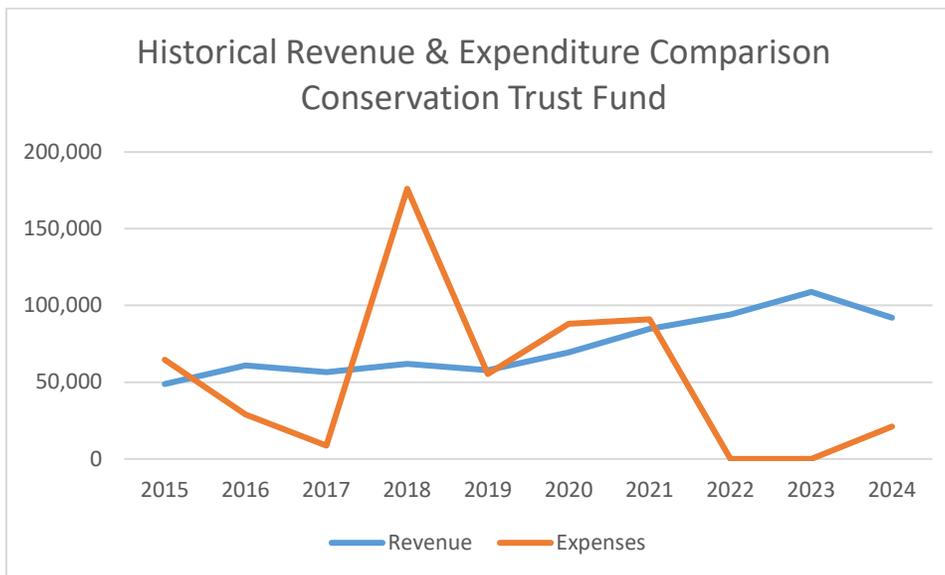


1 – Skate Park

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



The increase in fund balance is the result of received state lottery proceeds. Improvements to Town parks and conservation sites occurs as needed, so fund balance fluctuates based upon the degree of maintenance required. As the following graph illustrates, the Town has had fluctuation in Conservation Trust Fund expenses in years where smaller capital projects were identified. Due to the nature of the revenues in this fund, income remains fairly stable from year-to-year.



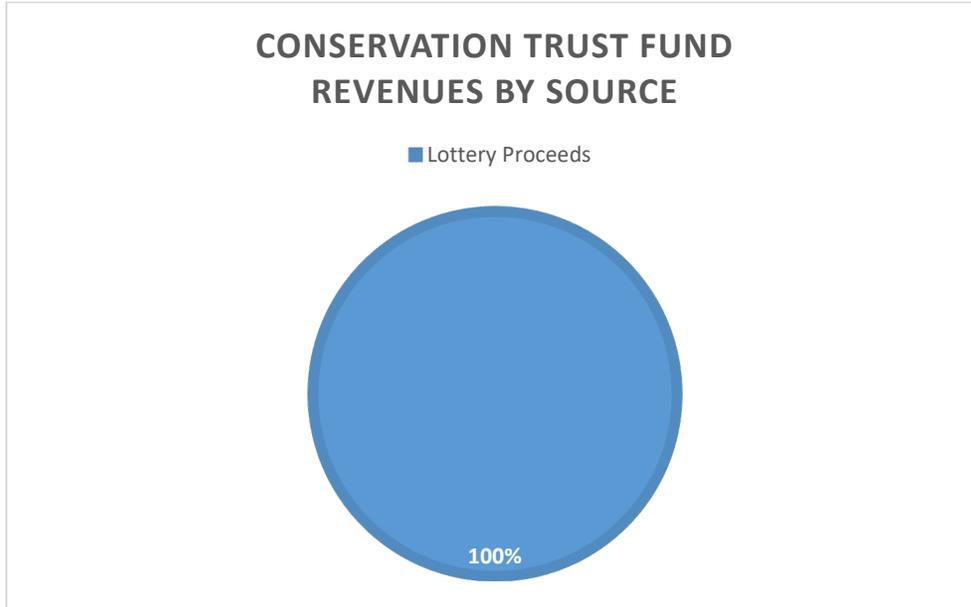
The 2025 budget for the Conservation Trust Fund includes revenues of \$110,000, a decrease of \$4,000 compared to the 2024 budget. The slight decrease is due to a decreased projection of lottery proceeds revenue for 2025. The budget includes no identified expenditures for the 2025 fiscal year, compared to roughly \$20,000 in professional services that occurred in 2024.

**Conservation Trust Fund Budget**

<b>Conservation Trust Fund</b>	2023 Actuals	2024 Actuals Jan - Oct	2024 Adopted Budget	2024 Year-End Estimates	2025 Proposed Budget
Beginning Fund Balance	226,254	335,093	335,093	335,093	406,088
<b><u>Revenues:</u></b>					
Intergovernmental	108,839	76,661	114,000	91,994	110,000
Earnings on Investment	-	-	-	-	-
Transfer In	-	-	-	-	-
Total Operating Revenues	<u>108,839</u>	<u>76,661</u>	<u>114,000</u>	<u>91,994</u>	<u>110,000</u>
<b><u>Expenditures:</u></b>					
Other	-	17,499	20,000	20,999	-
Capital Outlay	-	-	-	-	-
Transfer Out	-	-	-	-	-
Total Expenditures	<u>-</u>	<u>17,499</u>	<u>20,000</u>	<u>20,999</u>	<u>-</u>
<b>Excess (Deficiency) of Revenues and Other Sources over Expenditures</b>	<b><u>108,839</u></b>	<b><u>59,162</u></b>	<b><u>94,000</u></b>	<b><u>70,995</u></b>	<b><u>110,000</u></b>
<b>Ending Fund Balance</b>	<b><u>335,093</u></b>	<b><u>394,255</u></b>	<b><u>429,093</u></b>	<b><u>406,088</u></b>	<b><u>516,088</u></b>

**Conservation Trust Fund Revenues**

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



The Conservation Trust - Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2025.

Conservation Trust Fund Revenue Sources		
Source	Amount	% of Total
Lottery Proceeds	110,000	100%
Interest	0	0%

**Conservation Trust Fund Expenses**

The Conservation Trust Fund does not have normal operating costs, as this fund is primarily used for capital improvements. No capital outlay needs have been identified in 2025 for this fund.

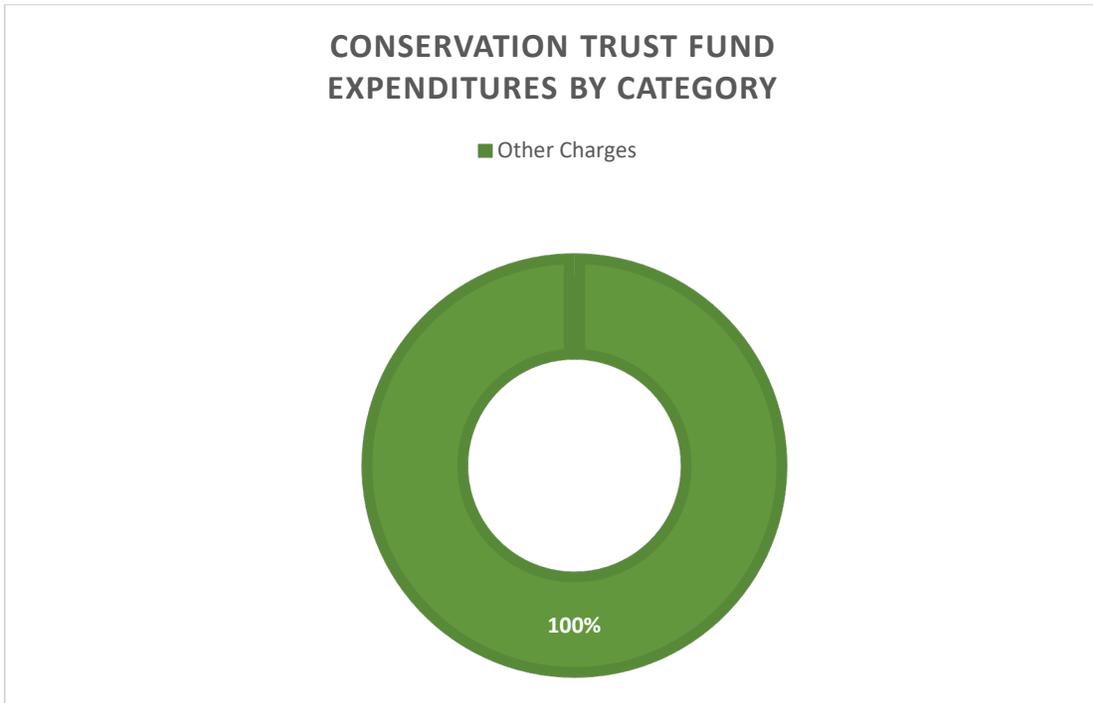
**TOWN OF FREDERICK  
ANNUAL BUDGET  
FY 2025**

**CONSERVATION TRUST FUND | EXPENSE SUMMARY**

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

Total Cash Available	\$516,088
Ending Fund Balance	\$516,088

The chart below details the expenditures for the Conservation Trust Fund by category. The only category of expenditure is typically Other Charges, however there are no planned costs for 2025.



**Conservation Trust Fund - Full Time Employees**

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

**Conservation Trust Fund Goals and KPIs**

In addition to the projects that have been funded in the 2025 budget, the Conservation Trust Fund does establish goals and key performance indicators that tie back to our strategic plan and are detailed below.

**Conservation Trust Fund Goals and Key Performance Indicators**

**Performance Measures**

**Strategic Foundation: Strategic, Reliable and Sustainable Infrastructure**

**Objective:**

Provide for strategic and sustainable enhancements and repairs to the Town's outdoor recreation assets.

**Strategy:**

Finish 100% of capital improvements scheduled for completion in the budget year.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of capital projects in this fund.	0	0	0	
<i>Performance:</i>				
Percent of projects completed on schedule.	100%	100%	100%	Goal: 100%

# PARKS & OPEN SPACE FUND



## PARKS & OPEN SPACE FUND

The Parks & Open Space Fund was created to support the purchase, development, and maintenance of both parks and open space throughout the town. This fund combines revenue from various sources, including an open space fee assessed with each new construction permit and a one-half cent sales and use tax, which became effective January 1, 2000. Beginning in January 2024, the sales tax revenue, previously restricted to the Open Space Fund, will also support Park Improvement Fund operations, following the approval of ballot measure 2C in late 2023. In 2025, the Park Improvement Fund and the Open Space Fund were fully merged into a single fund.

The combined fund will be used for a variety of purposes, including the development, maintenance, and enhancement of parks, trails, and open space. In 2010, the Parks, Open Space, and Trails Master Plan was completed, providing a roadmap to achieve the goals established by the Board of Trustees. The Parks, Open Space, and Trails Commission, a committee of citizens, uses this plan to recommend projects to the Board of Trustees. Some of the key recommendations for the fund include:

- Execution of the master plan
- Hiring maintenance staff with expertise in tree care and landscaping
- Replacing dead trees and installing shrubs to meet park standards
- Improving ADA accessibility across parks
- Enhancing maintenance of play areas with Engineered Wood Fiber (EWF)
- Developing a comprehensive maintenance plan for all parks and open spaces

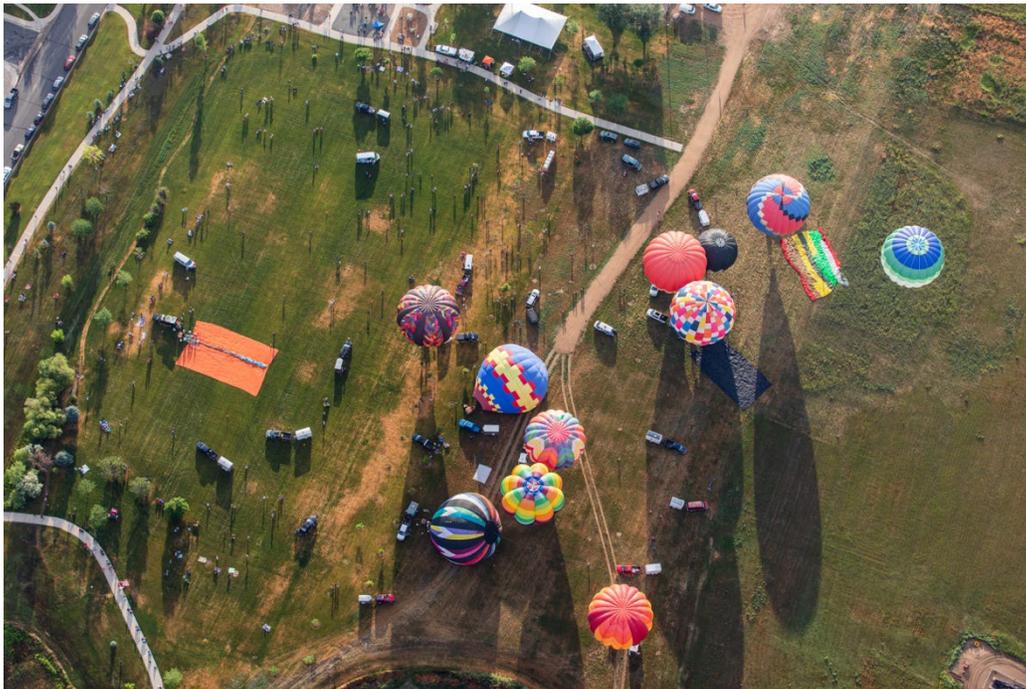
Currently, the town maintains over 319 acres of parks and approximately 593 acres of open space. Additionally, there are 15.95 miles of town-owned trails as of the end of the 2024 fiscal year. The merged fund will continue to support these areas, ensuring that both parks and open spaces are well-maintained, accessible, and enhanced for future generations.

Facility Name	Location	Amenities
<b>Bulrush Wetland Park</b>	6140 Wetland Park Road	47 acres of parkland, trails, outdoor classroom, educational signs, bird watching
<b>Centennial Park</b>	630 Eighth Street	Benches, picnic tables, picnic shelters, playground, restrooms, trails, art features, boulder climbing area, multi-use field, fitness stations
<b>Coal Ridge Park</b>	305 ½ Warwick Street	Benches, picnic shelter, picnic tables, multi-use field, playground
<b>Confluence Park</b>	5549 Drake Way	Picnic shelters, picnic tables
<b>Countryside Park</b>	5730 Russell Circle	Benches, multi-use field
<b>Creekway</b>	5724 Wetland Loop	Picnic shelters, picnic tables

<b>Facility Name</b>	<b>Location</b>	<b>Amenities</b>
<b>Crist Park</b>	105 Fifth Street	Picnic shelters, picnic tables, splash pad, playground, gazebo, benches, art features, restrooms, bocce courts
<b>Eagle Valley Park</b>	4819 Osprey Circle	Benches, multi-use field, picnic shelters, picnic tables, playground, trails
<b>Firefighters' Park</b>	11 Walnut Street	Picnic shelters, picnic tables, playground, sport court
<b>Fox Run Park</b>	5365 Fox Run Boulevard	Benches, picnic shelter, picnic tables, playground, basketball court, swings, trails, pickle ball court
<b>Frederick Entryway Park</b>	6016 Colorado Boulevard	Art features, benches, trails, water feature
<b>Frederick Recreation Area</b>	8201 Colorado Boulevard	129 acres of parkland, basketball court, benches, trails, dog park, fishing, horseshoe pits, non-motorized boating, pavilion, picnic shelters, picnic tables, restrooms, sport court
<b>No Name Creek West Park</b>	9120 Harlequin Circle	Picnic shelters, picnic tables, slide, playground, benches, sport court, volleyball
<b>No Name Eagle Park</b>	5750 Pintail Way	Benches, picnic shelters, picnic tables, playground
<b>Rinn Valley Park</b>	3390 Rinn Valley Drive	Multi-use field, picnic shelters, picnic tables, playground, trails
<b>Savannah Park</b>	6201 ½ Ralston Street	Benches, multi-use field, picnic shelters, picnic tables, playground
<b>Summit View Estates Park</b>	5134 ½ Mount Pawnee Avenue	Picnic shelters, picnic tables, playground, sport court
<b>Frederick Skate Park</b>	5357 County Road 18	Art features, skate park

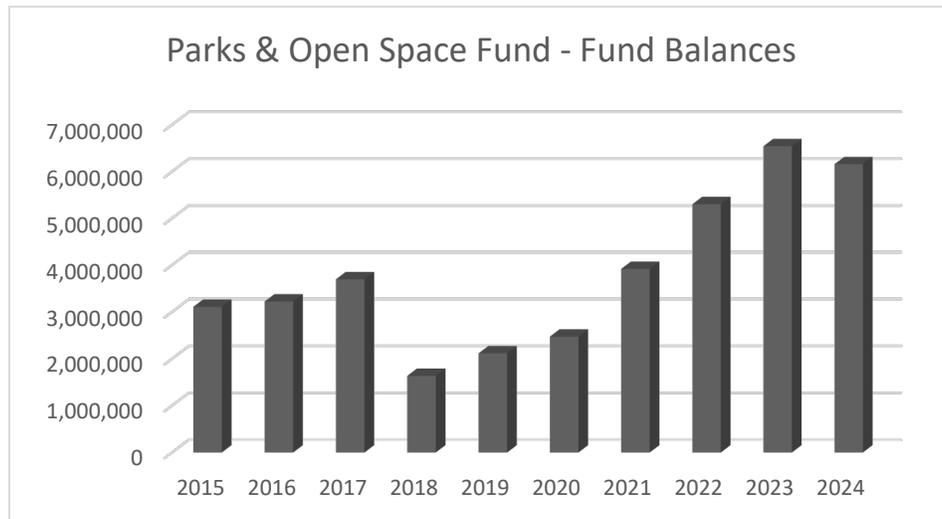


**1 - Frederick Recreation Area - Milavec Reservoir**

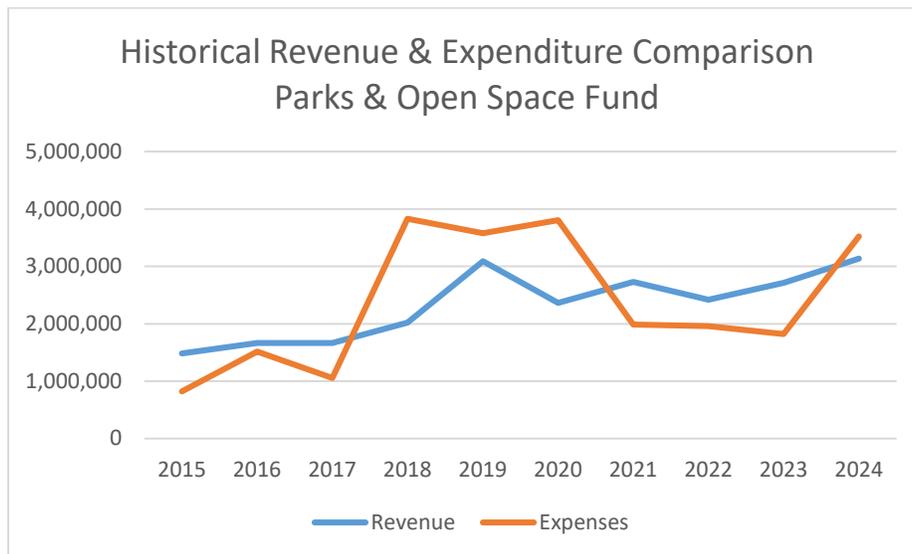


**2 - Centennial Park**

**Parks & Open Space Fund - Fund Balance and Fund Summary**



As the following graph illustrates, the fund balance decreased primarily due to an increase in capital improvement projects such as, capital equipment program, Colorado Blvd median improvements, community parks master plan, mendoza open space site plan, FRA tunnel upgrades, tree program, trails maintenance, and a neighborhood parks and water conservation plan.



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

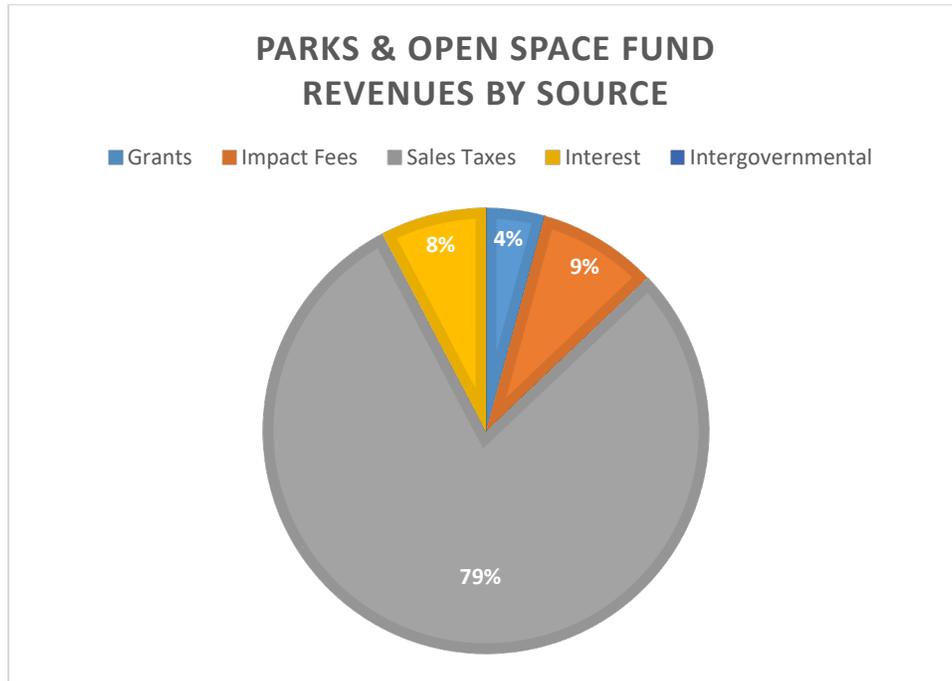
The 2025 budget for the Parks & Open Space Fund includes revenues of \$3,293,500, a slight increase of \$387,500 compared to the 2024 budget due to a projected sales tax increase. The 2025 budget includes expenditures of \$4,161,725, also an increase of \$958,975 compared to the 2024 budget. The increase in budgeted expenditures is attributed to professional services and capital improvement projects such as skate park lighting replacement, capital equipment program, golf course trail extension design, and Go Outdoors Frederick 2050.

**Parks & Open Space Fund Budget**

<b>Parks &amp; Open Space Fund</b>	2023 Actuals	2024 Actuals Jan - Oct	2024 Adopted Budget	2024 Year-End Estimates	2025 Proposed Budget
Beginning Fund Balance	5,263,232	6,542,658	6,542,658	6,542,658	6,157,179
<b>Revenues:</b>					
Taxes and Fees	2,609,666	1,954,193	2,575,000	2,345,031	2,899,500
Charges for Services	5,310	-	-	-	-
Earnings on Investment	239,728	-	-	240,000	254,000
Miscellaneous Revenue	3,775	-	7,000	-	-
Grants & Contributions	-	-	-	-	140,000
<i>Transfer In</i>	654,000	-	324,000	550,000	-
Total Operating Revenues	3,512,479	1,954,193	2,906,000	3,135,031	3,293,500
<b>Expenditures:</b>					
Operations & Maintenance	2,041,189	1,975,425	2,278,750	2,370,510	3,471,725
Capital Lease	-	-	-	-	-
Capital Outlay	191,864	431,610	600,000	600,000	690,000
<i>Transfer Out</i>	-	-	324,000	550,000	-
Total Expenditures	2,233,053	2,407,035	3,202,750	3,520,510	4,161,725
<b>Excess (Deficiency) of Revenues and Other Sources over Expenditures</b>	<b>1,279,426</b>	<b>(452,842)</b>	<b>(296,750)</b>	<b>(385,479)</b>	<b>(868,225)</b>
<b>Ending Fund Balance</b>	<b>6,542,658</b>	<b>6,089,816</b>	<b>6,245,908</b>	<b>6,157,179</b>	<b>5,288,954</b>

**Parks & Open Space Fund Revenues**

Revenues for this fund are primarily sales tax, impact fees, grants, and interest earned.



The Parks & Open Space Fund - Revenue Sources table below, lists the revenue sources as well as the amounts that are projected for 2025.

Parks & Open Space Fund Revenue Sources		
Source	Amount	% of Total
Grants	140,000	4%
Impact Fees	285,500	9%
Sales Taxes	2,614,000	79%
Interest	254,000	8%
Intergovernmental	0	0%

**Parks & Open Space Fund Expenditures**

The Parks & Open Space Fund shows operating expenses of \$3,471,725 and capital outlay of \$690,000. These capital expenditures include lighting infrastructure replacement, equipment, park restroom renovation, and trails maintenance.

**TOWN OF FREDERICK  
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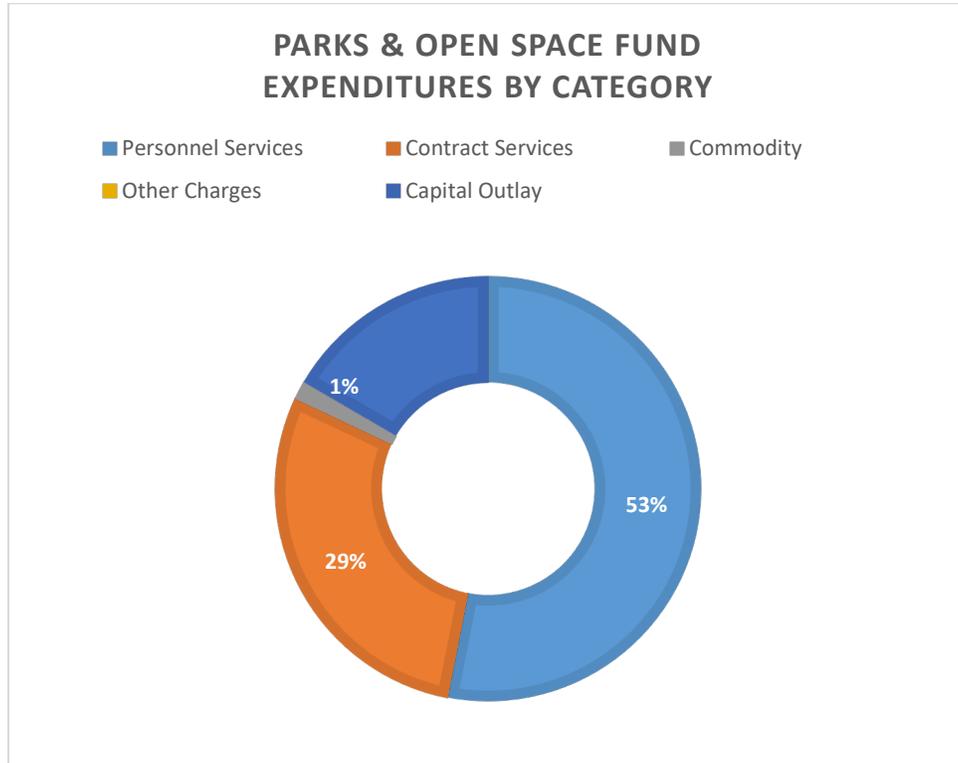
**PARKS & OPEN SPACE FUND | EXPENSE SUMMARY**

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Public Works	---	1,203,330	59,195	---	1,262,525	690,000	---	1,952,525
General Operations	2,209,200	---	---	---	2,209,200	---	---	2,209,200
<b>Totals</b>	<b>\$2,209,200</b>	<b>\$1,203,330</b>	<b>\$59,195</b>	<b>\$0</b>	<b>\$3,471,725</b>	<b>\$690,000</b>	<b>\$0</b>	<b>\$4,161,725</b>
Total Cash Available								\$9,450,679
Ending Fund Balance								\$5,288,954
% of Total Budget	53.08%	28.91%	1.42%	0.00%	83.42%	16.58%	0.00%	100.00%

**Projects Funded in 2025 Budget**

- Skate Park Lighting Replacement
- Capital Equipment Program
- Go Outdoors Frederick 2050
- Youth Conservation Corp Program
- Park Restroom Renovations
- Tree Program
- Trails Maintenance
- Bella Rosa Golf Course Trail Extension Design

The chart below details the expenditures for the Parks & Open Space Fund by category. In 2025, the largest projected expenditures will be personnel services and contract services. Two additional FTEs of POST Technician and Specialist have been approved with effort residing 100% in the fund.



**Parks & Open Space Fund - Full Time Employees**

Department	No. of Full Time Employees
Administration	4.25
Operations	15.75
<b>Total</b>	<b>20.00</b>

**Parks & Open Space Fund Goals and KPIs**

In addition to the projects that have been funded in the 2025 budget, the Parks & Open Space Fund establishes goals and key performance indicators that tie back to our strategic plan and are detailed below.

**Parks & Open Space Fund Goals and Key Performance Indicators (KPI)**

**Performance Measures**

**Strategic Foundation: Community and Economic Vitality**

**Objective:**

Be responsive to the community on their parks, open space and trails system.

**Strategy:**

Resolve community requests within 3 days of submission.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of community requests.	80	53	45	
<i>Performance:</i>				
Average resolution days for community requests.	4	3	3	Goal: < 3 days

**Strategic Foundation: Strategic, Reliable and Sustainable Infrastructure**

**Objective:**

Provide for strategic and sustainable enhancements and repairs to the Town's parks, open space and trails system.

**Strategy:**

Finish 100% of capital improvements scheduled for completion in the budget year.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of capital projects in this fund.	6	9	11	
<i>Performance:</i>				
Percent of projects completed on schedule.	75%	67%	91%	Goal: 100%; One project was moved to 2025.

**Strategic Foundation: Fiscally Responsible Governance**

**Objective:**

Provide high quality outdoor recreation experiences with available resources.

**Strategy:**

Percent of operations and maintenance budget expended in the budget year.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Fund budget allocated this budget year.	\$2,032,260	\$1,802,950	\$2,626,750	
<i>Performance:</i>				
Percent expended in budget year.	80%	103%	94%	Goal: > 90%

# EVENTS FUND



## EVENTS FUND

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

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

### FREDERICK IN FLIGHT: JUNE 20 - 22

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



### CHAINSAWS & CHUCKWAGONS: JULY 16 - 19

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



### MINERS DAY: SEPTEMBER 20

This year marks the 21st year that Miners Day will bring the community together to celebrate our history with entertainment, food, and fun! The parade kicks off the day's events at 10:00 am and the fun continues all day with live music, kid's events, food trucks, a beer garden, and vendor booths. The day ends with an amazing fireworks show that begins around 9:00 pm.



### TINY TERROR TOWN: OCTOBER 18

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

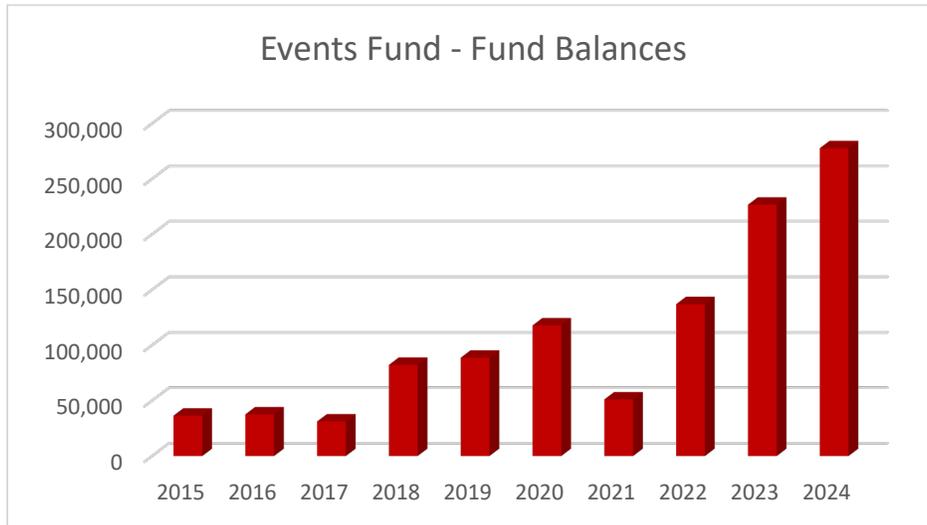


### FESTIVAL OF LIGHTS: DECEMBER 6

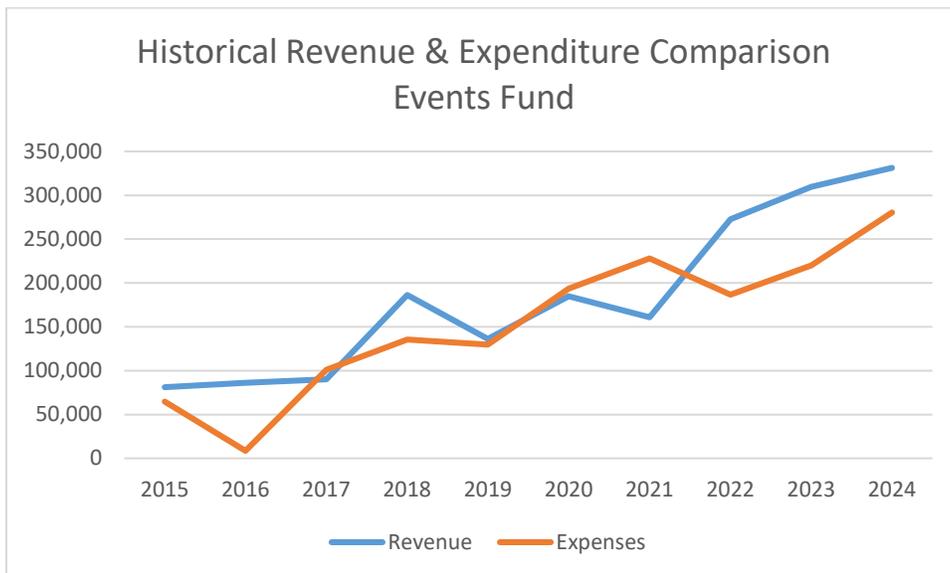
The annual tree lighting ceremony will include traditional festival fun including horse-drawn carriage rides, hot cocoa, ice carving, live music, parade and photos with Santa. It's an amazing start to the holiday season.



**Events Fund – Fund Balance and Fund Summary**



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



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

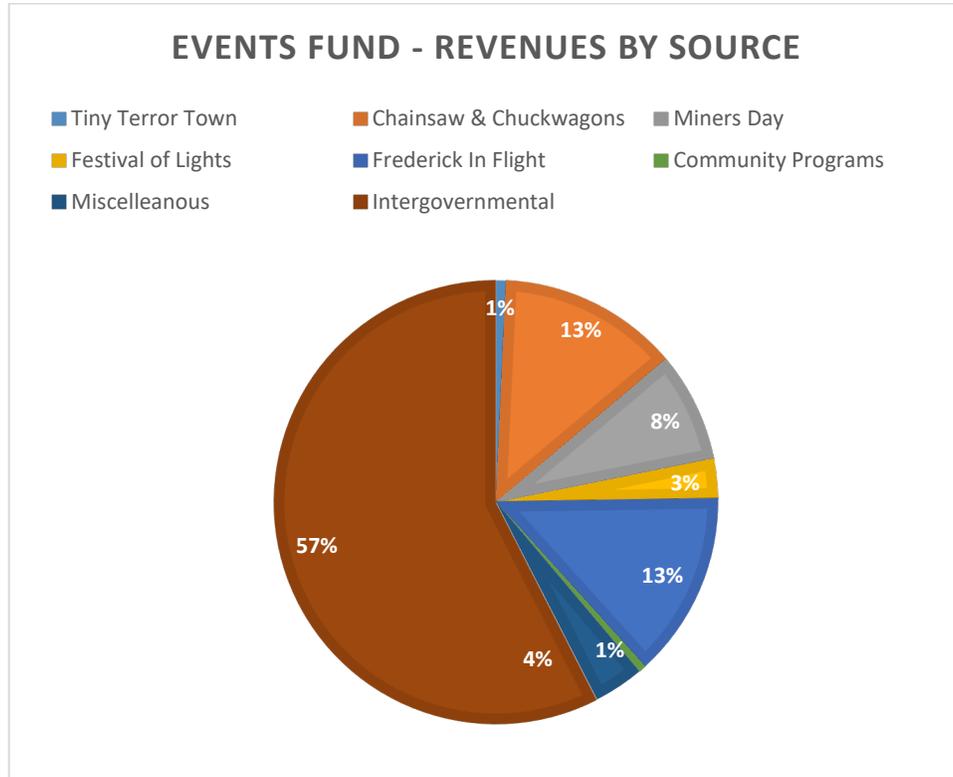
The 2025 budget for the Events Fund includes revenues of \$116,475 and transfers in of \$157,600 consisting of a General Fund subsidy and Board commitment, which consists of a \$1,500 decrease in total budgeted revenue from 2024. Between sponsorship revenue and transfers in, revenues were set to match expenditures, for a total Town event(s) budget of \$274,075 in planned expenditures.

**Events Fund Budget**

<b>Events Fund</b>	2023 Actuals	2024 Actuals Jan - Oct	2024 Adopted Budget	2024 Year-End Estimates	2025 Proposed Budget
Beginning Fund Balance	137,008	226,779	226,779	226,779	277,686
<b><u>Revenues:</u></b>					
Grants & Contributions	119,380	145,966	90,275	145,966	108,975
Miscellaneous Revenue	7,192	-	-	-	-
Earnings on Investment	-	-	-	-	7,500
<i>Transfer In (from GF &amp; Board)</i>	183,250	-	185,300	185,300	157,600
<b>Total Operating Revenues</b>	<b>309,822</b>	<b>145,966</b>	<b>275,575</b>	<b>331,266</b>	<b>274,075</b>
<b><u>Expenditures:</u></b>					
Operations	220,051	233,634	273,075	280,360	269,075
Capital Outlay	-	-	2,500	-	5,000
<i>Transfer Out</i>	-	-	-	-	-
<b>Total Expenditures</b>	<b>220,051</b>	<b>233,634</b>	<b>275,575</b>	<b>280,360</b>	<b>274,075</b>
<b>Excess (Deficiency) of Revenues and Other Sources over Expenditures</b>	<b>89,772</b>	<b>(87,667)</b>	<b>-</b>	<b>50,906</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>226,779</b>	<b>139,112</b>	<b>226,779</b>	<b>277,686</b>	<b>277,686</b>

**Events Fund Revenues**

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



The Events Fund Revenue Sources table below lists the primary Town events, as well as projected sponsorship revenues.

Events Fund Revenue Sources		
Source	Amount	% of Total
Tiny Terror Town	2,000	1%
Chainsaw & Chuckwagons	36,000	13%
Miners Day	21,950	8%
Festival of Lights	7,900	3%
Frederick In Flight	37,125	14%
Community Programs	1,500	1%
Miscellaneous	10,000	4%
Intergovernmental	157,600	58%

**Events Fund Expenditures**

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

**TOWN OF FREDERICK  
ANNUAL BUDGET  
FY 2025**

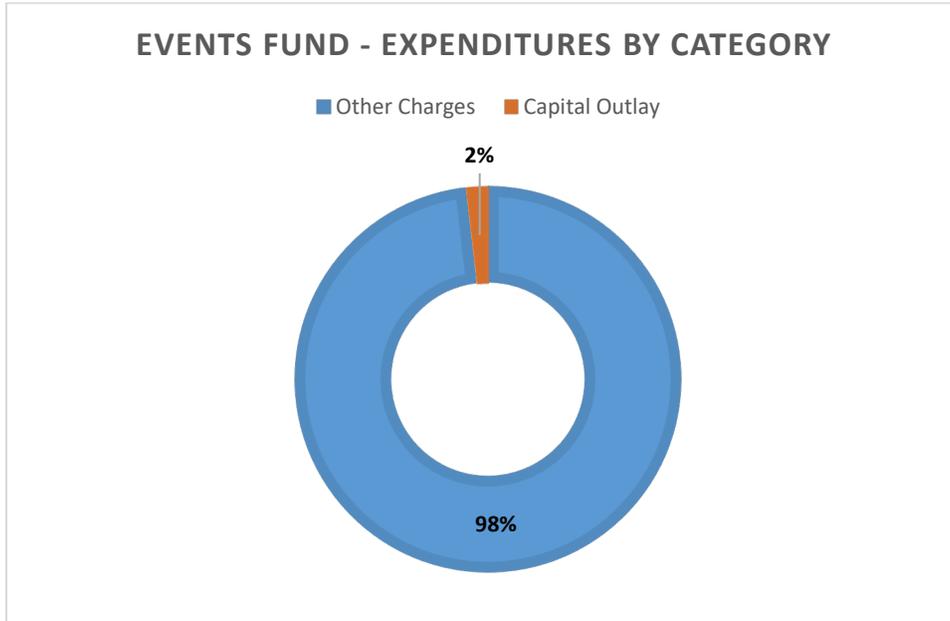
**EVENTS FUND | EXPENSE SUMMARY**

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Events	0	0	0	269,075	269,075	5,000	---	274,075
<b>Totals</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$269,075</b>	<b>\$269,075</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$274,075</b>
Total Cash Available								\$551,761
Ending Fund Balance								\$277,686
% of Total Budget	0.00%	0.00%	0.00%	98.18%	98.18%	1.82%	0.00%	100.00%

**Projects Funded in 2025 Budget**

- Frederick in Flight
- Chainsaws and Chuckwagons
- Miners Day
- Tiny Terror Town
- Festival of Lights

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



**Events Fund - Full Time Employees**

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

**Events Fund Goals and KPIs**

In addition to the projects that have been funded in the 2025 budget, the Events Fund establishes goals and key performance indicators that tie back to our strategic plan and are detailed below.

## Events Fund Goals and Key Performance Indicators (KPI)

### Performance Measures

#### Strategic Foundation: Community and Economic Vitality

##### Objective:

Community Vitality

##### Strategy:

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

Measure:	2022	2023	2024	Comments
<i>Workload:</i>				
Number of Events offered	28	27	22	2024 included one less volunteer event, and no Information Stations, Self Defense Classes, or FRA Refresh Day.
<i>Performance:</i>				
Number of Volunteer Hours	753	777	624.5	Goal: 25 hours per event; fewer events means fewer needs for volunteers

#### Strategic Foundation: Community and Economic Vitality

##### Objective:

Community Vitality

##### Strategy:

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

Measure:	2022	2023	2024	Comments
<i>Workload:</i>				
Hours spent on Sponsorship Recruitment	180	200	220	
<i>Performance:</i>				
Sponsorship Dollars	\$97,777	\$119,380	\$147,547	Goal: Secure \$550 per hour spent on recruitment

#### Strategic Foundation: Fiscally Responsible Governance

##### Objective:

Enhance public trust and confidence

##### Strategy:

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

Measure:	2022	2023	2024	Comments
<i>Workload:</i>				
Number of event surveys received	83	85	92	
<i>Performance:</i>				
Average rating from vendors	N/A	N/A	N/A	
<i>Performance:</i>				
Average rating from attendees	81.60%	78.35%	85.00%	Goal: 80%

# CAPITAL FACILITIES FUND



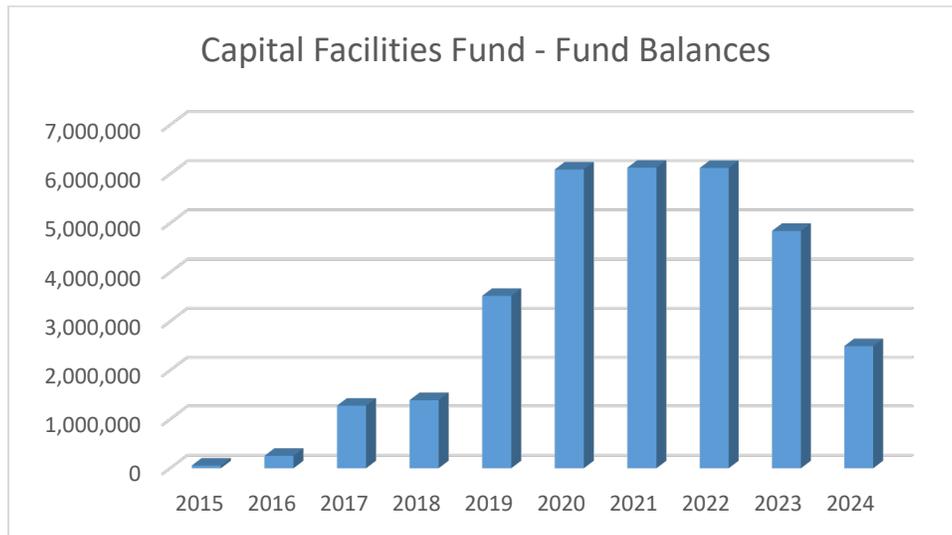
## CAPITAL FACILITIES FUND

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

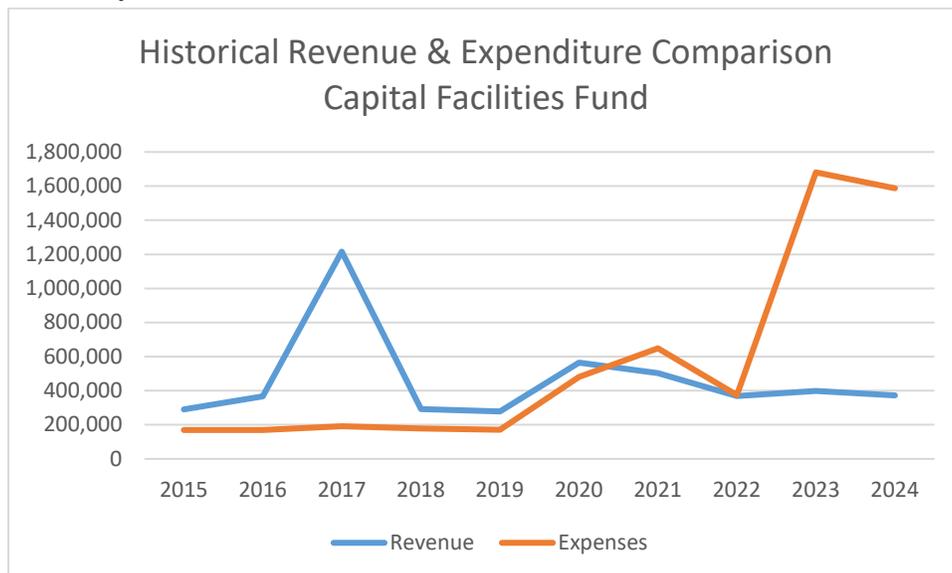


1 - Public Works Facility

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



As the following graph illustrates, the fund generally has small budget surpluses each year, with a consistent fund balance of \$6M since 2020. Approved Board transfers in 2019 & 2020 from General Fund added significant funding for potential new construction of town facilities in the future. In 2023, the Public Works facility was paid off with a planned relocation in 2024, which reduced fund balance by \$1.5M due to debt service incurred costs. Further, in 2024, fund balance was reduced an additional \$1.6M due to professional services for architectural design of the new Public Works facility.



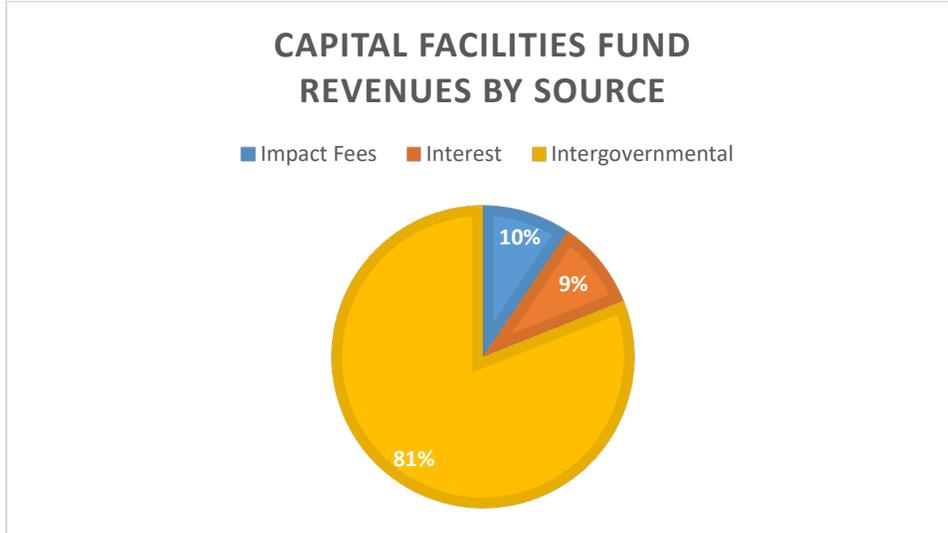
The 2025 budget for the Capital Facilities Fund includes revenues of \$2,468,000, an increase of \$2,234,000 compared to the 2024 budget. The increase is due to a \$2M budgeted Transfer In from General Fund for the acquisition of a downtown community center property. Expenditures are predicted to also increase in conjunction with the property acquisition. An additional \$800,000 is set aside for remediation of Public Works west property contamination.

**Capital Facilities Fund Budget**

<b>Capital Facilities Fund</b>	2023 Actuals	2024 Actuals Jan - Oct	2024 Adopted Budget	2024 Year-End Estimates	2025 Proposed Budget
Beginning Fund Balance	6,124,527	4,842,574	4,842,574	4,842,574	2,494,127
<b><u>Revenues:</u></b>					
Taxes and Fees	144,150	112,285	234,000	134,742	234,000
Intergovernmental	663	-	-	-	-
Earnings on Investment	220,587	-	-	225,000	234,000
Miscellaneous Revenue	33,395	10,475	-	12,570	-
<i>Transfer In</i>	-	-	-	-	2,000,000
<b>Total Operating Revenues</b>	<b>398,795</b>	<b>122,761</b>	<b>234,000</b>	<b>372,313</b>	<b>2,468,000</b>
<b><u>Expenditures:</u></b>					
Operations & Maintenance	172,018	1,010,025	-	1,212,030	838,000
Capital Outlay	-	-	218,000	-	2,230,000
Debt Service	1,508,730	-	-	1,508,730	-
<i>Transfer Out</i>	-	-	-	-	-
<b>Total Expenditures</b>	<b>1,680,748</b>	<b>1,010,025</b>	<b>218,000</b>	<b>2,720,760</b>	<b>3,068,000</b>
<b>Excess (Deficiency) of Revenues and Other Sources over Expenditures</b>	<b>(1,281,953)</b>	<b>(887,265)</b>	<b>16,000</b>	<b>(2,348,447)</b>	<b>(600,000)</b>
<b>Ending Fund Balance</b>	<b>4,842,574</b>	<b>3,955,309</b>	<b>4,858,574</b>	<b>2,494,127</b>	<b>1,894,127</b>

**Capital Facilities Fund Revenues**

Revenues for this fund come primarily from impact fees and interest, however intergovernmental revenue is a significant contribution for 2025 due to a General Fund Transfer In for a planned downtown property acquisition.



The Capital Facilities Fund - Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2025.

Capital Facilities Fund Revenue Sources		
Source	Amount	% of Total
Impact Fees	234,000	9%
Interest	234,000	9%
Intergovernmental	2,000,000	81%

**Capital Facilities Fund Expenditures**

The expenditures in this fund are related to debt service and capital outlay only. Currently, there is only debt service related to the lease purchase and construction of the Public Works facility.

**TOWN OF FREDERICK  
ANNUAL BUDGET  
FY 2025**

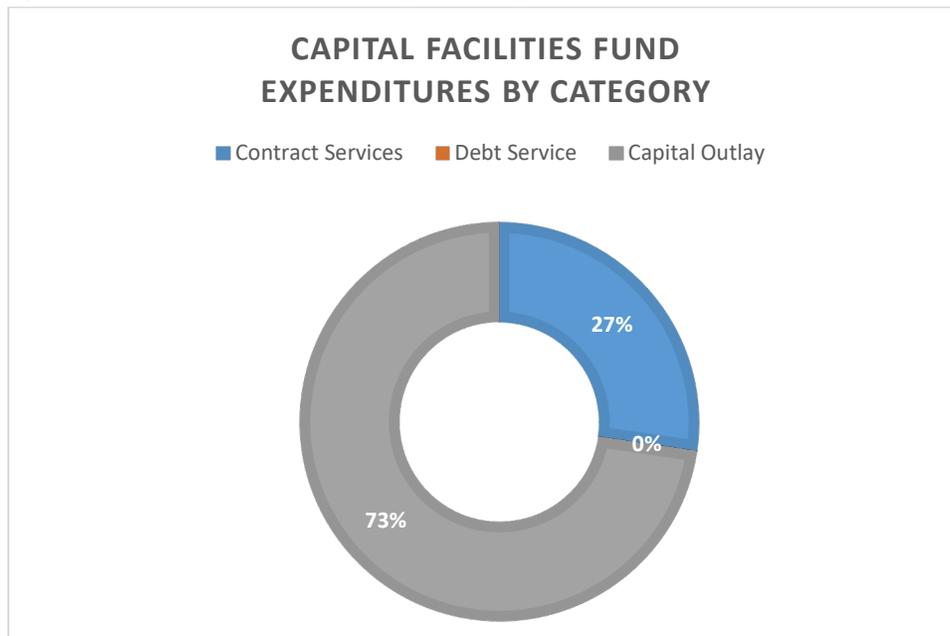
**CAPITAL FACILITIES FUND | EXPENSE SUMMARY**

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Capital Facilities	0	837,000	0	0	837,000	2,230,000	1,000	3,068,000
<b>Totals</b>	<b>\$0</b>	<b>\$837,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$837,000</b>	<b>\$2,230,000</b>	<b>\$1,000</b>	<b>\$3,068,000</b>
Total Cash Available								\$4,962,127
Ending Fund Balance								\$1,894,127
% of Total Budget	0.00%	27.28%	0.00%	0.00%	27.28%	72.69%	0.03%	100.00%

**Items Funded in 2025 Budget**

- Downtown Property Acquisition
- 311 / 323 Parking Lot repair and redesign
- Remediation for Public Works west property contamination

The chart below details the expenditures for the Capital Facilities Fund by category. Due to the nature of the fund, there are typically only two primary expense categories: debt services and capital outlay. Debt Service will resume upon completion of a new Public Works Facility.



# FACILITIES FUND



## FACILITIES FUND

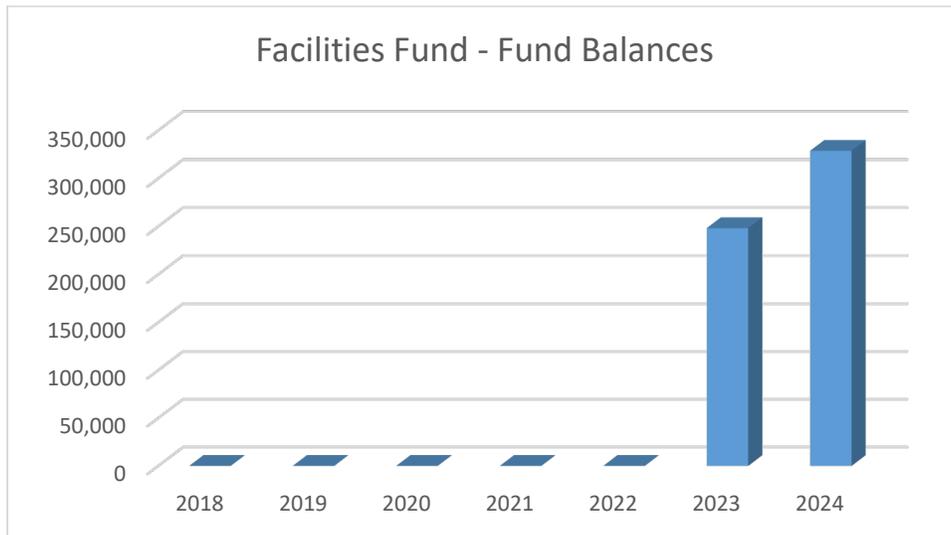
The Facilities Fund was created in 2022 to account for resources used to operate, maintain, and renovate town buildings and sites. It established standards and best practices for managing buildings and support systems, equipment, and furniture. The fund continues to meet operational activity goals by monthly internal fund revenue transfers based upon departmental usage of building square footage.

The Facilities Department maintains town-owned buildings and grounds by taking preventative measures to avoid costs associated with repair and replacement of building systems components and contents. The department's mission is to maintain and improve upon an environment where town employees and residents can feel safe, comfortable, and productive.

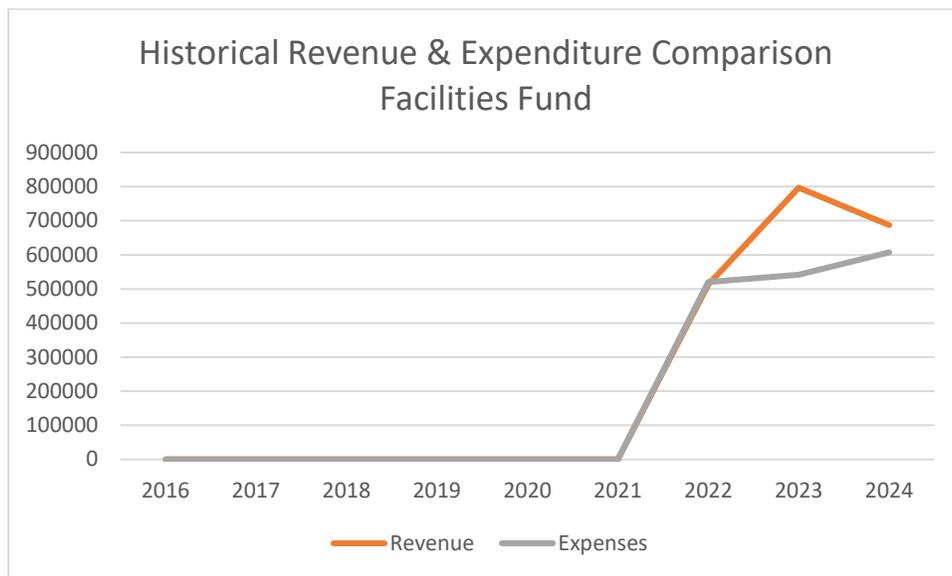


1 - Town Hall Facility

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



As the following graph illustrates, the fund balance did not incur growth or decline until 2022, upon the creation of the fund itself. Monthly department allocations (revenue) sustain operational activity, so any fund balance gain will occur when annual operational expenses come in under budget.



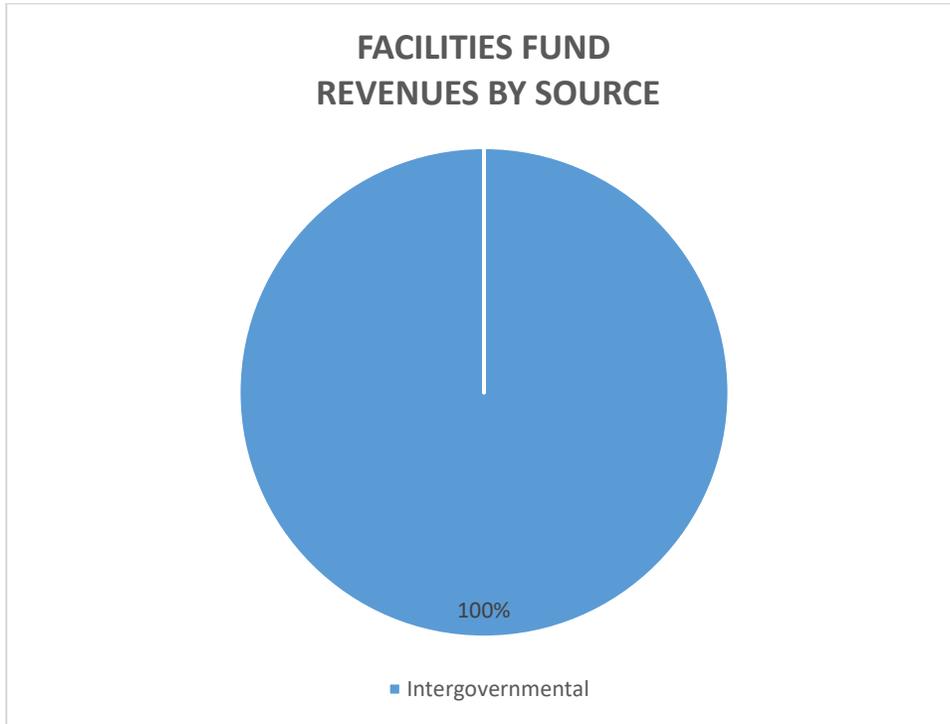
The 2025 budget for the Facilities Fund includes revenues of \$718,885 from monthly departmental transfers in. Budgeted expenditures consist of \$778,200, an increase of \$96,700 compared to the 2024 budget, which consist of allocated personnel costs, building and equipment maintenance, professional services, building utilities, and commodity costs. Planned 2025 expenditures are higher due to other improvements such as police department office renovations, furniture, and alarm system upgrade.

**Facilities Fund Budget**

<b>Facilities Fund</b>	2023 Actuals	2024 Actuals Jan - Oct	2024 Adopted Budget	2024 Year-End Estimates	2025 Proposed Budget
Beginning Fund Balance	(6,667)	248,233	248,233	248,233	328,759
<b><u>Revenues:</u></b>					
Department Allocation	630,000	560,024	681,500	681,500	712,385
Earnings on Investment	6,143	-	-	6,200	6,500
Miscellaneous Revenue	160,756	-	-	-	-
<i>Transfer In</i>	-	-	-	-	-
Total Operating Revenues	<u>796,899</u>	<u>560,024</u>	<u>681,500</u>	<u>687,700</u>	<u>718,885</u>
<b><u>Expenditures:</u></b>					
Operations & Maintenance	531,806	430,576	681,500	516,691	621,200
Capital Outlay	10,193	75,403	-	90,483	157,000
Debt Service	-	-	-	-	-
<i>Transfer Out</i>	-	-	-	-	-
Total Expenditures	<u>541,999</u>	<u>505,978</u>	<u>681,500</u>	<u>607,174</u>	<u>778,200</u>
<b>Excess (Deficiency) of Revenues and Other Sources over Expenditures</b>	<b><u>254,900</u></b>	<b><u>54,045</u></b>	<b><u>-</u></b>	<b><u>80,526</u></b>	<b><u>(59,315)</u></b>
<b>Ending Fund Balance</b>	<b><u>248,233</u></b>	<b><u>302,279</u></b>	<b><u>248,233</u></b>	<b><u>328,759</u></b>	<b><u>269,444</u></b>

**Facilities Fund Revenues**

Revenues for this fund are received from monthly departmental allocations based upon usage of building square footage.



The Facilities Fund-Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2025.

Facilities Fund Revenue Sources		
Source	Amount	% of Total
Impact Fees	0	0%
Interest	6,500	0%
Intergovernmental	712,385	99%

**Facilities Fund Expenditures**

The expenditures in this fund are related to facilities operations, maintenance, and capital outlay.

**TOWN OF FREDERICK  
ANNUAL BUDGET  
FY 2025**

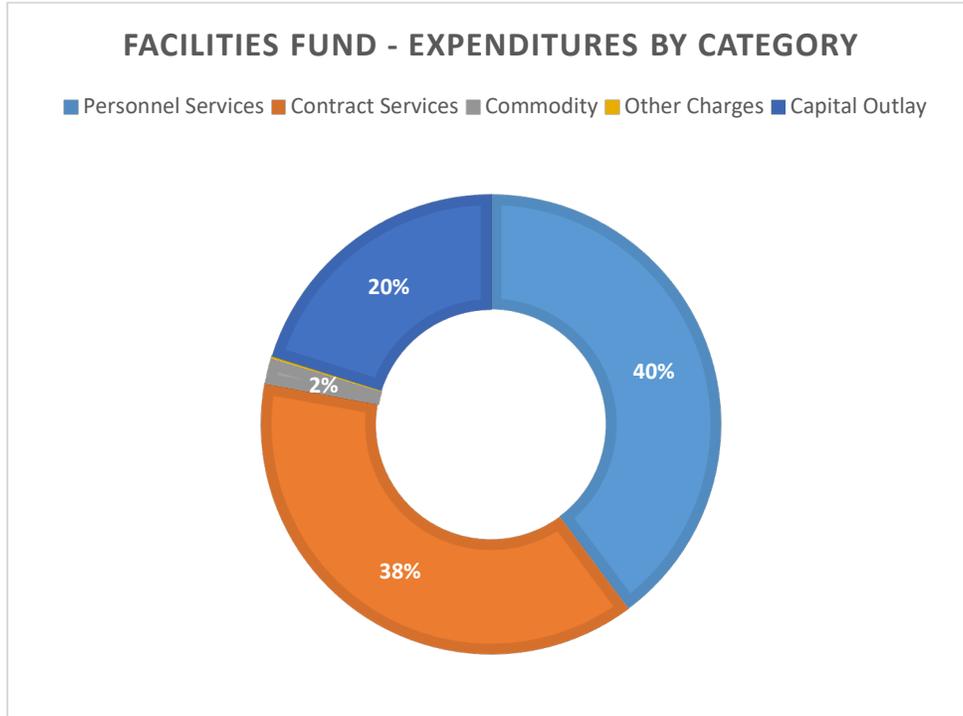
**FACILITIES FUND | EXPENSE SUMMARY**

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Operational Expenses	309,800	296,100	13,750	1,550	621,200	157,000	---	778,200
Totals	\$309,800	\$296,100	\$13,750	\$1,550	\$621,200	\$157,000	\$0	\$778,200
Total Cash Available								\$1,047,644
Ending Fund Balance								\$269,444
% of Total Budget	39.81%	38.05%	1.77%	0.20%	79.83%	20.17%	0.00%	100.00%

**Items Funded in 2025 Budget**

- Allocated personnel wage and fringe
- Building maintenance, improvement, and utilities
- Operational and commodity expenses
- Police Department office renovations, furniture, and alarm system upgrade

The chart below details the expenditures for the Facilities Fund by category. In 2025, the largest incurred costs will be Personnel Services and Contract Services, which consists of building utility costs, maintenance, and professional services such as cleaning, pest control, and mat service.



**Facilities Fund - Full Time Employees**

Department	No. of Full Time Employees
Administration	1.00
Operations	2.00
<b>Total</b>	<b>3.00</b>

**Facilities Fund Goals and KPI's**

In addition to the projects that have been funded in the 2025 budget, the Facilities Fund establishes goals and key performance indicators that tie back to our strategic plan and are detailed below.

**Performance Measures**

<b>Strategic Foundation:</b>		<b>Fiscally Responsible Governance</b>			
<b>Objective:</b>					
Minimize maintenance costs.					
<b>Strategy:</b>					
Use preventative maintenance practices to limit unscheduled and emergency work requests.					
<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>	
<i>Workload:</i>					
Number of scheduled preventative maintenance inspections/services.	42	42	42		
<i>Performance:</i>					
Percentage of completed preventative maintenance inspections/services.	100%	100%	100%	Goal: 100%	
<b>Strategic Foundation:</b>		<b>Effective, Efficient &amp; Strategic Government Operations</b>			
<b>Objective:</b>					
Ensure that conditions of facilities allow for levels of service to be maintained.					
<b>Strategy:</b>					
Prioritize and respond promptly to unscheduled requests for work that would effect level of service.					
<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>	
<i>Workload:</i>					
Number of unscheduled repairs and installs.	102	94	98	Based on average. Work management software was not in use for majority of year.	
<i>Performance:</i>					
Percentage of repairs and installs completed before service level affected.	100%	100%	100%	Goal: > 95%	
<b>Strategic Foundation:</b>		<b>Strategic, Reliable &amp; Sustainable Infrastructure</b>			
<b>Objective:</b>					
Maintain a safe environment for all, prevent property damage, and downtime due to emergencies.					
<b>Strategy:</b>					
Through a combination of regular inspections, preventive maintenance practice, and quick response.					
<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>	
<i>Workload:</i>					
Number of unscheduled immediate need/emergency maintenance/repairs services.	36	24	30	Based on average. Work management software not available for majority of 2024.	
<i>Performance:</i>					
Percentage of unscheduled/emergency repairs completed or contained within 48 hours.	100%	100%	100%	Goal: > 95%	

# FLEET FUND



## **FLEET FUND**

The Fleet Fund was created in 2022 to account for resources used to maintain municipal vehicles and heavy equipment. Services include fleet management, vehicle repair, preventative maintenance, quality control inspections, procurement, and administering service and parts contracts with vendors. While an initial transfer in from the General Fund occurred in 2022, the fund will meet operational expenses moving forward, by monthly internal fund revenue transfers based upon departmental usage of vehicles.

The Fleet Services Department is a support department within the Town of Frederick and employs two Fleet Technicians and one Fleet Manager. Fleet Services maintains and repairs the diverse fleet that are owned and operated by the Town. This is performed in-house at the Fleet Services Shop in the Public Works building and utilizes vendors, suppliers, dealerships, and manufacturers to provide parts, supplies and off-site services in the maintenance and repair of the fleet. Fleet Services maintains an on-hand inventory of commonly used parts and supplies/consumables for the fleet to minimize down time. The department also manages and monitors on-site fuel tanks and a cloud-based tracking system, which records and reports asset meters. Assessments are made on Town owned assets and recommendations are presented to specific departments on asset retirement, acquisition, and optimization. Fleet Services collaborates with departments to plan, specify, and purchase current and future asset needs, while also furnishing and installing any aftermarket or upfit tools and equipment requested. The department assists in development and presentation of town policy pertaining to fleet usage, also ensuring compliance with FMCSA and DOT regulations. Finally, the department provides training and feedback to operators to encourage safe operation, longevity, and efficiency.

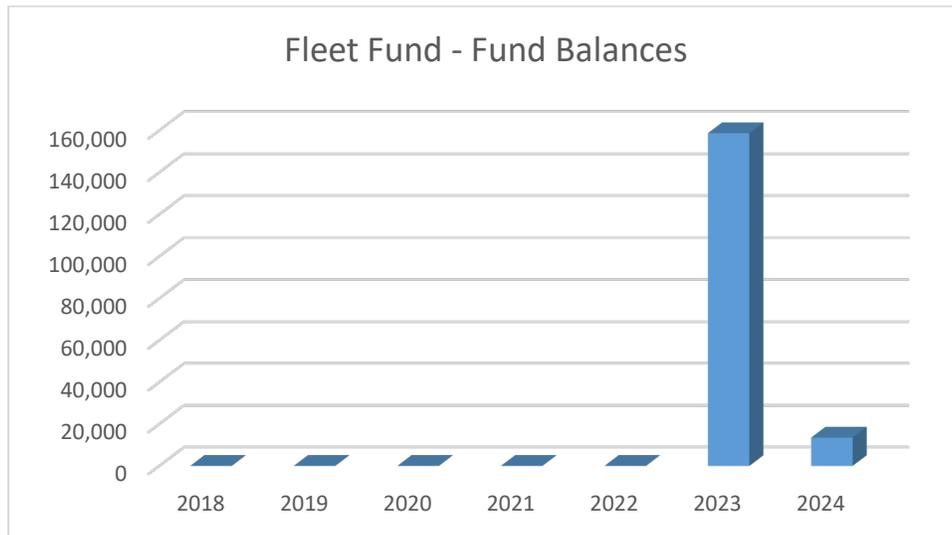


1 - Police SRO Vehicle

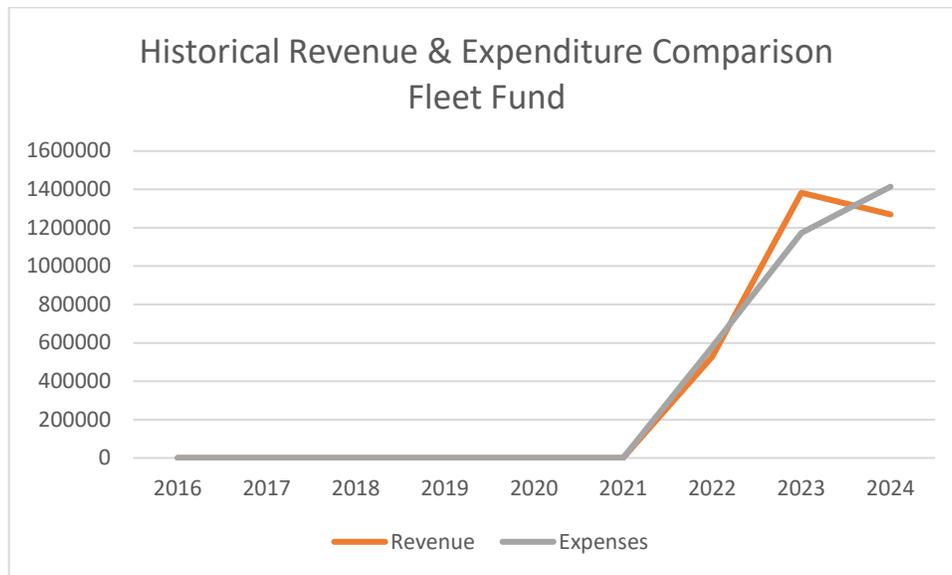


2 - Public Works Pump Truck

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



As the following graph illustrates, fund balance did not incur growth or decline until 2022, upon creation of the fund itself. Monthly department allocations (revenue) sustain operational activity, so any fund balance gain or loss will occur when annual operational expenses come in under or over budget.



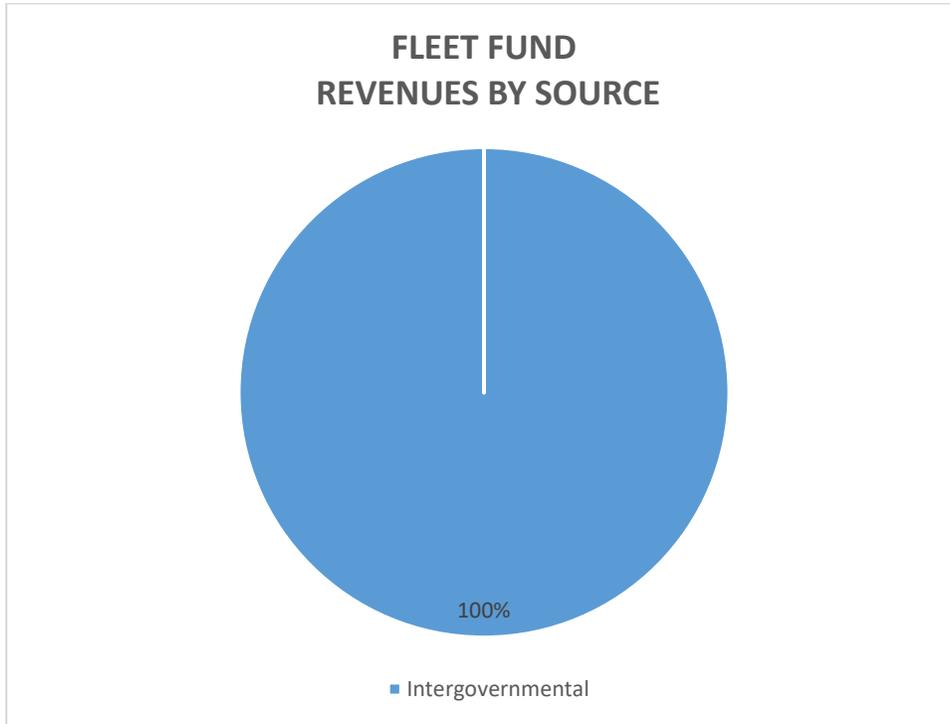
The 2025 budget for the Fleet Fund includes revenue of \$1,583,300, from monthly departmental transfers in and interest. Budgeted expenditures consist of \$1,583,300, an increase of \$369,300 compared to the 2024 budget, which consists of allocated personnel costs, vehicle and equipment maintenance, professional services, fuel and lubricants, and other commodity costs. Planned 2025 expenditures are higher due to increased vehicle lease costs and the acquisition of additional vehicles.

**Fleet Fund Budget**

<b>Fleet Fund</b>	2023 Actuals	2024 Actuals Jan - Oct	2024 Adopted Budget	2024 Year-End Estimates	2025 Proposed Budget
Beginning Fund Balance	(51,093)	158,693	158,693	158,693	13,525
<b><u>Revenues:</u></b>					
Department Allocation	1,130,500	1,011,667	1,214,000	1,214,000	1,578,300
Earnings on Investment	4,850	-	-	4,900	5,000
Miscellaneous Revenue	247,099	49,029	64,000	50,000	-
<i>Transfer In</i>	-	-	-	-	-
<b>Total Operating Revenues</b>	<b>1,382,449</b>	<b>1,060,696</b>	<b>1,278,000</b>	<b>1,268,900</b>	<b>1,583,300</b>
<b><u>Expenditures:</u></b>					
Operations & Maintenance	1,152,718	1,185,474	1,199,000	1,397,568	1,583,300
Capital Outlay	19,945	16,474	15,000	16,500	-
Debt Service	-	-	-	-	-
<i>Transfer Out</i>	-	-	-	-	-
<b>Total Expenditures</b>	<b>1,172,663</b>	<b>1,201,948</b>	<b>1,214,000</b>	<b>1,414,068</b>	<b>1,583,300</b>
<b>Excess (Deficiency) of Revenues and Other Sources over Expenditures</b>	<b>209,786</b>	<b>(141,252)</b>	<b>64,000</b>	<b>(145,168)</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>158,693</b>	<b>17,441</b>	<b>222,693</b>	<b>13,525</b>	<b>13,525</b>

**Fleet Fund Revenues**

Revenues for this fund are received from monthly departmental allocations. The approved methodology for funding will be based upon departmental usage of town vehicles.



The Fleet Fund-Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2025.

Fleet Fund Revenue Sources		
Source	Amount	% of Total
Impact Fees	0	0%
Interest	5,000	0%
Intergovernmental	1,578,300	100%

**Fleet Fund Expenditures**

The expenditures in this fund are related to vehicle operations, maintenance, and lease costs.

**TOWN OF FREDERICK  
ANNUAL BUDGET  
FY 2025**

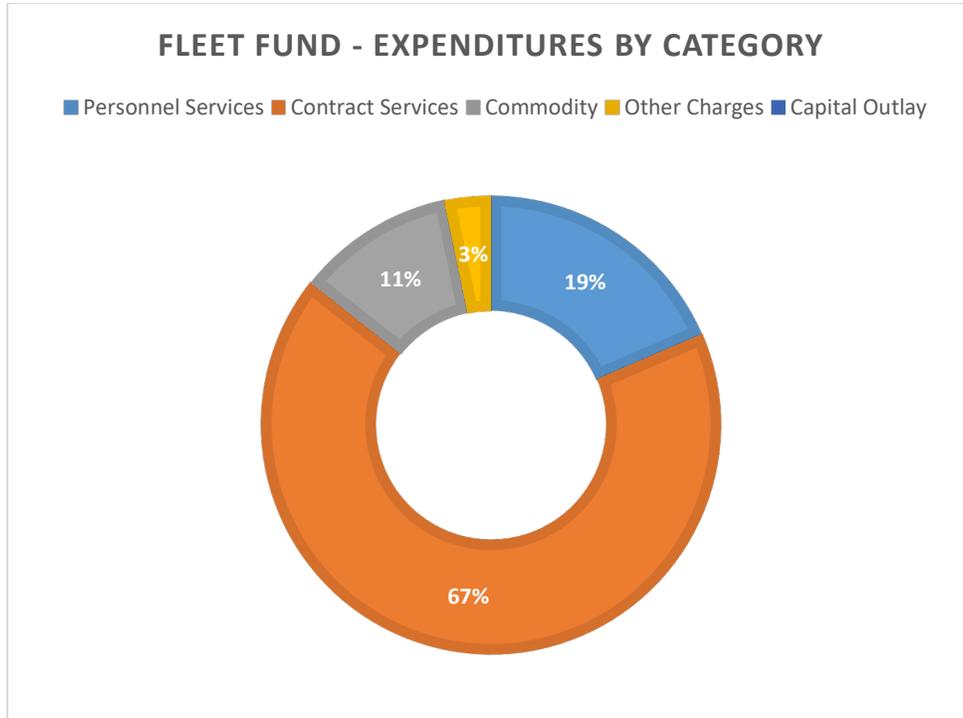
**FLEET FUND | EXPENSE SUMMARY**

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Operational Expenses	293,300	1,062,500	176,500	51,000	1,583,300	---	---	1,583,300
<b>Totals</b>	<b>\$293,300</b>	<b>\$1,062,500</b>	<b>\$176,500</b>	<b>\$51,000</b>	<b>\$1,583,300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,583,300</b>
Total Cash Available								\$1,596,825
Ending Fund Balance								\$13,525
% of Total Budget	18.52%	67.11%	11.15%	3.22%	100.00%	0.00%	0.00%	100.00%

**Items Funded in 2025 Budget**

- Allocated personnel wage and fringe
- Vehicle and heavy equipment maintenance
- Operational and commodity expenses
- Vehicle lease expense

The chart below details the expenditures for the Fleet Fund by category. In 2025, the largest incurred cost will be Contract Services, which consists of vehicle lease expense.



**Fleet Fund - Full Time Employees**

Department	No. of Full Time Employees
Administration	1.00
Operations	2.00
<b>Total</b>	<b>3.00</b>

**Fleet Fund Goals and KPI's**

In addition to the projects that have been funded in the 2025 budget, the Fleet Fund establishes goals and key performance indicators that tie back to our strategic plan and are detailed below.

**Performance Measures**

**Strategic Foundation: Effective, Efficient & Strategic Government Operations**

**Objective:**

Reduce down time of vehicles and equipment.

**Strategy:**

Thorough preventative maintenance inspections can identify issues before failure.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Scheduled preventative maintenance services and inspections.	75	98	72	
<i>Performance:</i>				
Percentage of scheduled preventative maintenance inspections completed within 48 business hours.	N/A	N/A	100	Goal: 100%

**Strategic Foundation: Strategic, Reliable & Sustainable Infrastructure**

**Objective:**

Maintain average age of fleet.

**Strategy:**

Develop and implement replacement schedules.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of vehicles acquired	19	13	8	
Number of vehicles sold	0	6	7	
<i>Performance:</i>				
Percentage of fleet that is within defined replacement schedule.	77%	77%	80%	Goal: 75%

**Strategic Foundation: Fiscally Responsible Governance**

**Objective:**

Operate within approved CIP budget.

**Strategy:**

Specify and purchase according to department needs as well as maintaining budget.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of CIP purchased.	4	4	3	
<i>Performance:</i>				
Percentage of approved CIP PO's signed.	N/A	100%	60%	Goal: 100%; Waiting on 2 truck orders to be fulfilled

# ART IN PUBLIC PLACES FUND



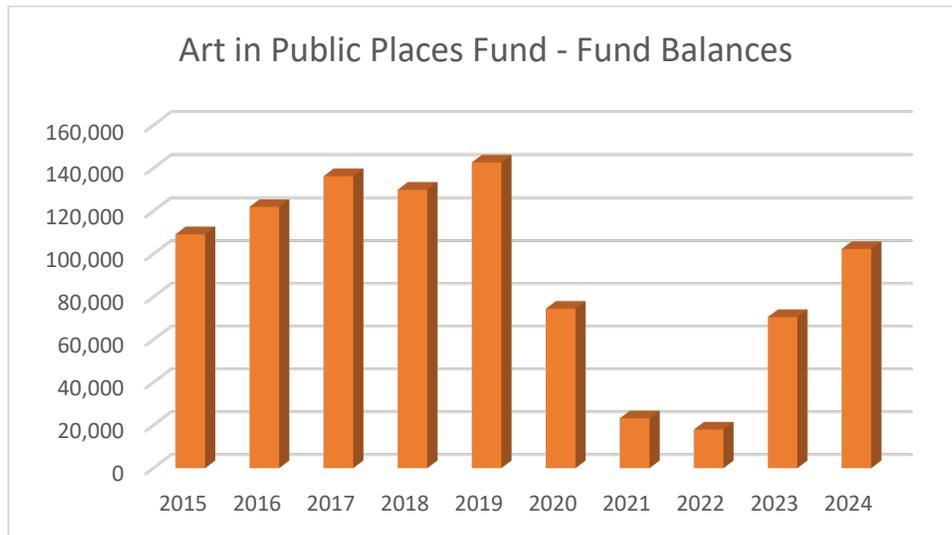
## ART IN PUBLIC PLACES FUND

The Art in Public Places Program was created in 1999 to enhance the image of the town through the creation and placement of art within the community. The fund was established in November 2012 by Ordinance 1107, to account for dedicated revenues for the acquisition of works of art, maintenance and repair of works of art, and the expenses for the administration of Art in Public Places. Revenues for this fund are primarily transfers from other funds. The transfers are based on one (1) percent of construction costs for capital projects costing more than \$25,000.

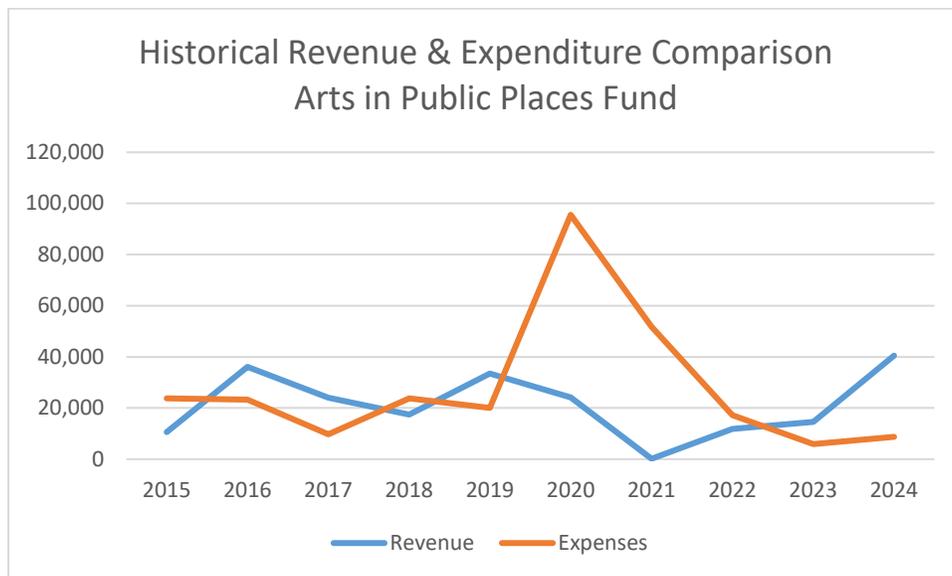
The Art in Public Places program is administered by the Frederick Arts Commission. The Commission is appointed by the Board of Trustees. One of the commission's core functions is to suggest the placement of public art in the community. The Commission seeks to place interesting and unique pieces of art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



**Art in Public Places Fund – Fund Balance and Fund Summary**



The source of revenues for the Art Fund is primarily a one percent transfer of annual construction costs from the Street & Alley Fund. Historical expenditures have been fairly consistent, with limited maintenance to art sculptures and budgeted capital outlay for future purchases. A relatively low fund balance is maintained for additional art projects or emergency repairs.



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

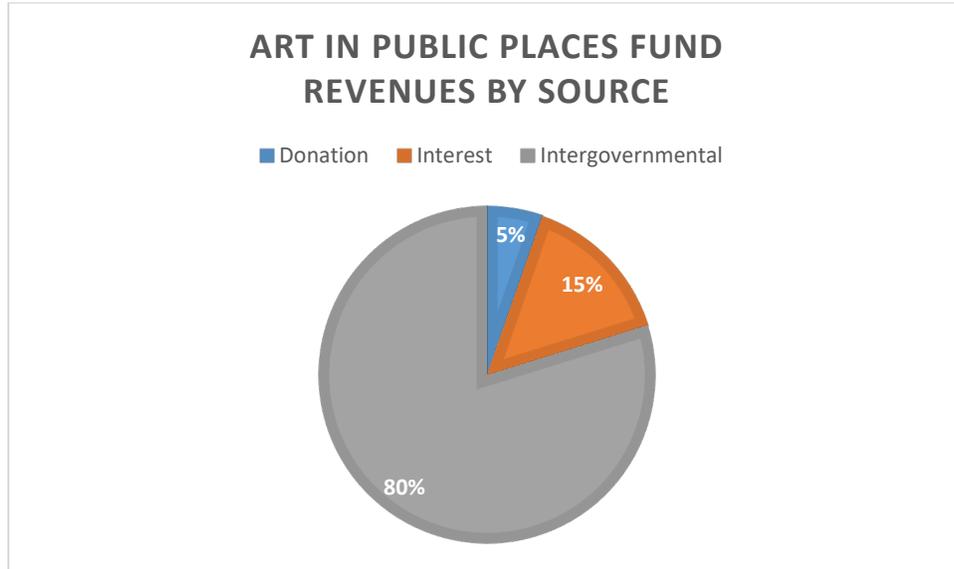
The 2025 budget for the Art in Public Places Fund includes revenues of \$18,800, which is consistent with the transfer estimation from the 2024 budget. Planned 2025 expenditures remain flat compared to 2024 for scheduled art maintenance and the acquisition of new public art.

**Art in Public Places Budget**

<b>Art in Public Places Fund</b>	2023 Actuals	2024 Actuals Jan - Oct	2024 Adopted Budget	2024 Year-End Estimates	2025 Proposed Budget
Beginning Fund Balance	61,941	70,566	70,566	70,566	102,346
<b><u>Revenues:</u></b>					
Grants & Contributions	-	160	1,000	500	1,000
Earnings on Investment	2,651	-	-	-	2,800
<i>Transfer In</i>	11,874	-	40,000	40,000	15,000
Total Operating Revenues	14,525	160	41,000	40,500	18,800
<b><u>Expenditures:</u></b>					
Operations & Maintenance	5,900	2,506	10,000	3,008	10,000
Capital Outlay	-	4,760	20,000	5,712	20,000
<i>Transfer Out</i>	-	-	-	-	-
Total Expenditures	5,900	7,266	30,000	8,720	30,000
<b>Excess (Deficiency) of Revenues and Other Sources over Expenditures</b>	<b>8,625</b>	<b>(7,106)</b>	<b>11,000</b>	<b>31,780</b>	<b>(11,200)</b>
<b>Ending Fund Balance</b>	<b>70,566</b>	<b>63,460</b>	<b>81,566</b>	<b>102,346</b>	<b>91,146</b>

**Art in Public Places Revenue**

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



The Art in Public Places Fund - Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2025.

Art in Public Places Fund Revenue Sources		
Source	Amount	% of Total
Donation	1,000	5%
Interest	2,800	15%
Intergovernmental	15,000	80%

**Art in Public Places Fund Expenditures**

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

**TOWN OF FREDERICK  
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**ART IN PUBLIC PLACES FUND | EXPENSE SUMMARY**

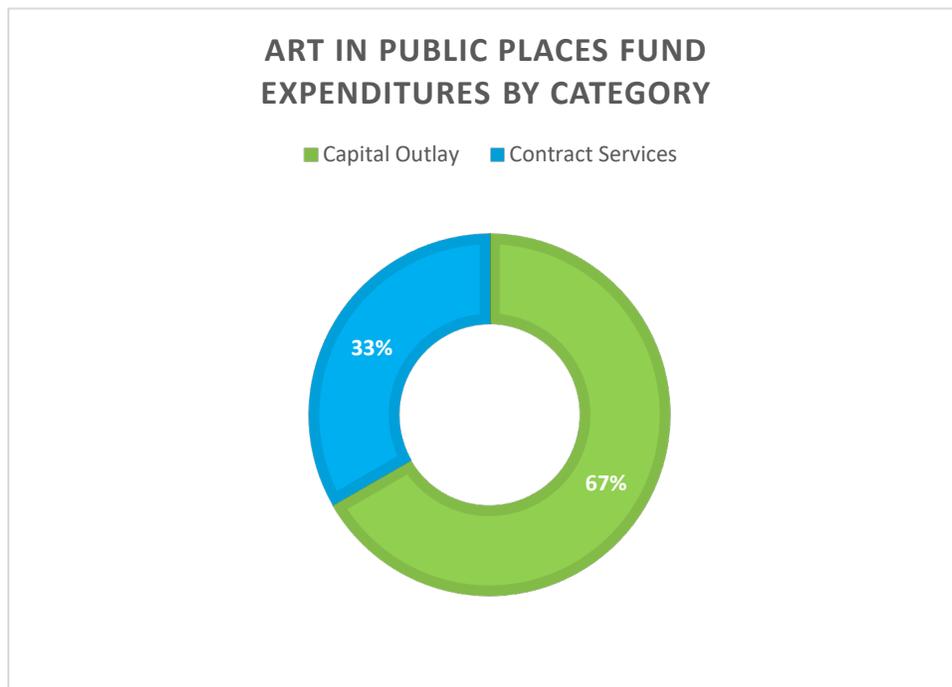
	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Art in Public Places	---	10,000	---	---	10,000	20,000	---	30,000
Totals	\$0	\$10,000	\$0	\$0	\$10,000	\$20,000	\$0	\$30,000

Total Cash Available								\$121,146
Ending Fund Balance								\$91,146
% of Total Budget	0.00%	33.33%	0.00%	0.00%	33.33%	66.67%	0.00%	100.00%

**Projects Funded in 2025 Budget**

- Art acquisition and maintenance

The chart below details the expenditures for the Art in Public Places Fund by category. Due to the nature of this fund, the only expenditure categories in 2025 are capital outlay and contract services.



**Art in Public Places Fund Goals and KPIs**

In addition to the projects that have been funded in the 2025 budget, the Art in Public Places Fund establishes goals and key performance indicators that tie back to our strategic plan and are detailed below.

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

**Performance Measures**

**Strategic Foundation: Dynamic, Inclusive & Connected Community**

**Objective:**

Plan, design and implement culture, park and trail improvements.

**Strategy:**

Provide innovative, creative and interactive features in parks, trails, and cultural amenities to promote learning and creativity.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of new art pieces placed in the community.	8	7	5	
<i>Performance:</i>				
Number of new art pieces placed within 90 days of completion of the piece.	8	7	5	Goal: 100%

**Strategic Foundation: Dynamic, Inclusive & Connected Community**

**Objective:**

Maintain and enhance the current culture, park and trail systems.

**Strategy:**

Maintain condition assessment and maintenance program for man-made amenities.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of art pieces the received regular maintenance.	63	78	67	66 Wood Carvings and Wind Chimes
<i>Performance:</i>				
Percentage of art pieces that needed maintenance and received it.	80%	100%	100%	Goal: 90-100%

# PUBLIC SAFETY FUND



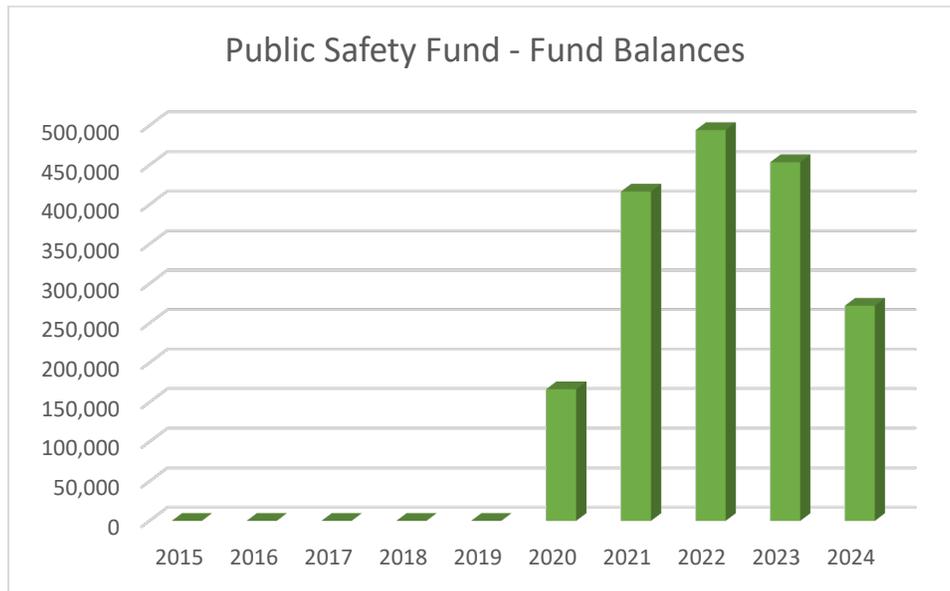
## PUBLIC SAFETY FUND

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

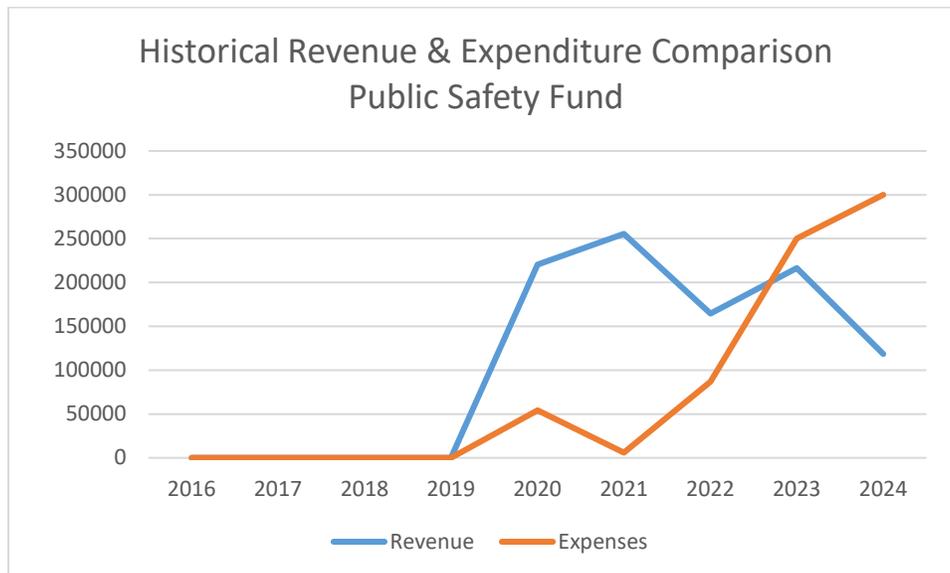
The fee established by the Frederick Public Safety Impact Fee Study is a reasonable fee sufficient to cover the costs of administration, inspection, publication of notice, and similar matters. Charges for this fund will be applied to applicants for building permits based on the nature of proposed development.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



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



The decrease in fund balance is primarily attributed to budgeted capital improvement projects, including the purchase of new body cameras, taser improvements, and fleet vehicle lease costs. Since the impact fee collections are specifically earmarked for allowable capital improvements, the fund balance will naturally fluctuate as CIP needs are identified and subsequently approved by the Board.



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

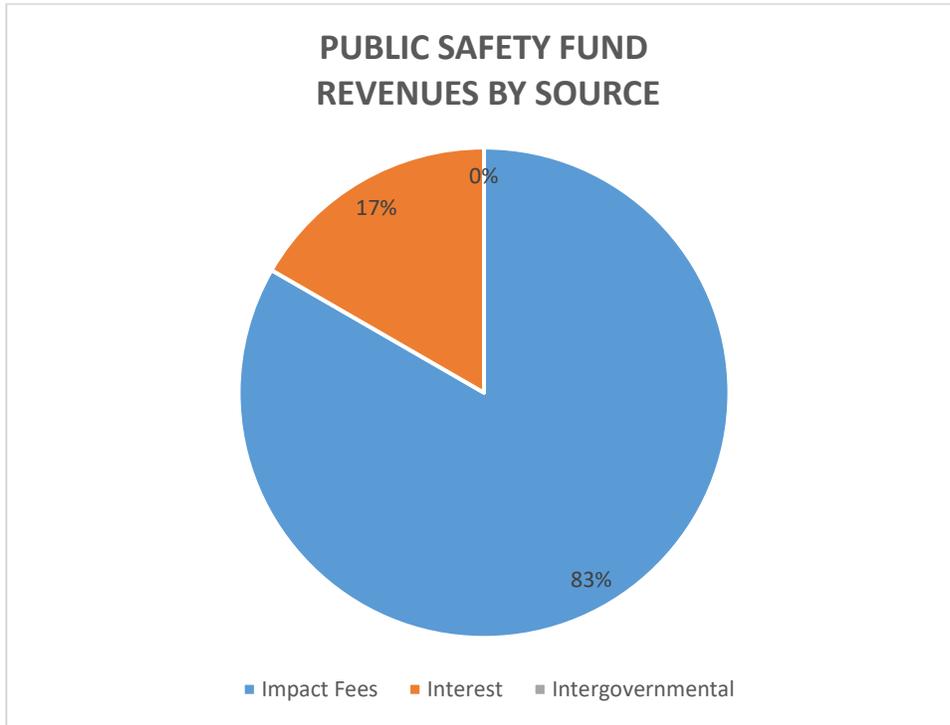
The 2025 budget for the Public Safety Fund includes projected revenues of \$120,000, a decrease of \$180,000 compared to the 2024 budget. This is due to a decrease in building permit issuance, as Public Safety revenue is derived primarily from building impact fees. Planned 2025 expenditures consist of a \$350,000 transfer out to the General Fund for Police Department body cameras, taser improvements, and fleet vehicle lease costs.

**Public Safety Fund Budget**

<b>Public Safety Fund</b>	2023 Actuals	2024 Actuals Jan - Oct	2024 Adopted Budget	2024 Year-End Estimates	2025 Proposed Budget
Beginning Fund Balance	487,163	453,554	453,554	453,554	272,041
<b><u>Revenues:</u></b>					
Permits & Fees	197,527	82,072	300,000	98,487	100,000
Earnings on Investment	18,864			20,000	20,000
Miscellaneous Revenue	-	-	-	-	-
<i>Transfer In</i>	-	-	-	-	-
Total Operating Revenues	216,391	82,072	300,000	118,487	120,000
<b><u>Expenditures:</u></b>					
Capital Outlay	-	-	-	-	-
<i>Transfer Out</i>	250,000	-	300,000	300,000	350,000
Total Expenditures	250,000	-	300,000	300,000	350,000
<b>Excess (Deficiency) of Revenues and Other Sources over Expenditures</b>	<b>(33,609)</b>	<b>82,072</b>	<b>-</b>	<b>(181,513)</b>	<b>(230,000)</b>
<b>Ending Fund Balance</b>	<b>453,554</b>	<b>535,627</b>	<b>453,554</b>	<b>272,041</b>	<b>42,041</b>

**Public Safety Fund Revenues**

Revenues for this fund are derived from impact fees and interest.



The Public Safety Fund - Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2025.

Public Safety Fund Revenue Sources		
Source	Amount	% of Total
Impact Fees	100,000	83%
Interest	20,000	1%
Intergovernmental	0	0%

**Public Safety Fund Expenditures**

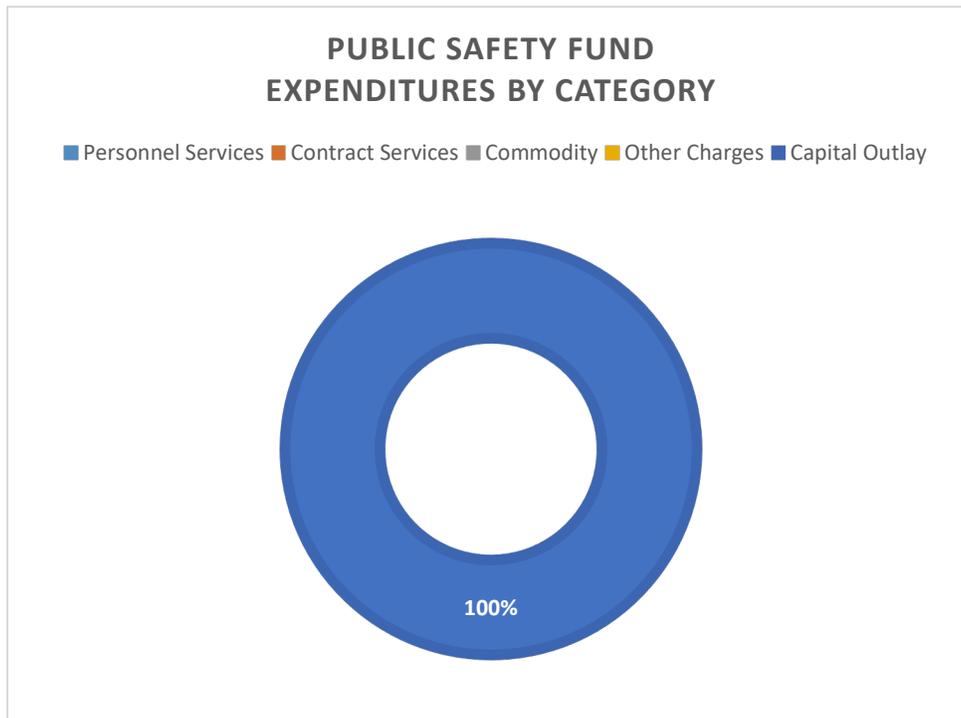
The expenditures in this fund are related to capital improvements with a budgeted transfer out for 2025. This balance is restricted towards approved CIP needs and will continue to be transferred to the General Fund to properly segregate planned capital outlay.

**TOWN OF FREDERICK  
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**PUBLIC SAFETY FUND | EXPENSE SUMMARY**

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Operational Expenses	0	0	0	0	0	350,000	---	350,000
<b>Totals</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$350,000</b>	<b>\$0</b>	<b>\$350,000</b>
Total Cash Available								\$392,041
Ending Fund Balance								\$42,041
% of Total Budget	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

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



# PROPRIETARY FUND



# WATER FUND



## WATER FUND

The Town of Frederick Water Fund is an enterprise fund responsible for the operations, maintenance, and capital-related items of the town's 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 also includes plant investment fees collected at the time builders apply for a building permit for a new residence or business. These fees are utilized for the extension of water lines or other improvements to Frederick's water system, driven by the increased demand from customers and areas serviced in the Town.

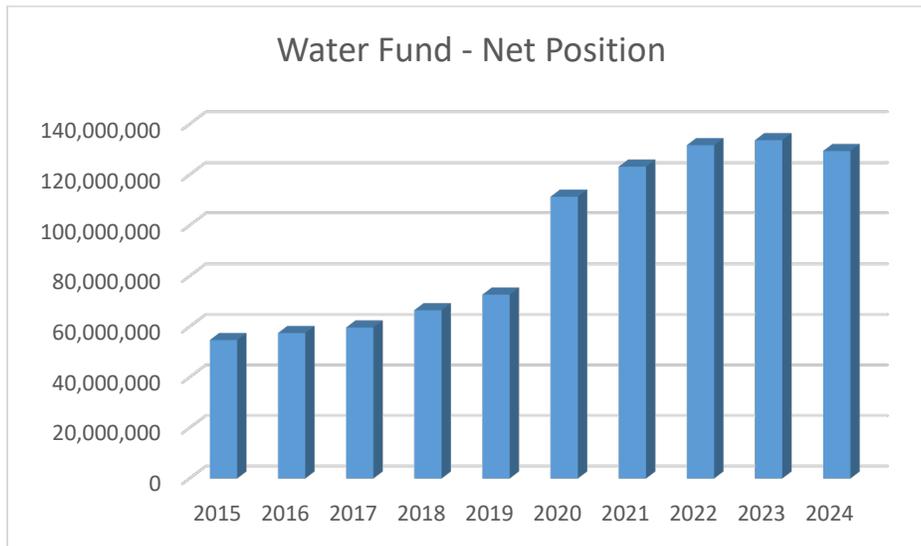
In recent years, a major role of this fund has been to support the development of a raw water irrigation system. This allows existing and future residents to use lower-cost untreated irrigation water and preserves high-quality mountain water supplies, such as Colorado-Big Thompson (CBT), for potable water needs in anticipation of future demands for the water utility.

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

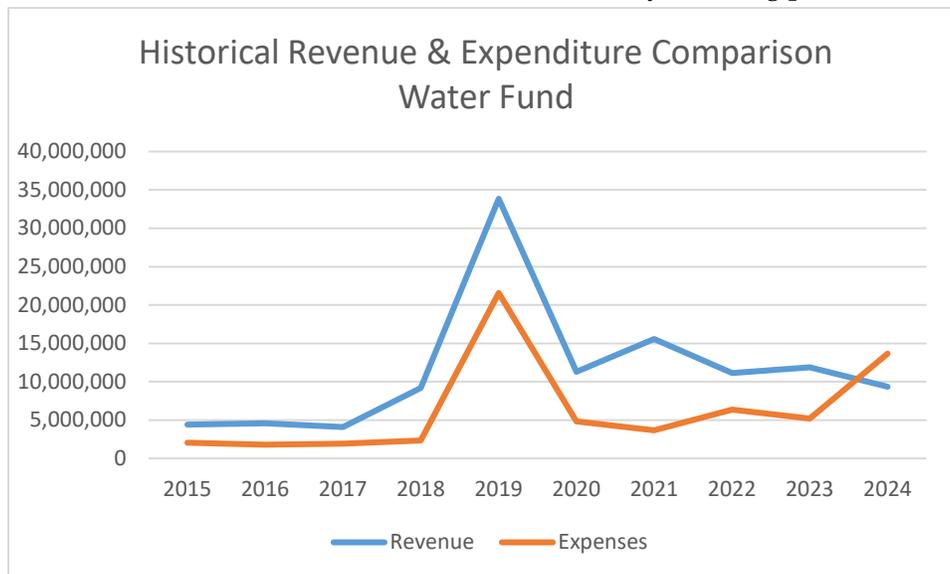
The Town Board has elected to participate in the Northern Integrated Supply Project (NISP) as the best alternative to meet the town's potable water supply needs up to 2030. This high-quality water supply provides the town with a firm yield of 2,600 acre-feet of water per year. NISP aims to develop a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

In order to continue funding of the NISP project, the Town Board authorized a water rate study to assess whether current rates are sufficient and, if not, to determine the rates needed to support the Town's water system for both existing and future customers. The water rates and fees go towards the construction of capital improvement projects, purchase of treated water, maintenance of the water system, and future water supply projects like NISP. The water rate study has determined that the Town's current rates and fees do not generate enough revenues to maintain and improve the system, acquire water rights, and continue participation in the NISP. The study's analysis showed that a 9% rate increase was required to generate enough revenues to maintain and improve the system, and continue water rights expansion. This rate change was effective to all residents in February 2025.

**Water Fund - Fund Balance and Fund Summary**



The increases in net position in prior years are the result of budget surpluses. As the following graph illustrates, a steady increase in the fund balance has occurred since 2015. This increase is two-fold: 1) Operational expenses are significantly less than the received charges for service and fee revenues, and 2) The sale of the Electric Utility Fund in 2020 for approximately \$30M greatly increased the overall net position in a single year. Residential development slowed beginning in 2024, which has reduced Water Share Fee revenues, driven by building permit issuance.



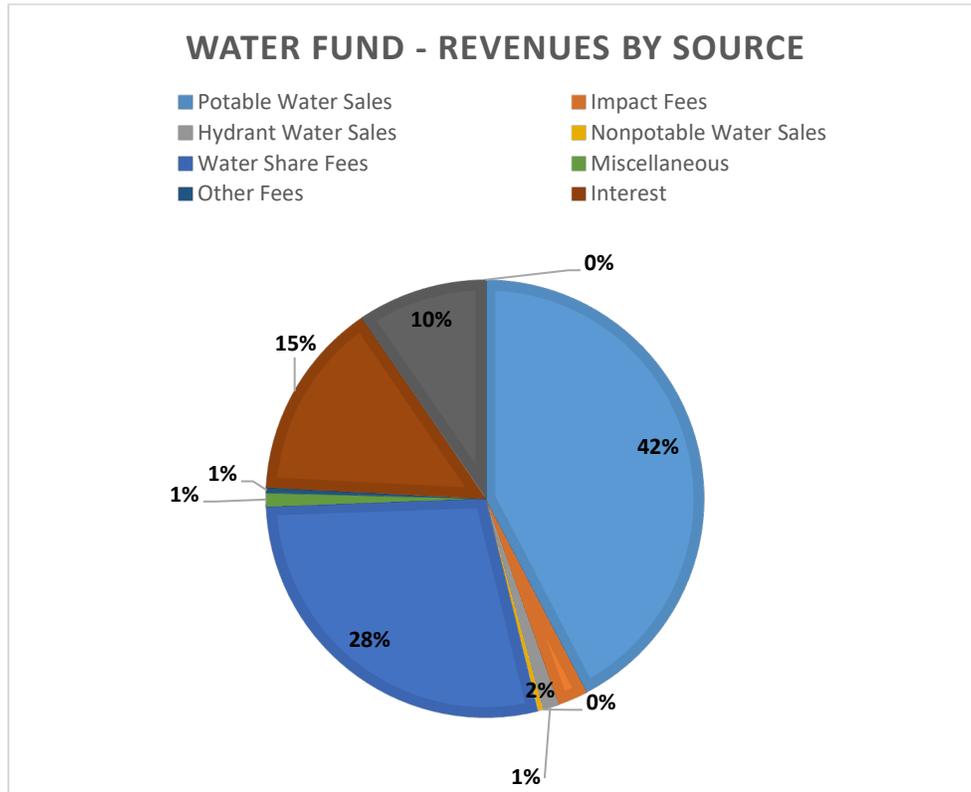
The 2025 budget for the Water Fund includes total revenues of \$10,227,880, indicating a slight increase of \$359,380 compared to the 2024 budget. This increase is the result of properly budgeting for expected Interest Income, a minor increase to Charges for Services, and utilization of eligible ARPA federal monies. Planned expenditures amount to \$16,566,610, with \$11,435,610 allocated for operations and maintenance, and \$4,716,000 planned for capital outlay, with the majority dedicated to the purchase of water units and the NISP project.

**Water Fund Budget**

<b>Water Fund</b>	2023 Actuals	2024 Actuals Jan - Oct	2024 Adopted Budget	2024 Year-End Estimates	2025 Proposed Budget
Beginning Fund Balance	126,984,802	133,677,506	133,677,506	133,677,506	129,398,517
<b><u>Revenues:</u></b>					
Charges for Services	3,554,402	3,988,171	3,735,500	4,785,805	4,501,700
Miscellaneous Revenue	53,441	39,132	95,000	46,958	95,000
Total Operating Revenues	3,607,843	4,027,302	3,830,500	4,832,763	4,596,700
<b><u>Expenses:</u></b>					
Operations & Maintenance	4,790,989	7,730,093	9,289,875	9,276,112	11,435,610
Capital Outlay	-	-	3,910,000	3,910,000	4,716,000
Depreciation	414,877	-	458,000	458,000	415,000
Debt Service	-	-	-	-	-
Transfer Out	-	-	-	-	-
Total Operating Expenses	5,205,866	7,730,093	13,657,875	13,644,112	16,566,610
Operating Income (Loss)	(1,598,023)	(3,702,791)	(9,827,375)	(8,811,349)	(11,969,910)
<b><u>Non-Operating Revenues (Expenses):</u></b>					
Tap Fees	-	41,131	120,000	49,357	44,300
Capital Investment Fees	6,887,160	2,565,003	5,918,000	3,078,003	3,113,600
Interest Expense	1,403,567	-	-	1,405,000	1,500,000
Grants & Contributions	-	-	-	-	973,280
Transfer In	-	-	-	-	-
Total Non-Operating Revenues (Expenses)	8,290,727	2,606,134	6,038,000	4,532,360	5,631,180
<b>Excess (Deficiency) of Revenues and Other Sources over Expenses</b>	<b>6,692,704</b>	<b>(1,096,657)</b>	<b>(3,789,375)</b>	<b>(4,278,989)</b>	<b>(6,338,730)</b>
<b>Ending Fund Balance</b>	<b>133,677,506</b>	<b>132,580,849</b>	<b>129,888,131</b>	<b>129,398,517</b>	<b>123,059,787</b>

**Water Fund Revenues**

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



The Water Fund - Revenue Sources table below lists the major revenue sources, as well as the amounts that are projected for 2025.

Water Fund Revenue Sources		
Source	Amount	% of Total
Potable Water Sales	4,336,000	42.4%
Impact Fees	228,600	2.2%
Hydrant Water Sales	120,400	1.2%
Nonpotable Water Sales	35,300	0.3%
Water Share Fees	2,895,000	28.3%
Miscellaneous	95,000	0.9%
Other Fees	44,300	0.4%
Interest	1,500,000	14.7%
Grants	973,280	9.5%
Intergovernmental	0	0.0%

**Water Fund Expenditures**

Planned operating expenses for the Water Fund are \$11,435,610. The services provided by this fund are labor intensive as illustrated below.

**TOWN OF FREDERICK  
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**WATER FUND | EXPENSE SUMMARY**

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
General Admin	1,425,200	139,000	---	420,000	1,984,200	---	---	1,984,200
Engineering	---	7,836,450	28,505	15,850	7,880,805	4,550,000	---	12,430,805
Public Works	517,100	219,265	1,244,240	5,000	1,985,605	166,000	---	2,151,605
<b>Totals</b>	<b>\$1,942,300</b>	<b>\$8,194,715</b>	<b>\$1,272,745</b>	<b>\$440,850</b>	<b>\$11,850,610</b>	<b>\$4,716,000</b>	<b>\$0</b>	<b>\$16,566,610</b>

Total Cash Available \$139,626,397

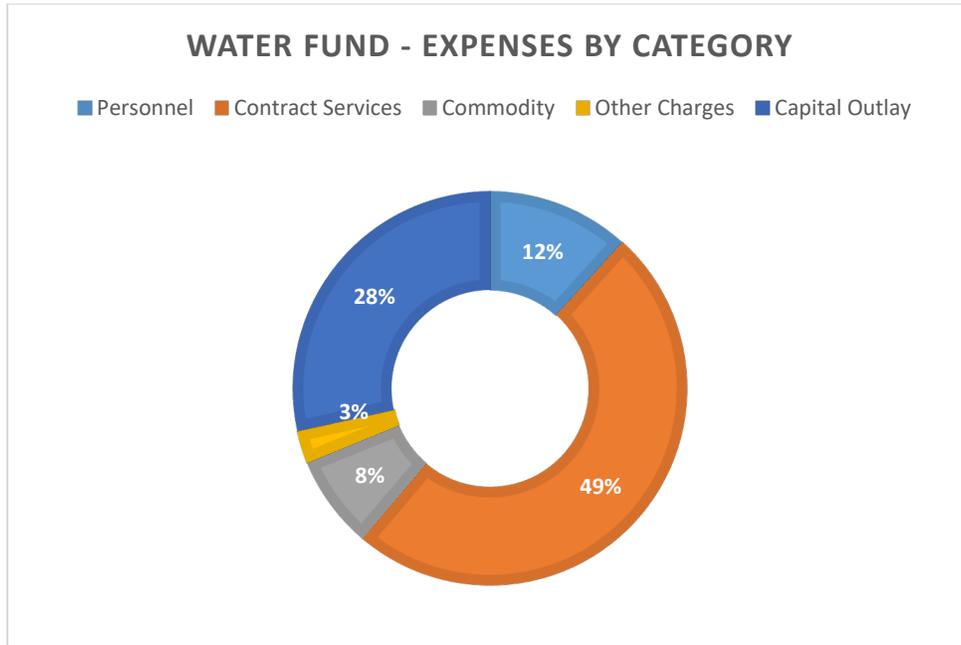
Ending Fund Balance \$123,059,787

% of Total Budget	11.72%	49.47%	7.68%	2.66%	71.53%	28.47%	0.00%	100.00%
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**Projects Funded in 2025 Budget**

- Return Flow Delivery Improvement (Coal Creek Structure)
- Central Weld Water Line 30"
- Colorado Big Thompson Water Unit Purchase(s)
- Raw Water Park Conversion
- Milavec Delivery Improvement
- Pumphouse Raw Water Repairs
- Go Outdoors Frederick 2050 (20% Share)
- AMI Water Meters
- Plow Hook Truck - Single Axle (15% Share)
- Plow Hook Truck - Tandem (15% Share)
- Plow Hook Truck(s) Upfitting
- Air Compressor (33% Share)

The chart below details the expenditures for the Water Fund by category. The largest cost category is contract services due to the annual Northern Integrated Supply Project payment, engineering professional services, water assessments, and Central Weld water purchases. Capital outlay closely follows with the above-mentioned projects for 2025.



**Water Fund - Full Time Employees**

Department	No. of Full Time Employees
Administration	10.80
Operations	4.90
<b>Total</b>	<b>15.70</b>

**Water Fund Goals and KPIs**

In addition to the projects that have been funded in the 2025 budget, the Water Fund establishes goals and key performance indicators that tie back to our strategic plan and are detailed below.

**Water Fund Goals and Key Performance Indicators (KPI)**

**Performance Measures**

**Strategic Foundation: Safe & Secure**

**Objective:**

Provide and maintain public safety in our community.

**Strategy:**

Respond to quality of life issues impacting the citizens of Frederick.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of calls/emails from the public with water concerns	90	68	70	
<i>Performance:</i>				
Percentage of water related calls/emails responded to in 48 hour period	80%	95%	90%	Goal: 100%

**Strategic Foundation: Safe & Secure**

**Objective:**

Provide and maintain safe infrastructure in our community.

**Strategy:**

Provide community education on water.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of community/outreach events	3	8	8	
<i>Performance:</i>				
Number of community/outreach events supported	3	8	6	Goal: 100%, not able to attend some Tour and Talks and Miner's Day in 2024

**Strategic Foundation: Fiscal Responsibility Governance**

**Objective:**

Provide high quality services that manage drainage funding appropriately.

**Strategy:**

Ensure that funds appropriated and budgeted for capital projects are spent as approved.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Public Funds encumbered for capital water projects	\$16,852,050	\$4,857,000	\$5,005,000	
<i>Performance:</i>				
Percentage of dollars budgeted versus dollars spent on capital water projects	95%	80%	58%	Some projects were removed from CIP and a number of projects were delayed to 2026. Goal: 100%

**Performance Measures**

**Strategic Foundation: Strategic, Reliable, & Sustainable Infrastructure**

**Objective:**

Ensure the provision of high-quality and reliable public water service.

**Strategy:**

Maintain and improve public water infrastructure to ensure safety and efficiency.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of fire hydrants flushed annually.	218	326	158	Lead SRV Line inventory took place in 2024.
<i>Performance:</i>				
Percentage of hydrants flushed annually.	33%	100%	48%	Goal: 50% of 652 hydrants/year
<b>Measure:</b>				
<i>Workload:</i>				
Number of Main Water valves to exercise annually.	0	927	797	Program started 11/2023 Lead SRV Line inventory took place in 2024.
<i>Performance:</i>				
Percentage of Water valves exercised annually.	0%	2%	86%	Goal: 50% of 1,854 valves/year

**Strategic Foundation: Effective, Efficient & Strategic Governmental Operations**

**Objective:**

Enhance efficiency by adopting smart Iperl metering technology.

**Strategy:**

Replace outdated meters with new Iperl meters in a phased and systematic approach.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Annual target number to replace.	821	0	855	Goal: Install 821 meters annually
<i>Performance:</i>				
Percentage of meters replaced annually.	50%	0%	50%	

**Strategic Foundation: Safe & Secure**

**Objective:**

Ensure workplace safety by maintaining a zero-incident environment.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Annual Number of Incidents.	n/a	n/a	0	Goal: Zero accidents annually
<i>Performance:</i>				
Percentage of Accidents.	0%	0%	0%	Consistently maintain 0% rate

# STORM WATER FUND



## STORM WATER FUND

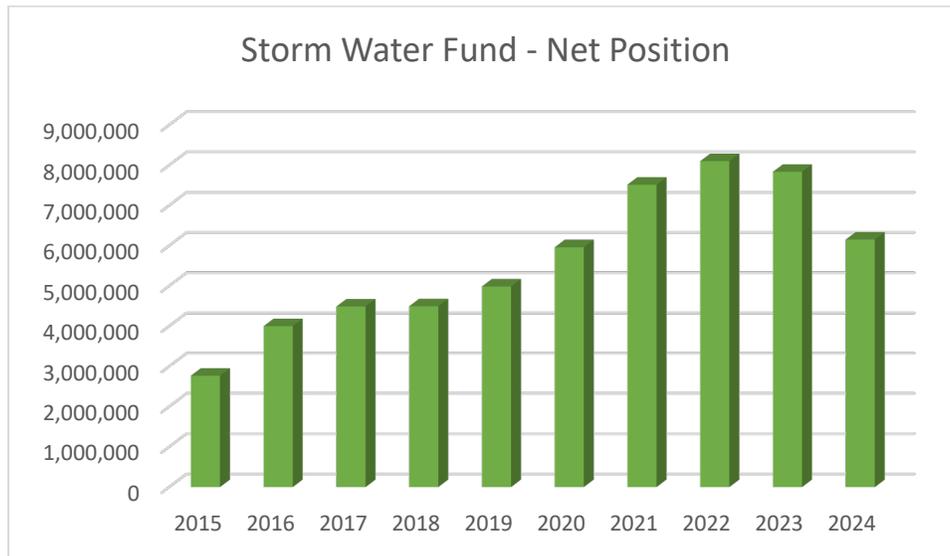
The Storm Water Fund was established with the creation of the storm water utility in 2008, for the purpose of protecting people and property from harm and damage resulting from uncontrolled and unplanned storm water runoff. This allows the movement of emergency vehicles during flood events and minimizes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

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

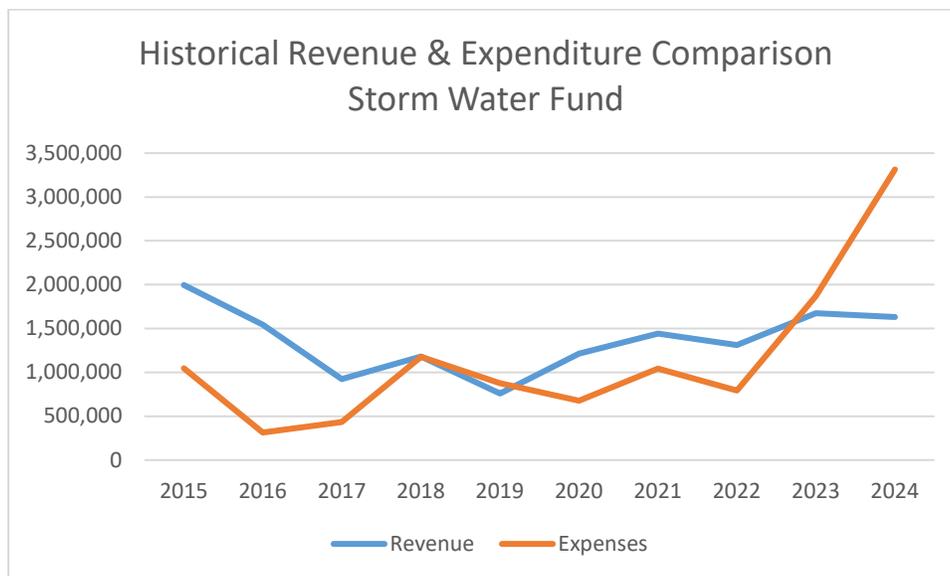
The capital improvement fees are set to ensure that new development is contributing its fair share to the costs of construction of capital improvement projects needed to support new development. Following a review of the storm water capital improvement fees in 2011, current fees were set at \$977 per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



**Storm Water Fund – Fund Balance and Fund Summary**



The increases in net position in recent years are the result of budget surpluses. As the following graph illustrates, a steady increase in fund balance has occurred since 2015. This increase is due to operational expenses remaining lower than received charges for service and fee revenues. The last two fiscal years have seen a decline in Drainage Impact Fees, which are driven by building permits.



Note: This graph reflects all revenues and expenses.

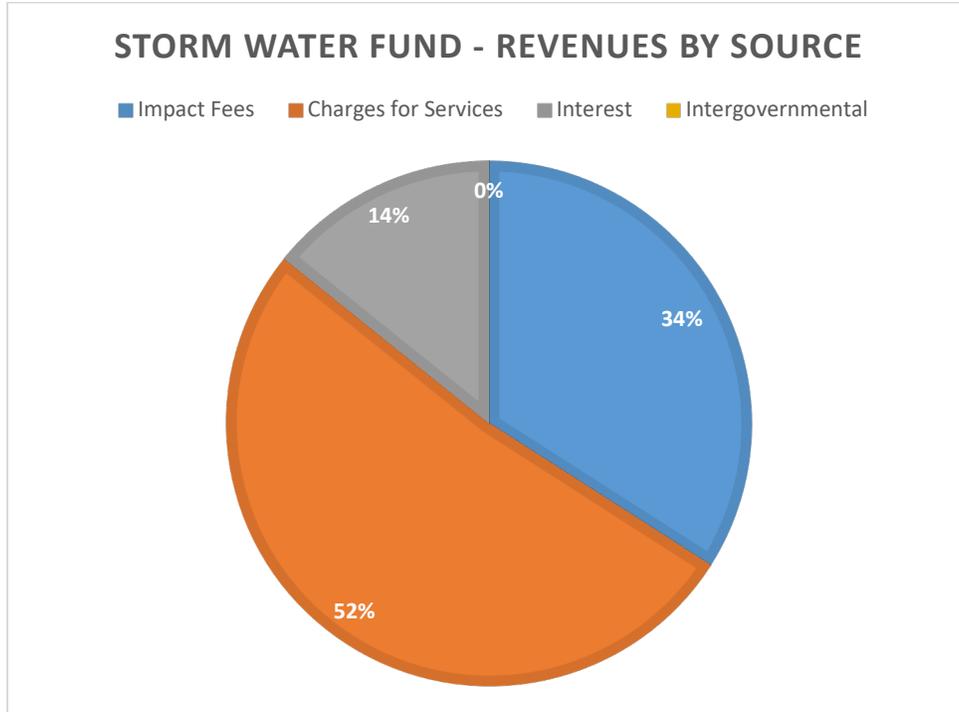
The 2025 budget for the Storm Water Fund includes total revenues of \$1,585,000, of which \$830,000 are operating revenues. This amount is \$74,000 more than what was budgeted in 2024, due to properly budgeting for anticipated Interest Income in 2025. Planned expenditures are \$2,712,360, which is \$624,490 less than what was budgeted in 2024 due to a considerable reduction in capital projects in order to slow the reduction of fund balance.

**Storm Water Fund Budget**

<b>Storm Water Fund</b>	2023 Actuals	2024 Actuals Jan - Oct	2024 Adopted Budget	2024 Year-End Estimates	2025 Proposed Budget
Beginning Fund Balance	8,033,369	7,835,084	7,835,084	7,835,084	6,151,995
<b><u>Revenues:</u></b>					
Charges for Services	1,452,652	683,837	850,000	820,605	820,000
Miscellaneous Revenue	8,861	7,408	10,000	8,889	10,000
<b>Total Operating Revenues</b>	<b>1,461,513</b>	<b>691,245</b>	<b>860,000</b>	<b>829,494</b>	<b>830,000</b>
<b><u>Expenses:</u></b>					
Operations & Maintenance	1,704,952	1,253,105	1,526,850	1,503,726	2,101,360
Capital Outlay	-	-	1,680,000	1,680,000	446,000
Depreciation	166,467	-	130,000	130,000	165,000
<i>Transfer Out</i>	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>1,871,419</b>	<b>1,253,105</b>	<b>3,336,850</b>	<b>3,313,726</b>	<b>2,712,360</b>
Operating Income (Loss)	(409,906)	(561,861)	(2,476,850)	(2,484,233)	(1,882,360)
<b><u>Non-Operating Revenues (Expenses):</u></b>					
Capital Revenues	-	488,453	601,000	586,144	480,000
Miscellaneous Revenue	-	-	50,000	-	50,000
Interest Income	211,621	-	-	215,000	225,000
<i>Transfer In</i>	-	-	-	-	-
<b>Total Non-Operating Revenues (Expenses)</b>	<b>211,621</b>	<b>488,453</b>	<b>651,000</b>	<b>801,144</b>	<b>755,000</b>
<b>Excess (Deficiency) of Revenues and Other Sources over Expenses</b>	<b>(198,285)</b>	<b>(73,407)</b>	<b>(1,825,850)</b>	<b>(1,683,089)</b>	<b>(1,127,360)</b>
<b>Ending Fund Balance</b>	<b>7,835,084</b>	<b>7,761,677</b>	<b>6,009,234</b>	<b>6,151,995</b>	<b>5,024,635</b>

**Storm Water Fund Revenues**

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



The Storm Water Fund – Revenue Sources table below lists the major revenue sources, as well as the amounts that are projected for 2024.

Storm Water Fund Revenue Sources		
Source	Amount	% of Total
Impact Fees	540,000	34%
Charges for Services	820,000	52%
Interest	225,000	14%
Intergovernmental	0	0%

**Storm Water Fund Expenditures**

Storm Water expenditures for the 2025 budget are both operating and capital in nature. The Storm Water Fund has \$446,000 budgeted for capital outlay, designated towards Storm Water Drainage Improvement OSP and the fund share of two Plow Hook Trucks to support an improved Snow Removal Plan.

**TOWN OF FREDERICK  
ANNUAL BUDGET  
FY 2025**

**STORM WATER FUND | EXPENSE SUMMARY**

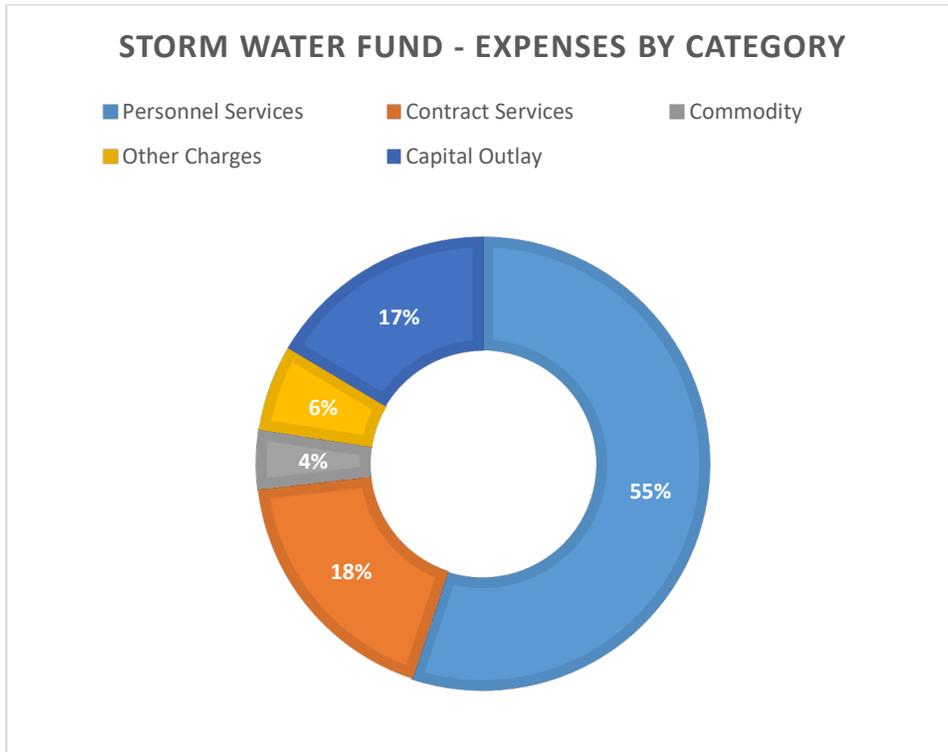
	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Engineering	---	278,850	28,505	1,600	308,955	280,000	---	588,955
Public Works	---	206,465	85,440	---	291,905	166,000	---	457,905
General Operations	1,494,000	6,500	---	165,000	1,665,500	---	---	1,665,500
<b>Totals</b>	<b>\$1,494,000</b>	<b>\$491,815</b>	<b>\$113,945</b>	<b>\$166,600</b>	<b>\$2,266,360</b>	<b>\$446,000</b>	<b>\$0</b>	<b>\$2,712,360</b>

Total Cash Available								\$7,736,995
Ending Fund Balance								\$5,024,635
% of Total Budget	55.08%	18.13%	4.20%	6.14%	83.56%	16.44%	0.00%	100.00%

**Projects Funded in 2025 Budget**

- Stormwater Improvement OSP Project
- Air Compressor (15% Share)
- Plow Hook Truck - Single Axle (15% Share)
- Plow Hook Truck - Tandem (15% Share)

The chart below details the expenditures for the Storm Water Fund by category. This fund is fairly capital and labor intensive as reflected in the 2025 cost categories.



**Storm Water Fund - Full Time Employees**

Department	No. of Full Time Employees
Administration	6.90
Operations	6.55
<b>Total</b>	<b>13.45</b>

**Storm Water Fund Goals and KPIs**

In addition to the projects that have been funded in the 2025 budget, the Storm Water Fund establishes goals and key performance indicators that tie back to our strategic plan and are detailed below.

**Storm Water Fund Goals and Key Performance Indicators (KPI)**

**Performance Measures**

<b>Strategic Foundation: Safe &amp; Secure</b>				
<b>Goal:</b>				
Provide and maintain public safety in our community.				
<b>Objective:</b>				
Respond to quality of life issues impacting the citizens of Frederick.				
<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of calls/emails from the public concerning drainage.	8	27	120	
<i>Performance:</i>				
Percentage of drainage related calls/emails responded to in 48 hour period.	100%	98%	95%	Goal: 100%
<b>Strategic Foundation: Strategic, Reliable &amp; Sustainable Infrastructure</b>				
<b>Objective:</b>				
Provide high quality services that manages drainage appropriately.				
<b>Strategy:</b>				
Ensure new development provides system improvements that meet Town standards.				
<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of floodplain permit applications.	5	6	5	
<i>Performance:</i>				
Percentage of floodplain permits reviewed in 2 week period.	75%	100%	85%	Goal: 100%
<b>Strategic Foundation: Fiscal Responsibility Governance and Operational Excellence</b>				
<b>Objective:</b>				
Provide high quality services that manage drainage funding appropriately.				
<b>Strategy:</b>				
Ensure that funds appropriated and budgeted for capital projects are spent as approved.				
<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Public Funds encumbered for capital drainage projects.	\$800,000	\$1,890,000	\$2,423,979	CO Bella CIP, C28
<i>Performance:</i>				
Percentage of dollars budgeted versus dollars spent on capital drainage projects.	20%	25%	82%	Goal: 80%

**Strategic Foundation: Strategic, Reliable & Sustainable Infrastructure**

**Objective:**

Maintain curb, gutter and public roadways for adequate drainage.

**Strategy:**

Complete scheduled sweeping rotation throughout the town.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Lane miles of streets to be serviced by street sweeper.	220	220	222	Fall season extended sweeper service
<i>Performance:</i>				
Average number of times each street is swept per year.	10	10	12	Goal: Sweep all zones 10 times

**Strategic Foundation: Strategic, Reliable & Sustainable Infrastructure**

**Objective:**

Maintain the Town's storm water infrastructure.

**Strategy:**

Complete scheduled preventative maintenance on trickle channels and retention ponds.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<i>Workload:</i>				
Number of retention ponds and trickle channels.	N/A	19	19	
<i>Performance:</i>				
Percentage of assignments completed.	N/A	90	100	Goal: 100%

# FIDUCIARY FUND



# OIL ROYALTY TRUST FUND



## OIL ROYALTY TRUST FUND

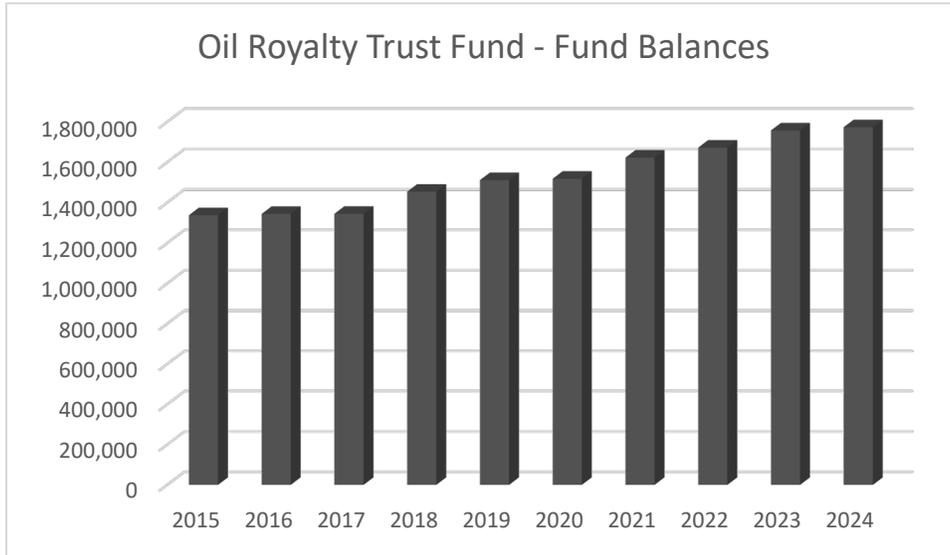
The Oil Royalty Trust Fund was established to receive revenues from oil royalties. The funds are then used for capital improvements, economic development purposes, and other community-beneficial programs, including donations to non-profit organizations and the Frederick Scholarship Program.

The Frederick Scholarship Program is administered by the Scholarship Commission, which is appointed by the Board of Trustees. The program awards scholarships to residents of the Town of Frederick seeking continuing and higher education. The program focuses on areas of exemplary citizenship, commitment to the community and higher education, scholastic and personal achievement, and personification of the Frederick brand promise.

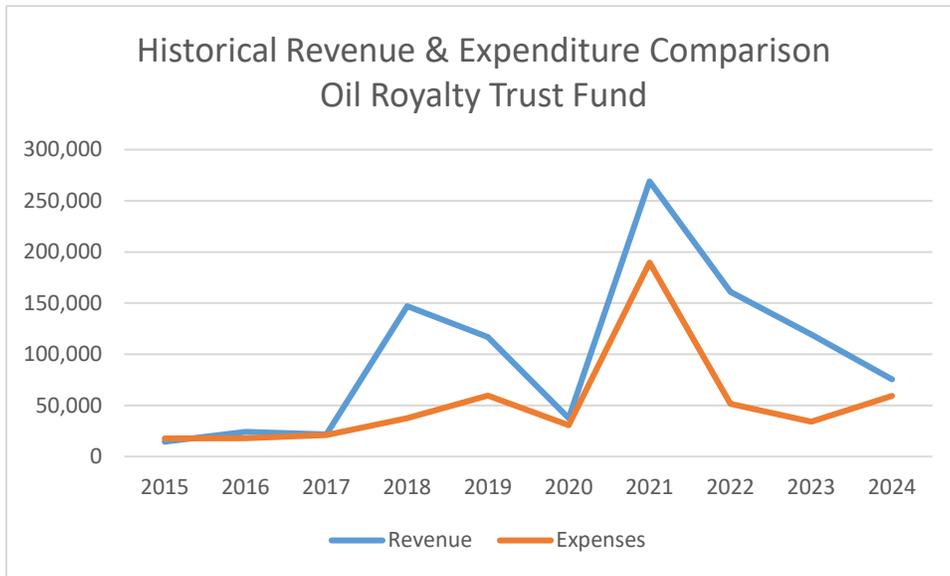
The Community Funding Program is administered by the Board of Trustees, who oversee any and all requests for donations from non-profit organizations. This program allows these organizations to request support for initiatives, events, and programming that contributes to the positive image of Frederick. Requests must demonstrate financial need and exhibit how the event connects to the Frederick community.



**Oil Royalty Trust Fund - Fund Balance and Fund Summary**



Increases in fund balance are the result of budget surpluses. As the following graph illustrates, the town has had a steady fund balance gain in the Oil Royalty Trust Fund from 2015 through 2025.



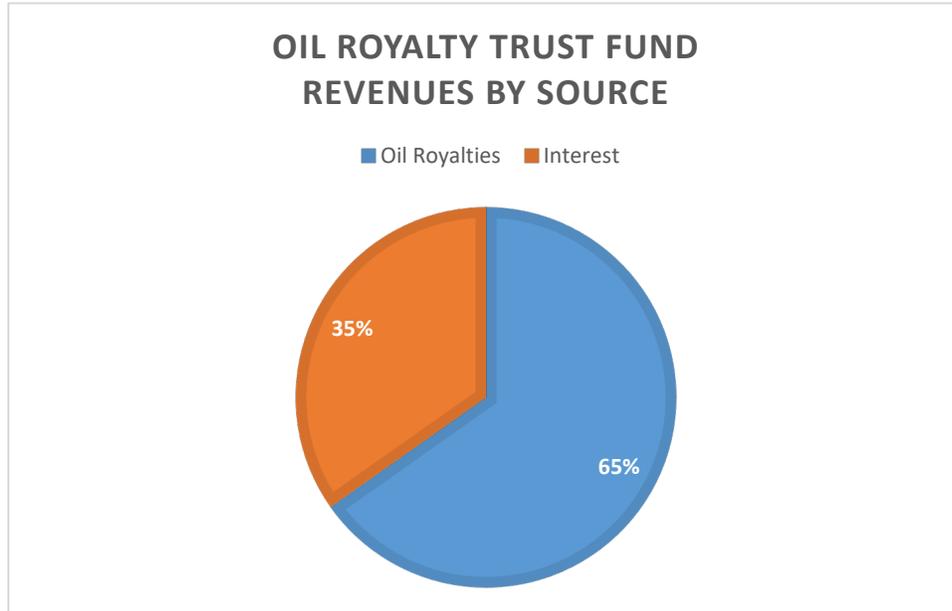
The 2025 Oil Royalty Trust Fund budget includes total revenues of \$92,000, reflecting a \$23,000 decrease from the 2024 budget due to a reduction in projected royalties. The 2025 budget also features total expenditures of \$73,000, indicating a \$8,000 increase from the 2024 budget due to additional donations and scholarship applications.

**Oil Royalty Trust Fund Budget**

<b>Oil Royalty Trust Fund</b>	2023 Actuals	2024 Actuals Jan - Oct	2024 Adopted Budget	2024 Year-End Estimates	2025 Proposed Budget
Beginning Fund Balance	1,672,516	1,757,555	1,757,555	1,757,555	1,773,578
<b><u>Revenues:</u></b>					
Intergovernmental	89,215	62,853	115,000	75,423	60,000
Earnings on Investment	30,024	-	-	-	32,000
Transfer In	-	-	-	-	-
Total Operating Revenues	<u>119,239</u>	<u>62,853</u>	<u>115,000</u>	<u>75,423</u>	<u>92,000</u>
<b><u>Expenditures:</u></b>					
Operations & Maintenance	-	-	-	-	-
Donation & Scholarship	34,200	49,500	65,000	59,400	73,000
Transfer Out	-	-	-	-	-
Total Expenditures	<u>34,200</u>	<u>49,500</u>	<u>65,000</u>	<u>59,400</u>	<u>73,000</u>
<b>Excess (Deficiency) of Revenues and Other Sources over Expenditures</b>	<u><b>85,039</b></u>	<u><b>13,353</b></u>	<u><b>50,000</b></u>	<u><b>16,023</b></u>	<u><b>19,000</b></u>
<b>Ending Fund Balance</b>	<u><b>1,757,555</b></u>	<u><b>1,770,908</b></u>	<u><b>1,807,555</b></u>	<u><b>1,773,578</b></u>	<u><b>1,792,578</b></u>

**Oil Royalty Trust Fund Revenues**

The main components of Oil Royalty Trust Fund revenues consist primarily of royalties collected from oil production in the surrounding area and interest earned. The chart below illustrates the proportion of each major revenue source in relation to the total Oil Royalty Trust Fund revenues.



The Oil Royalty Trust Fund - Revenue Sources table below lists the major revenue sources, as well as the amounts that are projected for 2025.

Oil Royalty Trust Fund Revenue Sources		
Source	Amount	% of Total
Oil Royalties	60,000	65%
Interest	32,000	35%
Intergovernmental	0	0%

**Oil Royalty Trust Fund Expenditures**

The expenditures in this fund are comprised of community donations and scholarships, with no associated capital outlay or debt service costs.

**TOWN OF FREDERICK  
ANNUAL BUDGET  
FY 2025**

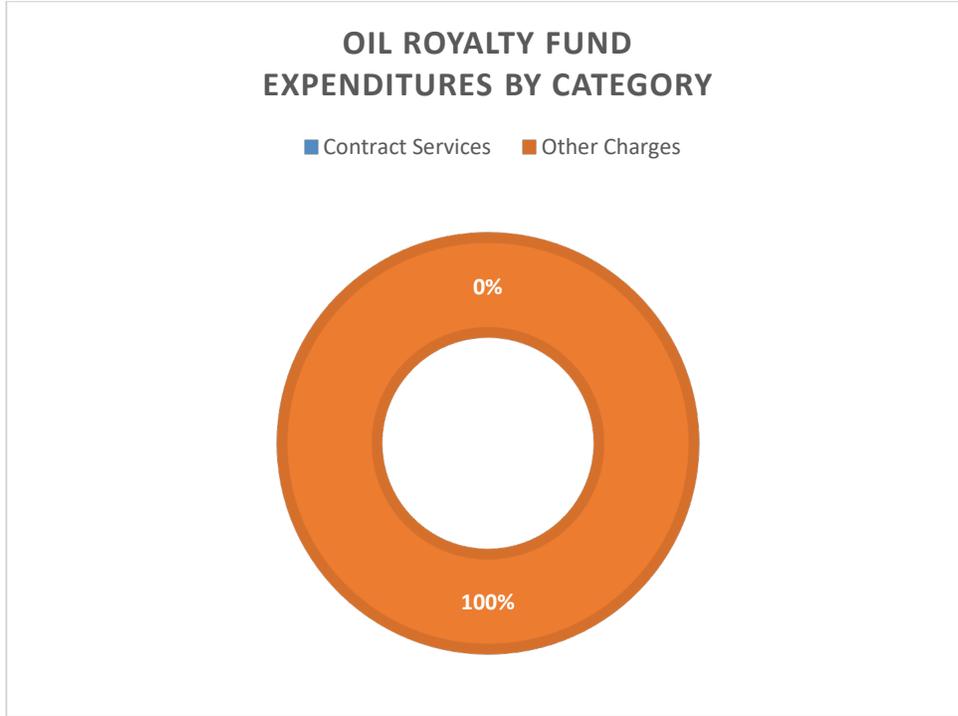
**OIL ROYALTY TRUST FUND | EXPENSE SUMMARY**

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Oil Royalty	---	0	---	73,000	73,000	---	---	73,000
Totals	\$0	\$0	\$0	\$73,000	\$73,000	\$0	\$0	\$73,000
Total Cash Available								\$1,865,578
Ending Fund Balance								\$1,792,578
% of Total Budget	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%	100.00%

**Projects Funded in 2025 Budget**

- Scholarships
- Donations to local programs

The chart below details the expenditures for the Oil Royalty Trust Fund by category. In 2025, the only expenditure will be other charges, which include scholarships and donations to local agencies.



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

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

**Oil Royalty Trust Fund Goals and KPIs**

In addition to the projects that have been funded in the 2025 budget, the Oil Royalty Trust Fund establishes goals and key performance indicators that tie back to our strategic plan and are detailed below.

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

**Performance Measures**

**Strategic Foundation: Dynamic, Reliable, & Connected Community**

**Goal:**

Connected Community.

**Objective:**

Fostering local talent and investing in the future of our town through educational scholarship opportunities.

<b>Measure:</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Comments</b>
<b>Workload:</b>				
Number Scholarship recipients.	4	2	8	20 applicants total for 2024
<b>Performance:</b>				
Percentage of recipients who received the funds.	100%	100%	100%	Goal: 100%

# APPENDIX



## GLOSSARY OF TERMS

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

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

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

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

**ASSETS:** Property owned that is regarded as having value.

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

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

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

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

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

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

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

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

**CPI:** Consumer price index.

**DEBT:** A financial obligation resulting from borrowed money.

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

**DEPARTMENT:** Major unit of organization in the town.

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

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

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

**DIVISION:** Sub-unit of a department.

**DOLA:** Department of Local Affairs.

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

**ETS:** Enterprise Technology Service.

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

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

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

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

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

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

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

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

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

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

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

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

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

**IT:** Information technology.

**LEAF:** Law Enforcement Assistance Fund.

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

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

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

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

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

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

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

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

**PBB:** Program Based Budgeting.

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

**PROJECTION:** Estimation of future revenues and/or expenditures.

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

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

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

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

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

**TRANSFERS:** Amounts transferred from one fund to another.

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

## TRANSFER SUMMARY

	Transfers In	From	Transfers Out	To
<b>GENERAL FUND</b>				
	\$350,000	Public Safety Fund		
			\$2,000,000	Capital Facilities Fund
			\$157,600	Event Fund
			\$174,000	Street & Alley Fund
<b>SPECIAL REVENUE FUNDS</b>				
		Public Safety Fund	\$350,000	General Fund
Events Fund	\$157,600	General Fund		
Street & Alley Fund	\$174,000	General Fund		
Art in Public Places Fund	\$15,000	Street and Alley Fund	\$15,000	Art in Public Places Fund
Capital Facilities Fund	\$2,000,000	General Fund		

### Fund Transfers

Fund transfers are used in multiple funds that the town utilizes on an annual basis. The Public Safety Fund regularly transfers received impact fees to the General Fund to support Police Department capital projects. The Art in Public Places Fund is supported by a one percent fee charged to capital construction projects valued at greater than \$25,000, which is managed by annual transfers from the Street and Alley Fund. The Events Fund is supported by a regular \$40,000 Board contribution and 50% subsidy from the General Fund to support event operations. The General Fund supported the non-grant funded portion of streets infrastructure improvements, with a transfer to the Street & Alley Fund of \$174,000. Finally, the General Fund also funded a \$2,000,000 transfer to the Capital Facilities Fund for a downtown property acquisition.

## STAFFING SUMMARY

	2023	2024	2025
Fund/Department	Actual	Budget	Budget Proposal
<b>Governmental Funds</b>			
General Fund:			
Administration	11.35	11.45	8.15
Economic Development-Admin	1.20	1.80	1.80
Economic Development-Planning	3.80	4.00	4.30
Economic Development-Buildings	4.40	3.60	3.60
Economic Development-GIS	1.40	2.80	1.70
Economic Development-Neighborhood Services	0.00	1.00	1.00
Finance Dept	1.80	2.20	1.95
Municipal Court	1.00	1.00	1.00
Police Dept	42.00	44.00	46.00
Parks & Open Space (prior Golf Fund)	4.00	4.20	4.80
Public Works-Admin	1.55	1.35	0.20
Public Works-Engineering	0.55	0.55	0.50
General Fund Total:	73.05	77.95	75.00
Street & Alley Fund	10.60	11.50	10.85
Public Safety Fund	0.00	0.00	0.00
Conservation Trust Fund	0.00	0.00	0.00
Parks & Open Space Fund	10.90	15.05	20.00
Capital Facilities Fund	0.00	0.00	0.00
Events Fund	0.00	0.00	0.00
Art In Public Places Fund	0.00	0.00	0.00
Fleet Fund	3.00	3.00	3.00
Facilities Fund	3.00	3.00	3.00
<b>Proprietary Funds</b>			
Water Fund	13.15	13.70	15.70
Storm Water Fund	9.30	11.80	13.45
<b>Fiduciary Funds</b>			
Oil Royalty Fund	0.00	0.00	0.00
<b>Total FTEs:</b>	<b>123.00</b>	<b>136.00</b>	<b>141.00</b>

### Changes to FTEs in 2025

There were 5 additional full-time positions approved in the 2025 budget. The positions added town-wide include a Community Engagement Specialist I, POST Technician, POST Specialist, and two Police Department Recruits. All positions are allocated across town funds based on the amount of time and effort spent on fund activities. Exact FTE variances by fund from prior years will not always match, due to allocated effort being adjusted annually by department directors and the addition of any approved mid-year staff.