



2026 Annual Budget



Built On What Matters

FrederickCO.gov





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Frederick
Colorado**

For the Fiscal Year Beginning

January 01, 2025

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, 2025**. 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

January 1, 2026

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 2026 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 2026 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 2026, 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 2026, 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, 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 2026 budget development, we continued to create meaningful links back to *Our Strategic Foundation* in our sixth 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 2026, we anticipate this to be 188 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 2026. Expenditures include both expenditures and transfers out. Total projected fund balance across all funds at the end of 2026 is \$158,510,594.

Fund	Revenue Resources	Estimated Expenditures
General Fund	\$36,911,679	\$25,680,460
Street and Alley Fund	8,690,915	6,677,600
Water Fund	138,680,806	11,320,150
Storm Water Fund	8,205,560	1,934,250
Conservation Trust Fund	667,686	0
Parks & Open Space Fund	7,477,148	3,088,100
Capital Facilities Fund	42,580,807	39,246,525
Facilities Fund	589,395	560,150
Fleet Fund	1,607,415	1,572,550
Events Fund	642,562	254,925
Art in Public Places Fund	200,227	45,000
Public Safety Fund	92,203	89,000
Oil Royalty Trust Fund	2,705,902	73,000
Total	\$249,052,304	\$90,541,710

General Fund

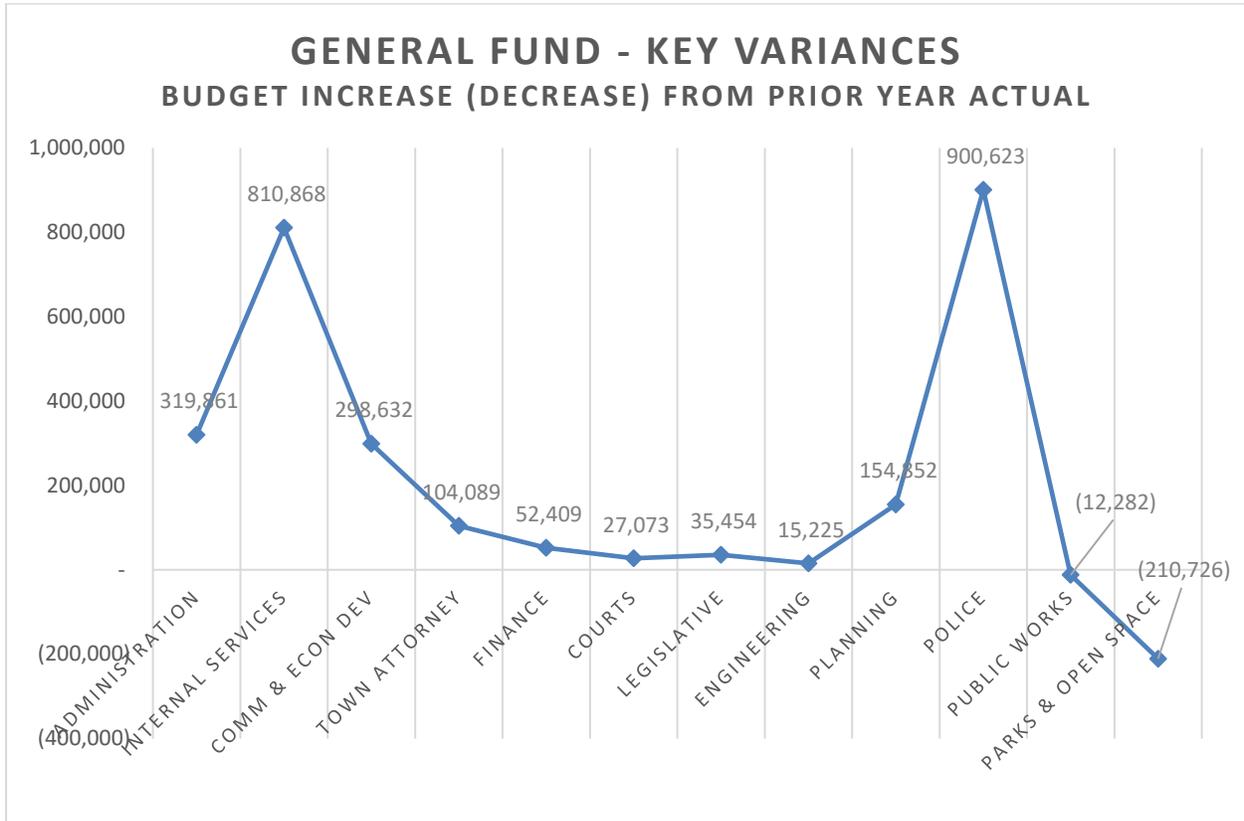
In 2026, we anticipate economic growth to remain static from the 2% revenue gain in 2025. We are projecting 2025 General Fund revenues to come in lower than budget by approximately 10.9% or \$2,281,326. The majority of these revenues are associated with a decrease in taxes and fees, and license and permits.

At the end of 2026, the General Fund is expected to have an ending unreserved fund balance of 188 days or 52% 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 2025 Actuals: 12.2% | \$2,283,856
 - Total projected Revenues: \$20,982,750
 - Property Tax Revenue will remain static compared to 2025 Actuals, with a slight reduction of (\$36,595) due to stable assessed property valuation(s)
 - Sales Tax and Fee Revenues expected to increase compared to 2025 *Actuals* by approximately \$1,519,888, due to the increase of expected retail activity surrounding the newly established grocery marketplace and slowed tax revenue growth last year
 - Sales Tax Revenues specifically expected to decrease compared to 2025 *Budget* by (\$1,586,000) (13%), as consumer spending has decreased from 15% year-over-year sales tax gains since 2020

- License and Permit Revenues expected to also increase compared to 2025 Actuals by approximately \$417,106 due to static residential building development, but with increased impact fee rates implemented in late 2025
 - Charges for Services Revenues were a new category for 2025, due to integration of Parks & Open Space (Golf Course) fee revenues into the General Fund, and are expected to slightly decrease (\$224,571) from a considerable increase over last year's budget
 - Grants & Contributions Revenues expected to increase compared to 2025 Actuals by approximately \$280,586, 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 \$89,000 from the Public Safety Fund, for the annual Police Department vehicle lease program and capital equipment acquisitions
 - Transfers In also include a newly implemented allocation of \$288,500 from the Frederick Urban Renewal Authority for staff admin time and effort associated with the entity
- Expenditures:
 - Total Expenditures expected to increase from 2025 Actuals: 30% | \$6,065,453
 - Total Expenditures: \$25,680,460; the 30% increase is largely attributed to all departments and divisions underspending their 2025 budgets by roughly 23% or \$6,001,663
 - Variance Analysis:
 - Administration Department, consisting of Town Manager, Human Resources, Community Engagement, Town Clerk, and Information Technology budgeted expenditures decreased over prior year budget by (\$747,810) due to intentional operating and maintenance activity being reduced by 10%
 - Community & Economic Development budgeted expenditures decreased over prior year budget by (\$629,385), due to the same 10% reduction and intentional suspension of the Business Attraction Grant for Downtown
 - Internal Services (Administration) budgeted expenditures increased over prior year budget by \$482,530 due to slight increases in property, casualty, and group insurance
 - Parks & Open Space activities specific to the Bella Rosa Golf Course were integrated into the General Fund in 2025; budgeted expenditures decreased over prior year budget by (\$356,450) in an effort to reduce the expected General Fund subsidy of \$598,300
 - Transfers Out increased over prior year budget by \$1,569,375, due to board-approved capital improvement projects, such as an intersection improvement to Bella Rosa Parkway and Colorado Boulevard for \$1,500,000, and debt service for a new Public Works facility for \$2,281,700
 - Other intentional cost-saving measures incorporated due to slowed revenue growth, include a hiring freeze and pausing all vacant positions through first quarter, and pausing further vehicle lease acquisitions

- The below chart indicates budget increases over prior year actuals, as opposed to prior year budget:



- Transfers Out of the General Fund include:
 - \$119,275 to Events Fund
 - \$1,500,000 to Street & Alley Fund
 - \$2,281,700 to Capital Facilities Fund
- Staffing:
 - All FTE additions on pause thru 1st Quarter 2026
- Capital:
 - Information Technology: Infrastructure Replacement and Strategic Plan Implementation Phase I (2025 carry-over)
 - Parks, Open Space, & Trails (POST): Tree Program, Capital Equipment Program, Parks & Golf Maintenance Facility - Renovation Design

Street and Alley Fund

The 2026 budget for the Street and Alley Fund will see an increase of expenditures compared to actuals projected for 2025 by approximately 18.3% percent or \$1,032,728. The increase can be directly attributed to an 18% underspend from last year. Capital Improvement Projects (CIP) will shift to maintenance only of existing infrastructure in the 2026 budget year, to allow fund balance reserves to replenish.

In 2026, we will continue to focus on intersection improvements, a speed management program, roadway and pedestrian maintenance projects, including the pavement maintenance program

and concrete repair. In addition, carry-over 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 \$530,700, associated with Colorado Boulevard improvements since 2006 and annual repayments of two interfund loans to the Water Fund and Oil Royalty Fund 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 increase from 2025 Actuals: 18.4% | \$993,214
 - Total Revenues: \$6,394,250
 - The increase in revenues is the result of a Transfer In from the General Fund for funding of an intersection improvement at Bella Rosa Parkway and Colorado Boulevard. The Board elected funding to occur out of the General Fund in order to preserve the 180-day reserve of the Street & Alley Fund.
- Expenditures:
 - Total Expenditures expected to increase from 2025 Actuals: 18.3% | \$1,032,728
 - Total Expenditures: \$6,677,600
 - Overall Street & Alley Fund 2025 actuals were underspent by (\$1,251,103) compared to 2025 budget, due to delays in general capital improvement project completion and intentional reductions in operational and maintenance activity
 - The key variance decrease from prior year budget is an intentional decrease in operational activity to allow the fund balance to rebuild for future infrastructure development
 - Debt Services (Roadway Bond & Interfund Loans): \$530,700
- Capital:
 - Engineering
 - Bella Rosa Pkwy/Colorado Boulevard Intersection Improvement
 - Right-of-Way Acquisition (Bella Rosa Parkway & Silver Birch)
 - Bella Rosa Parkway - Corridor Planning
 - Pavement Maintenance Program
 - Concrete Repair
 - Public Works
 - Plow Hook Truck-Single Axle (2025 carry-over)
 - Plow Hook Truck-Tandem (2025 carry-over)
 - Plow Hook Truck-Upfitting (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. As the result of a Water Rate Study in late 2024, the water rate structure of the Town was modified in early 2025.

- Revenues:
 - Total Revenues expected to decrease from 2025 Actuals: (13.5%) | (\$1,096,212)
 - Total Revenues: \$8,107,500

- Expected Charges for Services revenues are flat compared to 2025 Actuals, due to water rates restructured in 2025, which increased potable water sales by roughly 12%.
- The key revenue decrease in the Water Fund is attributed to a significant budgeted decrease of (114%) in Water Share Fees from last year's budget, driven by building permits
- Expenditures:
 - Total Expenditures expected to increase from 2025 Actuals: 2.0% | \$224,934
 - Total Expenditures: \$11,320,150
 - Variance Analysis:
 - Professional Services budgeted expenditures slightly decreased over prior year budget to include water element consultants, water legal assistance, Milavec Reservoir water treatment, a water reuse plan, Northern Integrated Supply Project design obligation, and Windy Gap Lease Storage
 - Infrastructure expenditures decreased over prior year budget with the completion of water meter replacements of 1,800 residential units
 - Water Rights investment with CBT unit water purchases were paused for the 2026 fiscal year after many consecutive years of acquisition
- Capital:
 - Engineering
 - Northern Integrated Supply Project (NISP)
 - NISP Treatment Feasibility Plan
 - Windy Gap Lease Storage
 - Water Reuse Plan
 - Augmentation Improvement Design & Construction (Lower Boulder Return Flow)
 - Public Works
 - Plow Hook Truck-Upfitting (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 decrease from 2025 Actuals: (46.1%) | (\$46,530)
 - Total Revenues: \$101,000
 - Revenues are remitted from the Department of Local Affairs and largely budgeted based upon historical trends
- Expenditures:
 - Total Expenditures expected to equal 2025 Actuals: 0% | \$0
 - Total Expenditures: \$0
 - No anticipated activity is planned for 2026

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 decrease from 2025 Actuals: (94%) | (\$44,292,270)
 - Total Revenues: \$2,821,700
 - The considerable revenue decrease is due to Proceeds from Bond Issuance occurring in 2025 for the construction of a new Public Works Facility
 - Transfer-In Revenue: Per Board direction, \$2,281,700 has been earmarked for the first year of the new Public Works Facility Debt Service 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 2025 Actuals: 254% | \$28,162,864
 - Total Expenditures: \$39,246,525
 - Budgeted expenditures include Professional Services, Building Construction, and Debt Service for the completion of the new Public Works Facility

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. Impact Fees were amended in late 2025, which included an increase to the drainage impact fee. The utility drainage fee has not been adjusted in many years and will be evaluated in the first quarter of 2026. The new budget year will focus on maintenance activity only, to include bridge repairs, swale improvements for runoff infiltration, and trickle channel infrastructure repair.

- Revenues:
 - Total Revenues expected to increase from 2025 Actuals: 10.9% | \$143,540
 - Total Revenues: \$1,466,000
 - The projected revenue increase is attributed to developer fee increases from impact fee changes in late 2025
- Expenditures:
 - Total Expenditures expected to decrease from 2025 Actuals: (4.9%) | (\$99,719)
 - Total Expenditures: \$1,934,250
 - Operations & Maintenance expenditures decreased over prior year budget by (\$417,110), due to planned reduction of infrastructure maintenance in order to preserve fund balance
 - Capital Outlay expenditures increased slightly over prior year budget by \$30,000, due to heavy equipment acquisition for plowhook truck upfitting
- Capital:
 - Public Works
 - Plowhook Truck Upfitting (share)

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 2025 Actuals: (22.4%) | (\$73,809)
 - Total Revenues: \$254,925
 - Projected revenue has remained flat from 2025 budget, while event sponsorships received in 2025 exceeded expectations
 - Transfers In to the Events Fund include the transfer of \$79,875 from the General Fund and \$40,000 from the Legislative Department (Board) of the General Fund
- Expenditures:
 - Total Expenditures expected to decrease from 2025 Actuals: (1.2%) | (\$3,196)
 - Total Expenditures: \$254,925
 - Budgeted expenditures are slightly reduced from prior year budget, with event operations projected at a (7%) reduction from 2025's budget

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 2025 Actuals: 26.7% | \$523,112
 - Total Revenues: \$2,483,000
 - Tax and Fee Revenues are expected to increase moderately over 2025 actuals, but drop by roughly 23% from last year's budget, due to sales tax projections tapering over substantial year over year growth since 2020
- Expenditures:
 - Total Expenditures expected to decrease over 2025 Actuals: (8.1%) | (\$271,705)
 - Total Expenditures: \$3,088,100
 - Budgeted operations and maintenance have been aligned with prior year actuals, which represents a decrease of (24%) over prior year budget
 - Variance Analysis:
 - Professional Services budgeted expenditures have decreased, but account for playground repairs, general contractor repairs, water quality control for Milavec Reservoir, and a Go Outdoors master plan, totaling \$360,000
 - Capital Outlay has decreased 34% or \$220,000 from prior year actuals with the below budgeted improvement projects
- Capital:
 - POST

- Go Outdoors Frederick 2050
- Bella Rosa Trail Extension (construction phase)
- Tree 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 decrease from 2025 Actuals: (75.9%) | (\$545,735)
 - Total Revenues: \$173,150
 - Budgeted department allocated revenues have decreased (77%) over prior year budget for facility operations and maintenance, due to intentional usage of internal fund balance
- The overall decrease is attributed to allocated revenues being adjusted in order alleviate departmental expense burden in the General Fund, due to a roughly 13% reduction in forecasted General Fund revenues in 2026
- Expenditures:
 - Total Expenditures expected to decrease from 2025 Actuals: (10.5%) | (\$65,638)
 - Total Expenditures: \$560,150
 - Capital Outlay has been paused for 2026 as renovations in existing buildings have been completed
 - Operational budgeted expenditures have slightly increased over prior year actuals by 2%, but overall expenditures have been reduced by an intentional 10% from prior year budget due to overall revenue projections tapering

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 decrease from 2025 Actuals: (35.3%) | (\$563,050)
 - Total Revenues: \$1,030,050
 - Budgeted department allocated revenues have decreased (35%) over prior year budget for the fleet vehicle lease program and maintenance, due to intentional usage of internal fund balance
- Expenditures:
 - Total Expenditures expected to increase from 2025 Actuals: 39.1% | \$442,059
 - Total Expenditures: \$1,572,550
 - Overall budgeted expenditures have remained flat from prior year budget, as additional vehicle leases have been paused through the second quarter in order to evaluate revenue trends
 - Vehicle lease costs continue to be the predominant expenditure of the fund

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 Vacant



Trustee Dan March



Trustee Mark Lamach



Trustee Adam Mahan

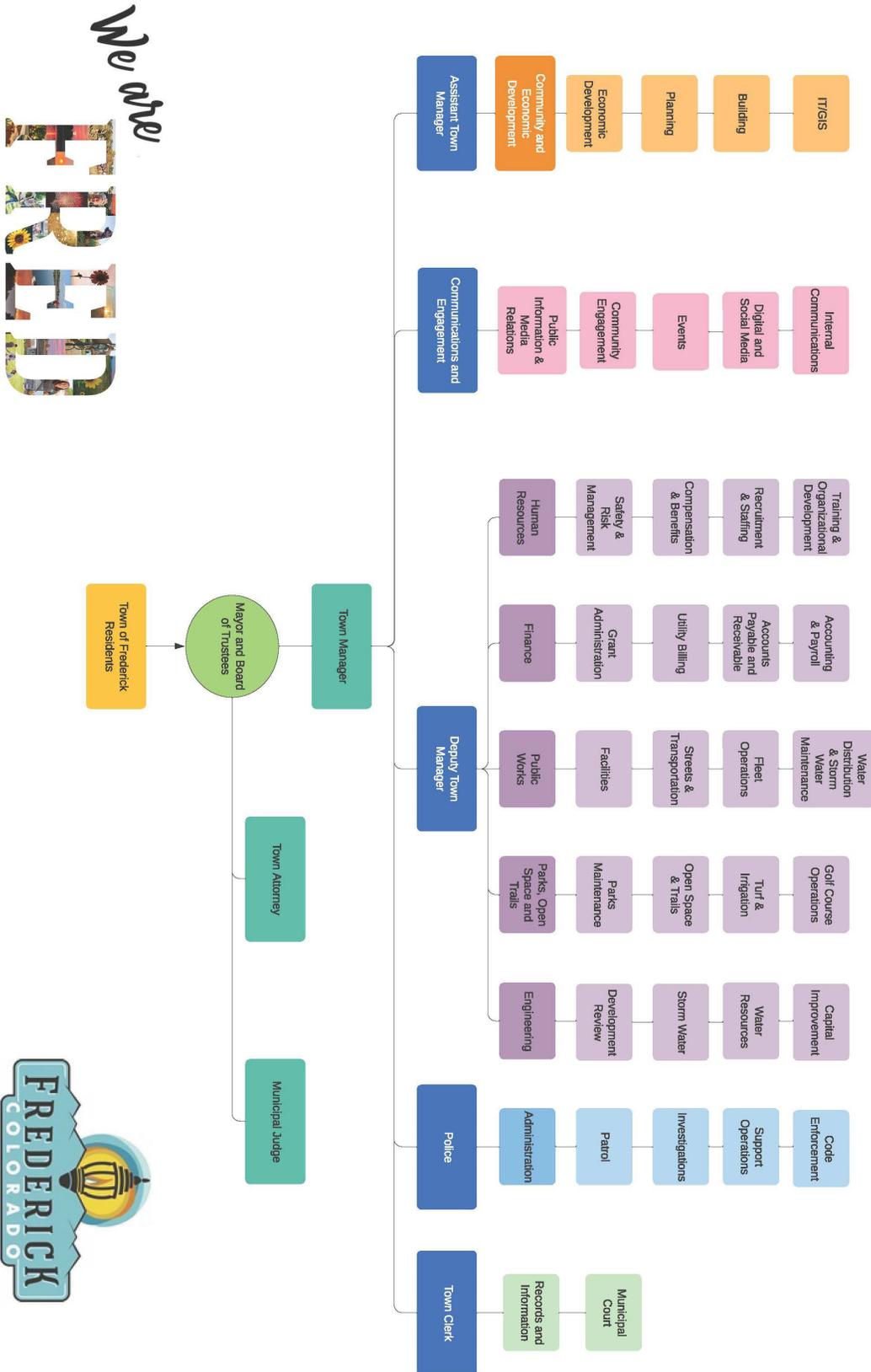


Trustee Windi Padia

TOWN MANAGER AND DEPARTMENT DIRECTORS

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

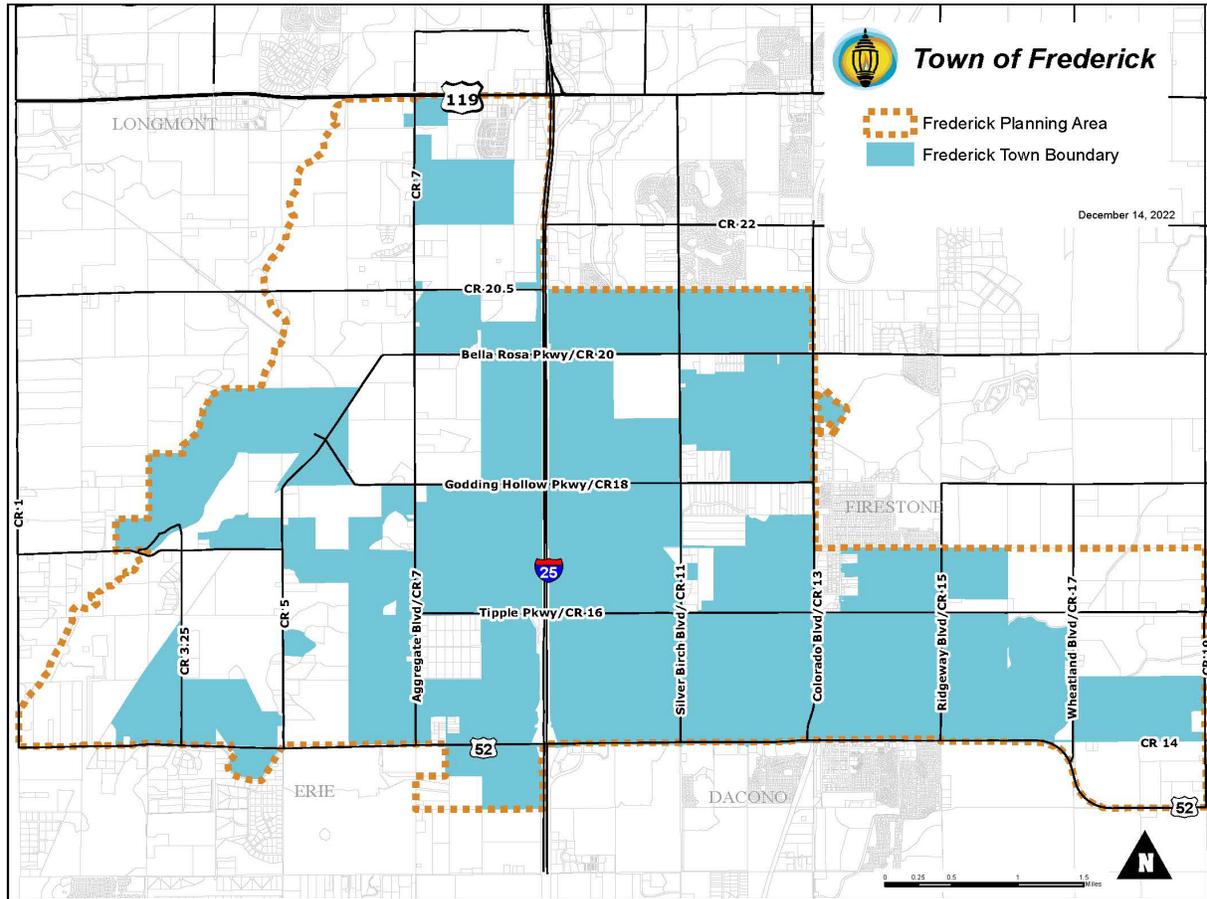
Commissioners are appointed by the Board of Trustees based on their personal and professional backgrounds relevant to the policy topic. The commission structure provides an excellent opportunity to gain community input in policy-making for the Town of Frederick.

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



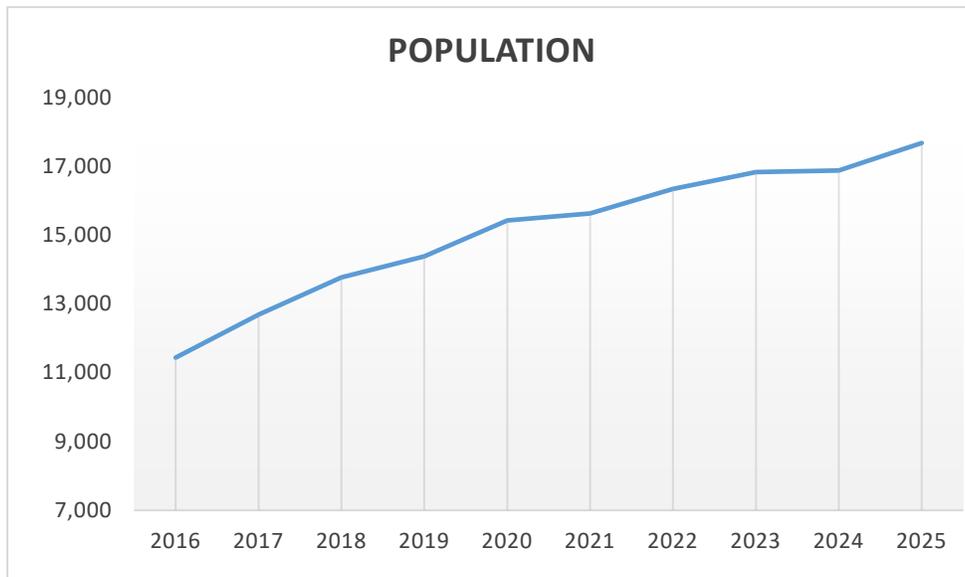
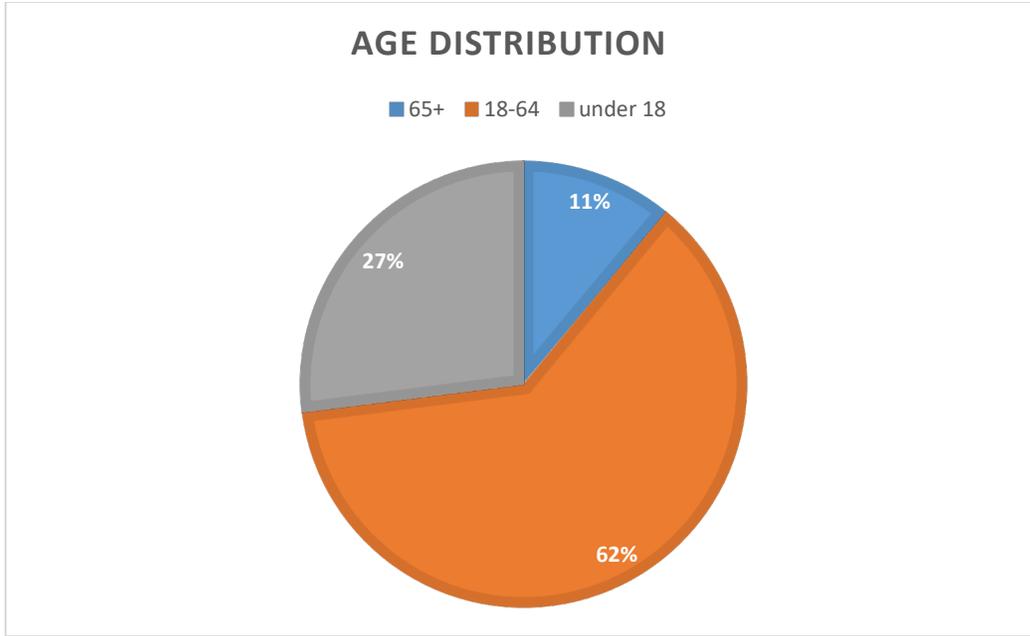
GENERAL INFORMATION

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 17,676 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 55 percent in the past ten years. The current population is approximately 17,676. Approximately 79% of the population has continued education beyond high school. The median income is \$127,011.



Employment by Industry

Occupation	% of Workforce
Agriculture, Mining, Utilities, and Construction	22.4%
Health, Education, and Social Services	14.1%
Manufacturing	13.7%
Retail Trade	11.4%
Professional, Technical, and Information Services	09.5%
Transportation, Warehousing, and Wholesale	08.3%

Major Employers in the Area

EMPLOYER	2025 EMPLOYMENT
Mark Young Construction, Inc	265
Agilent Technologies	220
Otter Products	158
FCI Constructors	152
Transwest Truck Trailer RV	121
Raptor Materials	120
Lipman Family Farms	120
Metal Sales Manufacturing	94
McDonald Farms	90
Hirsh Precision Products	75

Scope of Services

The Town of Frederick provides the following major services:

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

Employees and Benefits

The town currently has approximately 141 regular, full-time positions (exempt and non-exempt) for 2026. 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 2026, each officer must contribute twelve percent (12%) of their gross weekly wages and the town contributes eleven percent (11%) 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><u>Budget Guidance</u> Town Board holds goal setting sessions to identify priorities and level of service expectations for the upcoming budget year.</p>	
February			
March			
April			
May			
June	<p><u>Civic Engagement</u> Residents are encouraged to attend Community Tour & Talks and other events, including Town Board meetings to discuss how the Town should invest resources and focus to achieve outcomes.</p>		<p><u>Capital Improvement Plan</u> CIP Plan is updated</p> <p><u>Town Manager identifies Budget Priorities</u> Town Manager defines priorities based on Board direction</p>
July			<p><u>Proposed Budget Development</u> Departments prepare proposals and make recommendations based on priority and service level. The Town Manager develops a balanced Proposed Budget within the Town Board guidance</p>
August			
September		<p><u>Proposed Budget</u> Staff presents Proposed Budget for consideration no later than October 15th.</p>	
October		<p><u>Budget Work Sessions</u> Town staff meets with the Town Board to provide background information on the Proposed Budget. The Town Board requests additional information on specific budget issues from staff.</p>	<p><u>Budget Response & Refinement</u> Town staff respond to inquiries from Town Board and make modifications as suggested</p>
November	<p><u>Budget Public Hearing(s)</u> Residents comment on the proposed budget and offer suggestions to the Town.</p>		
December		<p><u>Final Budget Adoption</u> The Town Board makes final decisions and adopts the Town of Frederick Budget for the upcoming fiscal year. Must be completed no later than December 15th.</p>	

Budget Preparation

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

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

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

Public Hearings

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

Adoption of Budget and Appropriation of Funds

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

Budget Amendments

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

Supplemental Appropriation

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

Encumbrance Carryover

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

Budget Decreases

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

Level of Control and Budget Transfers

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

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

FINANCIAL POLICIES



REVENUE POLICIES

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

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

EXPENDITURE POLICIES

The General Fund is comprised of eight departments consisting of 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 2026 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.

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 2026 budget publication release, the FY2025 audit is in process and the 2024 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

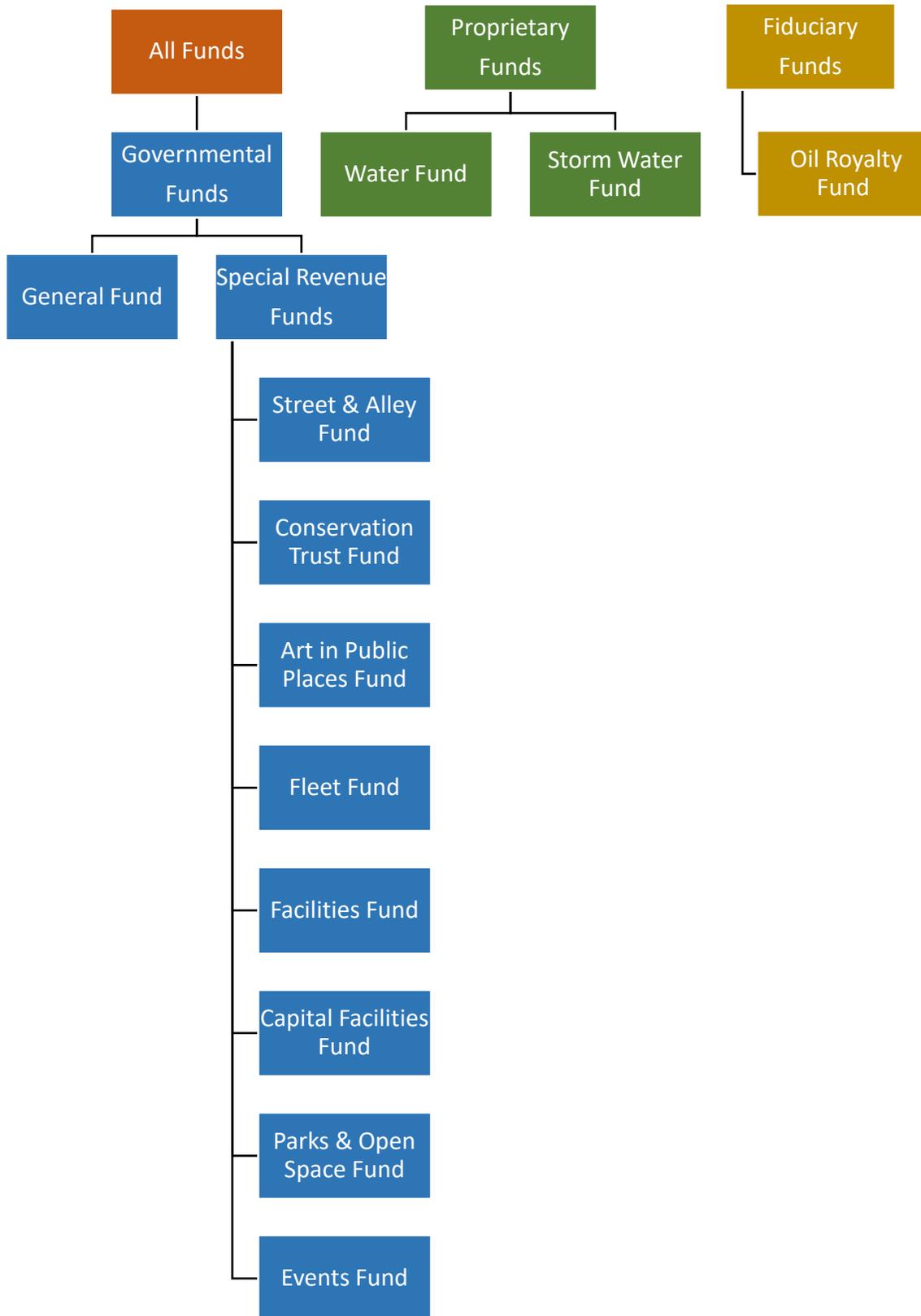
Enterprise Funds

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
Governmental Funds								
General Fund	✓	✓	✓	✓	✓	✓	✓	✓
Special Revenue Funds								
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						✓	✓	✓
Proprietary Funds								
Water Fund	✓		✓			✓		✓
Storm Water Fund	✓		✓			✓		✓
Fiduciary Funds								
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 2026 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.

2026 BUDGET - ALL FUNDS	General Fund	Special Revenue Funds	Capital Funds	Enterprise Funds	Trust and Agency Funds	Total All Funds	% of Total Rev. & Exp.
BEGINNING BALANCE:	15,928,929	9,387,176	39,759,107	137,312,865	2,598,902	204,986,979	
<i>REVENUES:</i>							
CHARGES FOR SERVICES	853,250	975,500	-	5,675,000	-	7,503,750	19.46%
FINES AND FORFEITURES	130,000	-	-	-	-	130,000	0.34%
PROPERTY TAXES	3,321,300	-	-	-	-	3,321,300	8.61%
SALES TAXES	11,872,000	4,114,000	-	-	-	15,986,000	41.46%
LICENSES, PERMITS, & FEES	1,364,700	274,000	360,000	2,106,000	-	4,104,700	10.65%
MISCELLANEOUS	1,396,000	696,500	180,000	1,655,000	107,000	4,034,500	10.46%
OTHER TAXES	1,105,000	1,547,750	-	-	-	2,652,750	6.88%
GRANTS	563,000	120,050	-	137,500	-	820,550	2.13%
TOTAL REVENUES	20,605,250	7,727,800	540,000	9,573,500	107,000	38,553,550	100.00%
<i>OTHER SOURCES/USES:</i>							
TRANSFER IN	377,500	2,851,975	2,281,700	-	-	5,511,175	
TRANSFER OUT	3,900,975	89,000	-	-	-	3,989,975	
TOTAL OTHER SOURCES/USES	(3,523,475)	2,762,975	2,281,700	-	-	1,521,200	
<i>EXPENDITURES:</i>							
PERSONNEL SERVICES	11,183,900	4,306,700	-	3,621,400	-	19,112,000	22.08%
CONTRACT SERVICES	3,184,340	3,256,200	2,976,625	8,505,450	-	17,922,615	20.71%
COMMODITY	1,558,250	324,900	-	86,350	-	1,969,500	2.28%
OTHER CHARGES	5,381,495	320,725	-	661,200	73,000	6,436,420	7.44%
CAPITAL OUTLAY	471,500	3,458,500	33,988,200	380,000	-	38,298,200	44.25%
DEBT SERVICE	-	530,700	2,281,700	-	-	2,812,400	3.25%
TOTAL EXPENDITURES	21,779,485	12,197,725	39,246,525	13,254,400	73,000	86,551,135	100.00%
ENDING BALANCE:	11,231,219	7,680,226	3,334,282	133,631,965	2,632,902	158,510,594	

ANALYSIS OF SIGNIFICANT CHANGES IN ANTICIPATED FUND BALANCE

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

General Fund	Anticipated FY 2026 Beginning Balance	Anticipated FY 2026 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	15,928,929	11,231,219	(4,697,710)	-29.5%

Discussion:

The decrease in Fund Balance is attributed to the following four financial transactions and/or Transfers Out: 1) Bella Rosa/Colorado Boulevard Intersection Improvement funded by the General Fund, with activity housed in the Street & Alley Fund, 2) Parks and Open Space Golf Course annual net loss, 3) The first year of Debt Service associated with the new Public Works Facility, with activity housed in the Capital Facilities Fund, and 4) The annual subsidy from the General Fund to support Town events, with activity housed in the Events Fund.

Conservation Trust Fund	Anticipated FY 2026 Beginning Balance	Anticipated FY 2026 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	566,686	667,686	101,000	17.8%

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.

Street & Alley Fund	Anticipated FY 2026 Beginning Balance	Anticipated FY 2026 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	2,296,665	2,013,315	(283,350)	-12.3%

Discussion:

The decrease in Fund Balance is associated with capital expenditures. After consecutive years of considerable fund balance usage for intersection improvements and roadway repair, mill, and overlay, the 2026 budget year is focused on one intersection improvement at Bella Rosa and Colorado Boulevard, and maintenance projects only. This fund is restricted and consequently does incur Fund Balance increases until projects are identified that meet funding requirements.

Parks & Open Space Fund	Anticipated FY 2026 Beginning Balance	Anticipated FY 2026 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	4,994,148	4,389,048	(605,100)	-12.1%

Discussion:

The decrease in Fund Balance is associated with a forecasted reduction of Tax and Fee Revenues, in addition to the following capital improvement projects: 1) Bella Rosa Trail Extension, 2) Go Outdoors Frederick 2050, and 3) Tree Program.

Capital Facilities Fund	Anticipated FY 2026 Beginning Balance	Anticipated FY 2026 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	39,759,107	3,334,282	(36,424,825)	-91.6%

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 substantial decrease is attributed to Proceeds from Bond Issuance revenue received in 2025 for the construction of new Public Works Facility. These revenues closed to fund balance and will be used to complete construction in the 2026 budget year.

Facilities Fund	Anticipated FY 2026 Beginning Balance	Anticipated FY 2026 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	416,245	29,245	(387,000)	-93.0%

Discussion:

The decrease in Fund Balance is associated with an intentional reduction of departmental revenue contributions from the General Fund. Because of tapering General Fund sales tax projections, the Board approved the utilization of fund balance reserves from this internal fund.

Fleet Fund	Anticipated FY 2026 Beginning Balance	Anticipated FY 2026 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	577,365	34,865	(542,500)	-94.0%

Discussion:

Similar to the Facilities Fund, the decrease in Fleet Fund Balance is associated with an intentional reduction of departmental revenue contributions from the General Fund. Because of tapering General Fund sales tax projections, the Board approved the utilization of fund balance reserves from this internal fund.

SUMMARY OF CAPITAL EXPENDITURES

The following summary includes capital expenditures of town funds that exceed \$100,000. For purposes of inclusion, all projects have been listed for 2026.

General Fund		
<u>Project Description</u>	<u>Capital Expenditure Amount</u>	<u>Recurring?</u>
IT Infrastructure Replacement	\$167,600	Yes
<u>Discussion:</u> This is a carryover project from 2025, and due to its complexity and required time commitment, continuation of the project is being requested. Much of the Town’s IT equipment is at or nearing end of life and will no longer be supported. Without continued investment in infrastructure maintenance and replacement, the Town risks compromising data management, software services, data security, and the overall health of the IT environment.		
IT Strategic Plan Implementation	\$27,000	Yes
<u>Discussion:</u> This is a carryover project from 2025 to complete a three to five-year IT Strategic Plan and advance implementation. The focus of this phase is the development of an implementation roadmap to prioritize identified vulnerabilities.		
Capital Equipment Program	\$115,000	No
<u>Discussion:</u> Parks Department staff are prioritizing the replacement of golf course equipment to enhance the quality and consistency of playing surfaces, which directly supports increased course use and customer satisfaction. The upgraded equipment will also improve operational efficiency by reducing maintenance time.		
Tree Program (shared Funds: General and Parks & Open Space)	\$60,000	Yes
<u>Discussion:</u> This ongoing Parks Department program provides Frederick residents with discounted or no-cost trees to support the expansion of the urban tree canopy. The program also allocates funding for the Town to purchase and plant trees in parks and open spaces.		
Parks & Golf Maintenance Facility - Renovation Design	\$200,000	Yes
<u>Discussion:</u> This project will replace the existing golf maintenance shop with a new facility to support golf course maintenance and golf cart storage. The facility will also provide additional storage and operational capacity for the POST Division. This project represents Phase 2 of the Frederick Recreation Area Master Plan.		

Parks & Open Space Fund		
<u>Project Description</u>	<u>Capital Expenditure Amount</u>	<u>Recurring?</u>
Go Outdoors Frederick 2050	\$200,000	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.		
Bella Rosa Trail Extension Construction Phase	\$400,000	No
<u>Discussion:</u> In partnership with Engineering’s transportation improvements at Colorado Boulevard and Bella Rosa Parkway, this project extends the Town trail east from Sandpiper Drive to Wetlands Loop.		

Street & Alley Fund

Project Description	Capital Expenditure Amount	Recurring?
Pavement Maintenance Program	\$475,000	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.		
Bella Rosa/Colorado Blvd Intersection Improvement	\$1,724,000	Yes
<u>Discussion:</u> Installation of intersection improvements, including enhanced operations, roadway widening, upgraded drainage, and pedestrian enhancements.		
Concrete Repair	\$50,000	Yes
<u>Discussion:</u> This program funds contracted maintenance of cement alleys, sidewalks, and other Town infrastructure. It also provides ongoing maintenance of asphalt pavement, targeting areas identified during pavement assessments. Regular asphalt upkeep preserves roadway integrity, extends service life, and helps prevent more extensive and costly repairs in the future.		
ROW Acquisition (Bella Rosa & Silver Birch)	\$125,000	No
<u>Discussion:</u> This project allows the Town to continue acquiring necessary right-of-way for roadway and intersection expansion and improvements.		
Bella Rosa Parkway - Corridor Planning	\$50,000	No
<u>Discussion:</u> This project sets aside funding to assist Town staff with a Corridor Plan for Bella Rosa Parkway with third-party services, including surveying and utility locating, which cannot be done with existing Town resources.		
Plow Hook Truck - Single Axle	\$232,000	Yes
<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.		
Plow Hook Truck - Tandem	\$300,000	Yes
<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.		
Plow Hook Truck Upfitting (shared Funds: Streets, Water, Storm Wtr)	\$120,000	Yes
<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.		

Water Fund		
Project Description	Capital Expenditure Amount	Recurring?
Northern Integrated Supply Project	\$1,950,000	Yes
<u>Discussion:</u> Design work on the NISP reservoir and water conveyance system. Once this project is completed, it will provide approximately 2,600 acre-feet of new water for our community, helping ensure a reliable water supply for the future.		
NISP Treatment Feasibility Plan	\$100,000	No
<u>Discussion:</u> The Town will need to treat the future NISP supplies to serve the community. Land has been acquired for a future treatment plant by CWCWD and they have invited a group of northern Colorado water suppliers to partner on the construction of the plant. The group proposes to undergo an initial planning effort in 2026 to determine water quality, treatment options, and initial cost estimate of the future plant.		
Windy Gap Storage	\$900,000	Yes
<u>Discussion:</u> This item represents the Town's yearly cost to store Windy Gap-eligible water in Dry Creek Reservoir, where the Town currently maintains stored water.		
Water Reuse Plan	\$37,500	Yes
<u>Discussion:</u> This plan will evaluate how much reusable water is available to the Town, identify potential storage locations, and review possible pipeline routes to deliver the water.		
Augmentation Improvement Design - Lower Boulder Return Flow	\$75,000	No
<u>Discussion:</u> Design of improvements necessary for the Town to meet return flow obligations associated with the use of the Changed Lower Boulder water shares.		
Augmentaton Improvement Construction - Lower Boulder Return Flow	\$350,000	No
<u>Discussion:</u> Construction of improvements necessary for the Town to meet return flow obligations associated with the use of the Changed Lower Boulder water shares.		

Significant Operating Impacts of Capital Investments							
General Fund							
IT Infrastructure Replacement	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
New Personnel (FTEs)	0.5	0.5	0.4	0.4	0.3	0.3	2.0
Program & Facility Operating	\$ 16,760	\$ 15,084	\$ 13,576	\$ 12,218	\$ 10,996	\$ 9,897	\$ 68,634
Total Operating Costs	\$ 16,760	\$ 15,084	\$ 13,576	\$ 12,218	\$ 10,996	\$ 9,897	\$ 68,634
General Fund							
IT Strategic Plan Phase 1	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
New Personnel (FTEs)	0.3	0.2	0.2	0.2	0.2	0.1	1.0
Program & Facility Operating	\$ 2,700	\$ 2,430	\$ 2,187	\$ 1,968	\$ 1,771	\$ 1,594	\$ 11,057
Total Operating Costs	\$ 2,700	\$ 2,430	\$ 2,187	\$ 1,968	\$ 1,771	\$ 1,594	\$ 11,057
General Fund							
Capital Equipment Program	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
New Personnel (FTEs)	0.3	0.2	0.2	0.2	0.2	0.1	1.0
Program & Facility Operating	\$ 11,500	\$ 10,350	\$ 9,315	\$ 8,384	\$ 7,545	\$ 6,791	\$ 47,094
Total Operating Costs	\$ 11,500	\$ 10,350	\$ 9,315	\$ 8,384	\$ 7,545	\$ 6,791	\$ 47,094
General Fund							
Tree Program	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
New Personnel (FTEs)	0.4	0.4	0.3	0.3	0.3	0.2	1.6
Program & Facility Operating	\$ 4,000	\$ 3,600	\$ 3,240	\$ 2,916	\$ 2,624	\$ 2,362	\$ 16,380
Total Operating Costs	\$ 4,000	\$ 3,600	\$ 3,240	\$ 2,916	\$ 2,624	\$ 2,362	\$ 16,380
General Fund							
Parks & Golf Maint Facility Design	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
New Personnel (FTEs)	1.5	1.4	1.2	1.1	1.0	0.9	6.1
Program & Facility Operating	\$ 20,000	\$ 18,000	\$ 16,200	\$ 14,580	\$ 13,122	\$ 11,810	\$ 81,902
Total Operating Costs	\$ 20,000	\$ 18,000	\$ 16,200	\$ 14,580	\$ 13,122	\$ 11,810	\$ 81,902
Street & Alley Fund							
Rella Rosa & Silver Birch ROW Acquisition	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
New Personnel (FTEs)	1.1	1.0	0.9	0.8	0.7	0.6	4.5
Program & Facility Operating	\$ 12,500	\$ 11,250	\$ 10,125	\$ 9,113	\$ 8,201	\$ 7,381	\$ 51,189
Total Operating Costs	\$ 12,500	\$ 11,250	\$ 10,125	\$ 9,113	\$ 8,201	\$ 7,381	\$ 51,189
Street & Alley Fund							
Colorado Boulevard & Bella Rosa Intersection Improvements	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
New Personnel (FTEs)	2.2	2.0	1.8	1.6	1.4	1.3	9.0
Program & Facility Operating	\$ 177,400	\$ 159,660	\$ 143,694	\$ 129,325	\$ 116,392	\$ 104,753	\$ 726,471
Total Operating Costs	\$ 177,400	\$ 159,660	\$ 143,694	\$ 129,325	\$ 116,392	\$ 104,753	\$ 726,471
Street & Alley Fund							
Pavement Maintenance Program	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
New Personnel (FTEs)	2.8	2.5	2.2	2.0	1.8	1.6	11.3
Program & Facility Operating	\$ 47,500	\$ 42,750	\$ 38,475	\$ 34,628	\$ 31,165	\$ 28,048	\$ 194,517
Total Operating Costs	\$ 47,500	\$ 42,750	\$ 38,475	\$ 34,628	\$ 31,165	\$ 28,048	\$ 194,517
Street & Alley Fund							
Concrete Repair	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
New Personnel (FTEs)	1.1	1.0	0.9	0.8	0.7	0.6	4.5
Program & Facility Operating	\$ 5,000	\$ 4,500	\$ 4,050	\$ 3,645	\$ 3,281	\$ 2,952	\$ 20,476
Total Operating Costs	\$ 5,000	\$ 4,500	\$ 4,050	\$ 3,645	\$ 3,281	\$ 2,952	\$ 20,476

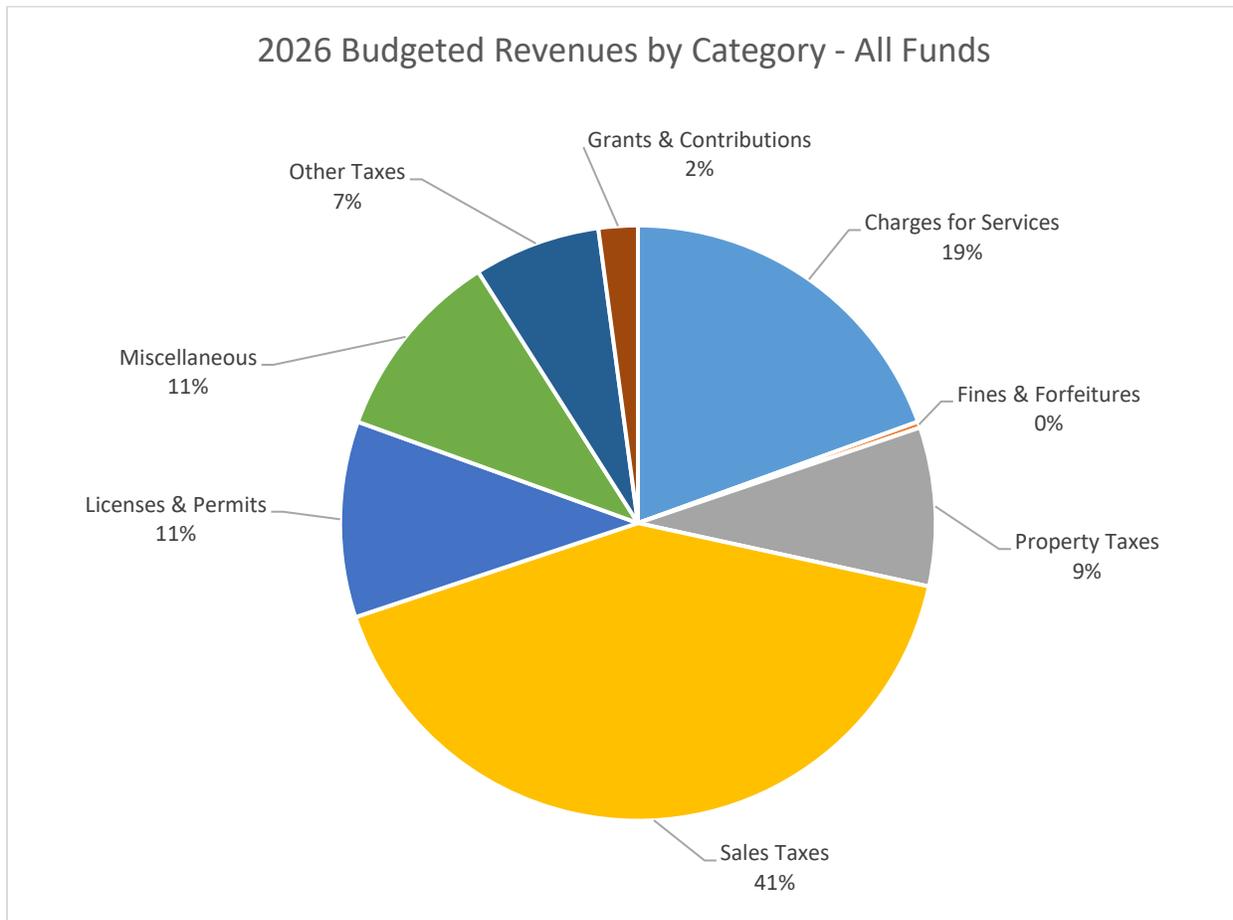
Significant Operating Impacts of Capital Investments							
Street & Alley Fund							
Plow Hook Truck-Single Axle	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
New Personnel (FTEs)	1.1	1.0	0.9	0.8	0.7	0.6	4.5
Program & Facility Operating	\$ 25,000	\$ 22,500	\$ 20,250	\$ 18,225	\$ 16,403	\$ 14,762	\$ 102,378
Total Operating Costs	\$ 25,000	\$ 22,500	\$ 20,250	\$ 18,225	\$ 16,403	\$ 14,762	\$ 102,378
Street & Alley Fund							
Plow Hook Truck-Tandem	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
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
Total Operating Costs	\$ 30,000	\$ 27,000	\$ 24,300	\$ 21,870	\$ 19,683	\$ 17,715	\$ 122,853
Parks & Open Space Fund							
Go Outdoors Frederick 2050	FY26	FY27	FY28	FY29	FY30	FY31	TOTAL
New Personnel (FTEs)	2.2	2.0	1.8	1.6	1.4	1.3	9.0
Program & Facility Operating	\$ 30,000	\$ 27,000	\$ 24,300	\$ 21,870	\$ 19,683	\$ 17,715	\$ 122,853
Total Operating Costs	\$ 30,000	\$ 27,000	\$ 24,300	\$ 21,870	\$ 19,683	\$ 17,715	\$ 122,853
Parks & Open Space Fund							
Bella Rosa Trail Extension	FY26	FY26	FY27	FY28	FY29	FY30	TOTAL
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
Total Operating Costs	\$ 40,000	\$ 36,000	\$ 32,400	\$ 29,160	\$ 26,244	\$ 23,620	\$ 163,804
Water Fund							
Northern Integrated Supply Project	FY26	FY26	FY27	FY28	FY29	FY30	TOTAL
New Personnel (FTEs)	1.1	1.0	0.9	0.8	0.7	0.6	4.5
Program & Facility Operating	\$ 97,500	\$ 87,750	\$ 78,975	\$ 71,078	\$ 63,970	\$ 57,573	\$ 399,272
Total Operating Costs	\$ 97,500	\$ 87,750	\$ 78,975	\$ 71,078	\$ 63,970	\$ 57,573	\$ 399,272
Water Fund							
NISP Treatment Feasibility Plan	FY26	FY26	FY27	FY28	FY29	FY30	TOTAL
New Personnel (FTEs)	1.1	1.0	0.9	0.8	0.7	0.6	4.5
Program & Facility Operating	\$ 1,000	\$ 900	\$ 810	\$ 729	\$ 656	\$ 590	\$ 4,095
Total Operating Costs	\$ 1,000	\$ 900	\$ 810	\$ 729	\$ 656	\$ 590	\$ 4,095
Water Fund							
Windy Gap Storage	FY26	FY26	FY27	FY28	FY29	FY30	TOTAL
New Personnel (FTEs)	0.6	0.5	0.4	0.4	0.4	0.3	2.3
Program & Facility Operating	\$ 90,000	\$ 81,000	\$ 72,900	\$ 65,610	\$ 59,049	\$ 53,144	\$ 368,559
Total Operating Costs	\$ 90,000	\$ 81,000	\$ 72,900	\$ 65,610	\$ 59,049	\$ 53,144	\$ 368,559
Water Fund							
Water Reuse Plan	FY26	FY26	FY27	FY28	FY29	FY30	TOTAL
New Personnel (FTEs)	0.6	0.5	0.4	0.4	0.4	0.3	2.3
Program & Facility Operating	\$ 15,000	\$ 13,500	\$ 12,150	\$ 10,935	\$ 9,842	\$ 8,857	\$ 61,427
Total Operating Costs	\$ 15,000	\$ 13,500	\$ 12,150	\$ 10,935	\$ 9,842	\$ 8,857	\$ 61,427
Water Fund							
Augmentation Improvement	FY26	FY26	FY27	FY28	FY29	FY30	TOTAL
New Personnel (FTEs)	1.7	1.5	1.3	1.2	1.1	1.0	6.8
Program & Facility Operating	\$ 29,750	\$ 26,775	\$ 24,098	\$ 21,688	\$ 19,519	\$ 17,567	\$ 121,829
Total Operating Costs	\$ 29,750	\$ 26,775	\$ 24,098	\$ 21,688	\$ 19,519	\$ 17,567	\$ 121,829

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 2021 to 2025 that were used in forecasting:

Year	2021	2022	2023	2024	2025
Consumer Price Index (CPI)	2.78%	2.96%	3.07%	2.70%	3.00%

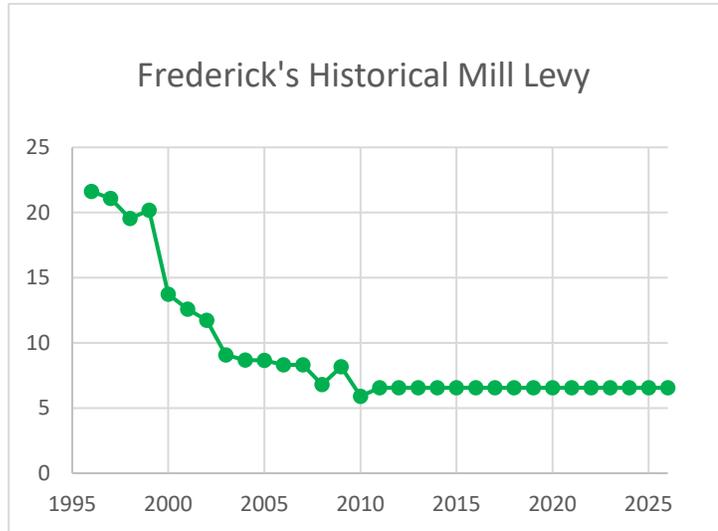
The following chart consolidates and summarizes the town’s revenue by source:



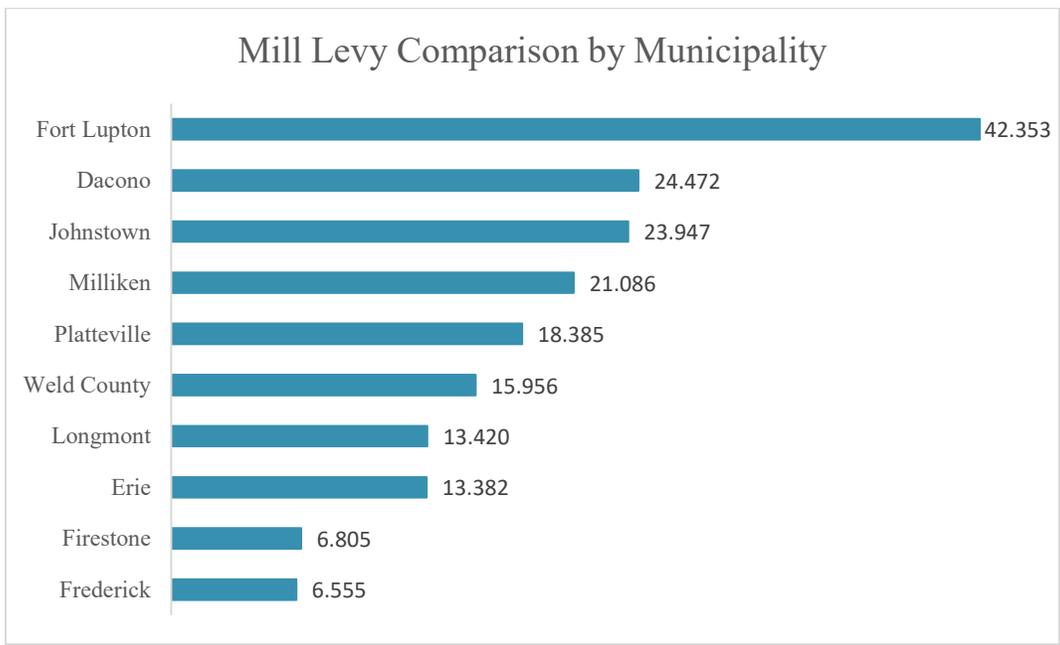
The following are descriptions of the town’s revenue resources, associated forecasting assumptions and revenue trends.

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 2026 will remain at the 2025 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	2024 Budget Taxes Levied	2025 Budget Taxes Levied	2026 Budget Taxes Levied	% Change 2025 to 2026
Vacant Land	87,733	80,604	82,128	1.9%
Residential	1,279,896	1,306,772	1,372,224	5.0%
Commercial	537,748	468,600	561,173	19.8%
Industrial	500,468	600,894	624,089	3.9%
Agricultural	4,404	4,349	4,296	-1.2%
Oil & Gas	1,920,926	673,233	463,256	-31.2%
State Assessed	199,197	219,857	210,546	-4.2%
Minerals	0	0	0	0.0%
Total Revenue	4,530,370	3,354,309	3,317,714	

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 2026 budget, the commercial category showed a considerable increase due to the addition of retail locations at the new Silverstone Marketplace in 2025. 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 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.

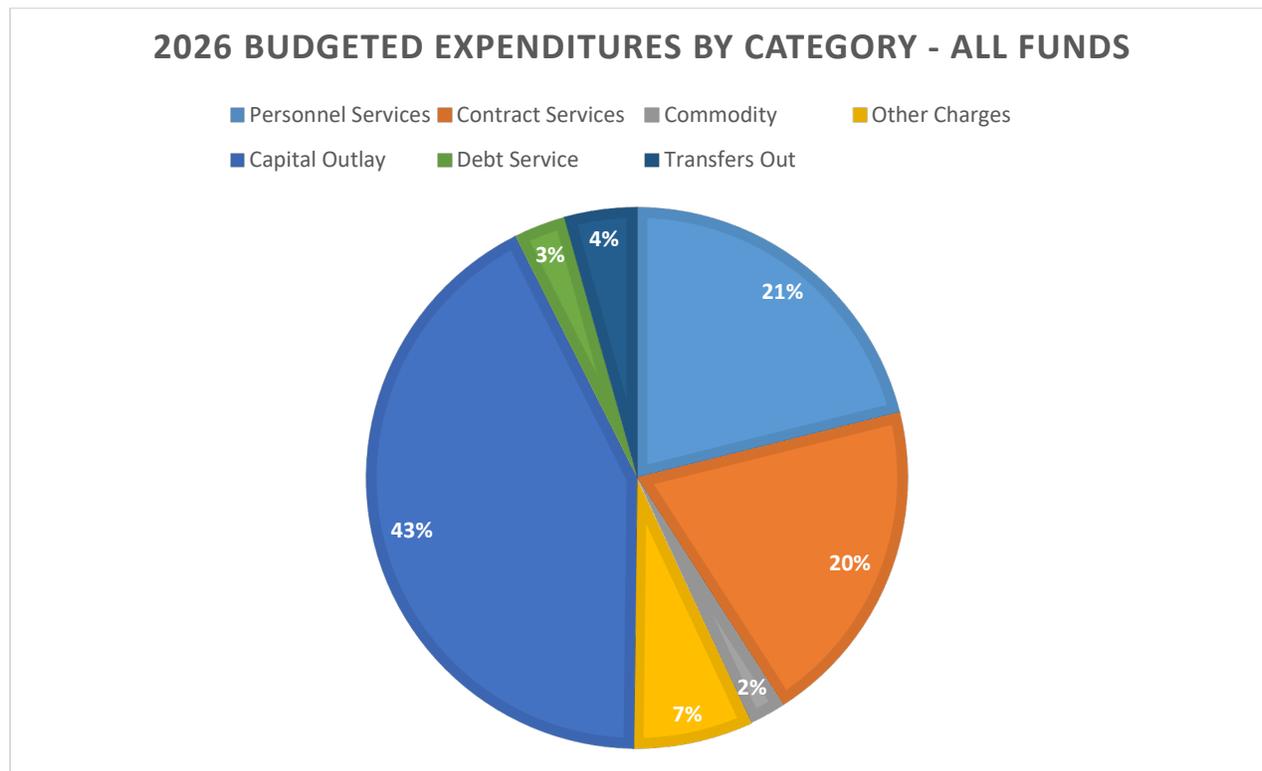
Motor Vehicle Registration Fees

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 2026 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, 2025, 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)	\$4,523,439,766
Debt Limit: 3% of Actual Value	\$135,703,193
Total Bonded Debt	\$90,764,519
Legal Debt Margin	\$44,938,674
Total Bonded Debt Applicable to Limit as a % of Debt Limit	66.88%

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
Total	\$590,000	\$35,600	\$625,600

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
Total	\$425,000	\$52,200	\$477,200

Certificates of Participation Bonds, Series 2025

In 2025, the Town of Frederick issued \$45,075,000 of Certificates of Participation to construct a new Public Works Facility.

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

Year	Principal	Interest	Total
2025		\$1,071,131	\$1,071,131
2026		2,281,700	2,281,700
2027		2,281,700	2,281,700
2028		2,281,700	2,281,700
2029	\$880,000	2,281,700	3,161,700
2030	920,000	2,237,700	3,157,700
2031	970,000	2,191,700	3,161,700
2032	1,015,000	2,143,200	3,158,200
2033	1,070,000	2,092,450	3,162,450
2034	1,120,000	2,038,950	3,158,950
2035	1,175,000	1,982,950	3,157,950
2036	1,235,000	1,924,200	3,159,200
2037	1,300,000	1,862,450	3,162,450
2038	1,365,000	1,797,450	3,162,450
2039	1,430,000	1,729,200	3,159,200
2040	1,500,000	1,657,700	3,157,700
2041	1,575,000	1,582,700	3,157,700
2042	1,655,000	1,503,950	3,158,950
2043	1,740,000	1,421,200	3,161,200
2044	1,825,000	1,334,200	3,159,200
2045	1,915,000	1,242,950	3,157,950
2046	2,015,000	1,147,200	3,162,200
2047	2,120,000	1,041,413	3,161,413
2048	2,230,000	930,113	3,160,113
2049	2,345,000	813,038	3,158,038
2050	2,470,000	689,925	3,159,925
2051	2,600,000	560,250	3,160,250
2052	2,730,000	430,250	3,160,250
2053	2,865,000	293,750	3,158,750
2054	3,010,000	150,500	3,160,500
Total	\$45,075,000	\$44,997,319	\$90,072,319

STRATEGIC FOUNDATION



STRATEGIC PLAN 2025 - 2026



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

VALUES: We are FRED (Family, Respect, Empower, Dedicated).



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 a short-term 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 foundation 2.5 under Community and Economic Vitality.



COMMUNITY AND 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 grocers, hospitality, and sit-down eating establishments.
- 2.3 Begin implementing 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 foundation 1.2 under Effective, Efficient, & Strategic Government Operations.



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 existing 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 2026, there is a planned 2% increase in sales tax, with property tax revenues remaining static, due to nominal sales growth trends and county provided certifications for assessed property valuation.
- Economic development projects have slowed in manufacturing business expansion and research and development, after consecutive years of facility and infrastructure growth. However, commercial retail 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 2026.
- The inflation factor used in the model for expenditures is 2.875 percent for 2027 through 2030.
- The inflation factor used in the model for expenditures is 3.250 percent for 2031 through 2036.
- 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, no additional full-time officers have been added to 2026 with a pause on FTE growth, however two additional officers have been added to each of the following years: 2027, 2028, 2029, and 2030. No additional FTE have been added to any other department or division in 2026.

General Fund Analysis

General Fund revenues for 2025 are projected to come in 10.9% less than planned, primarily due to decreases in tax and fee, and license and permit revenues. The plan as presented, depicts 2025 with a General Fund decrease in fund balance by \$916K. In 2026, tax and fee revenues are anticipated to decrease by (1%) due to reduced sales tax projections from prior year budget. License and permit fees are expected to remain static from reduced residential growth, but with an amended fee structure for

related impact fees. Charges for Services are expected to increase 33% from prior year budget due to a revised fee structure with Golf Course activities and general growth. Expenditures are expected to increase less than 1% over prior year budget, in an effort to maintain operational activity due to tax revenue uncertainty. General Fund, fund balance is expected to decrease (41%) due to planned Transfers Out for a large intersection improvement and debt service for a new Public Works facility. The Board objective of maintaining a minimum of 180 days of General Fund operating costs in reserves is still being met, with an anticipated 188 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.

General Fund	2025 Actual	2026 Adopted Budget	2026 Projected Budget	2027 Projected	2028 Projected	2029 Projected
Beginning Fund Balance	16,845,043	15,928,930	15,928,930	11,231,219	10,051,152	9,101,168
Revenues:						
Taxes & Fees	15,280,112	16,800,000	16,800,000	17,304,000	17,823,120	18,357,814
Licenses & Permits	445,894	863,000	863,000	888,890	915,557	943,023
Charges for Services	1,077,821	853,250	853,250	878,848	905,213	932,369
Fines & Forfeitures	164,453	130,000	130,000	133,900	137,917	142,055
Earnings on Investment	850,000	896,000	896,000	922,880	950,566	979,083
Miscellaneous Revenue	248,201	500,000	500,000	515,000	530,450	546,364
Grants & Contributions	282,414	563,000	563,000	579,890	597,287	615,205
<i>Transfers In</i>	350,000	377,500	377,500	388,825	400,490	412,504
Total Operating Revenues	18,698,894	20,982,750	20,982,750	21,612,233	22,260,599	22,928,417
Operating Expenditures:						
Administration	2,483,644	2,803,505	2,803,505	2,863,079	2,945,393	3,030,073
Internal Services	4,007,107	4,817,975	4,817,975	4,920,357	5,061,817	5,207,344
Economic Development	1,121,758	1,420,390	1,420,390	1,450,573	1,492,277	1,535,180
Town Attorney	345,361	449,450	449,450	459,001	472,197	485,773
Finance	255,041	307,450	307,450	313,983	323,010	332,297
Courts Division	95,317	122,390	122,390	124,991	128,584	132,281
Legislative	239,446	274,900	274,900	280,742	288,813	297,116
Engineering	69,275	84,500	84,500	86,296	88,777	91,329
Planning	648,078	802,930	802,930	819,992	843,567	867,820
Police	8,118,272	9,018,895	9,018,895	8,995,547	9,034,168	9,068,901
Public Works	70,682	58,400	58,400	59,641	61,356	63,120
Parks & Open Space	1,829,426	1,618,700	1,618,700	1,653,097	1,700,624	1,749,517
<i>Transfers Out</i>	331,600	119,275	119,275	300,000	300,000	310,000
Total Operating Expenditures	19,615,007	21,898,760	21,898,760	22,327,299	22,740,584	23,170,751
Net Operating Revenues (Loss)	(916,113)	(916,010)	(916,010)	(715,067)	(479,984)	(242,333)
Capital Expenditures:						
Administration	-	-	-	250,000	250,000	250,000
Economic Development	-	1,500,000	1,500,000	-	-	-
Police	-	-	-	215,000	220,000	225,000
Public Works	-	2,281,700	2,281,700	-	-	-
Total Capital Expenditures	0	3,781,700	3,781,700	465,000	470,000	475,000
Net Change in Fund Balance	(916,113)	(4,697,710)	(4,697,710)	(1,180,067)	(949,984)	(717,333)
Ending Fund Balance	15,928,930	11,231,219	11,231,219	10,051,152	9,101,168	8,383,835
Operating Expense Avg per Day	53,740	70,357	70,357	62,445	63,591	64,783
Estimated FB Life (Days)	296	160	160	161	143	129
2026 Adopted Budget		60				

General Fund	2030 Projected	2031 Projected	2032 Projected	2033 Projected	2034 Projected	2035 Projected	2036 Projected
Beginning Fund Balance	8,383,835	7,922,107	7,653,698	7,578,616	7,704,783	8,032,022	8,580,421
Revenues:							
Taxes & Fees	18,908,548	19,475,804	20,060,079	20,661,881	21,281,737	21,920,189	22,577,795
Licenses & Permits	971,314	1,000,454	1,030,467	1,061,381	1,093,223	1,126,019	1,159,800
Charges for Services	960,340	989,151	1,018,825	1,049,390	1,080,872	1,113,298	1,146,697
Fines & Forfeitures	146,316	150,706	155,227	159,884	164,680	169,621	174,709
Earnings on Investment	1,008,456	1,038,710	1,069,871	1,101,967	1,135,026	1,169,077	1,204,149
Miscellaneous Revenue	562,754	579,637	597,026	614,937	633,385	652,387	671,958
Grants & Contributions	633,661	652,671	672,251	692,419	713,192	734,587	756,625
<i>Transfers In</i>	424,880	437,626	450,755	464,277	478,206	492,552	507,328
Total Operating Revenues	23,616,270	24,324,758	25,054,501	25,806,136	26,580,320	27,377,730	28,199,061
Operating Expenditures:							
Administration	3,117,188	3,206,807	3,299,003	3,406,220	3,516,922	3,631,222	3,749,237
Internal Services	5,357,056	5,531,160	5,710,923	5,896,528	6,088,165	6,286,030	6,490,326
Economic Development	1,579,317	1,630,644	1,683,640	1,738,359	1,794,855	1,853,188	1,913,417
Town Attorney	499,739	515,980	532,750	550,064	567,941	586,399	605,457
Finance	341,850	352,961	364,432	376,276	388,505	401,131	414,168
Courts Division	136,084	140,507	145,073	149,788	154,656	159,683	164,872
Legislative	305,658	315,592	325,849	336,439	347,373	358,663	370,320
Engineering	93,955	97,008	100,161	103,416	106,777	110,247	113,831
Planning	892,769	921,784	951,742	982,674	1,014,611	1,047,586	1,081,632
Police	9,099,632	9,160,370	9,218,082	9,272,669	9,324,031	9,372,062	9,416,654
Public Works	64,934	67,045	69,224	71,473	73,796	76,195	78,671
Parks & Open Space	1,799,815	1,858,309	1,918,705	1,981,062	2,045,447	2,111,924	2,180,562
<i>Transfers Out</i>	310,000	310,000	320,000	320,000	330,000	330,000	330,000
Total Operating Expenditures	23,597,997	24,108,168	24,639,583	25,184,969	25,753,081	26,324,331	26,909,146
Net Operating Revenues (Loss)	18,273	216,590	414,918	621,167	827,239	1,053,399	1,289,915
Capital Expenditures:							
Administration	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Economic Development	-	-	-	-	-	-	-
Police	230,000	235,000	240,000	245,000	250,000	255,000	260,000
Public Works	-	-	-	-	-	-	-
Total Capital Expenditures	480,000	485,000	490,000	495,000	500,000	505,000	510,000
Net Change in Fund Balance	(461,727)	(268,410)	(75,082)	126,167	327,239	548,399	779,915
Ending Fund Balance	7,922,107	7,653,698	7,578,616	7,704,783	8,032,022	8,580,421	9,360,336
Operating Expense Avg per Day	65,967	67,379	68,848	70,356	71,926	73,505	75,121
Estimated FB Life (Days)	120	114	110	110	112	117	125

Street & Alley Fund Analysis

Street & Alley Fund revenues for 2025 are projected to come in 19% less than planned, primarily due to decreases in tax and fee revenues. The plan as presented, depicts 2025 with a Street & Alley Fund decrease in fund balance by \$244K, as a result of reduced tax revenues and intentional decreases in operating and maintenance activity to reduce the deficit. In 2026, tax revenues are anticipated to increase roughly 2% and impact fees should remain consistent from prior year actuals, due to the implementation of an increased fee structure. Overall revenues will decrease (4.2%) due to a leveling of expected tax and fee revenues, and expenditures have been intentionally reduced by 10% in order to maintain the 180-day fund balance reserve. A transportation sales tax of 1% is being considered as a 2026 ballot initiative, in order to accelerate necessary roadway improvements and provide a consistent revenue source into the future. Essential infrastructure maintenance programs remain a long-term priority, such as pavement maintenance, concrete repair, an intersection improvement, and heavy equipment maintenance. 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.

Street & Alley Fund	2025 Actual	2026 Adopted Budget	2026 Projected Budget	2027 Projected	2028 Projected	2029 Projected
Beginning Fund Balance	2,540,502	2,296,665	2,296,665	2,013,315	363,921	(1,343,217)
<u>Revenues:</u>						
Taxes & Fees	2,815,597	3,647,750	3,647,750	3,757,183	3,869,898	3,985,995
Charges for Services	983,408	975,500	975,500	1,004,765	1,034,908	1,065,955
Earnings on Investment	250,000	260,000	260,000	267,800	275,834	284,109
Miscellaneous Revenue	34,031	11,000	11,000	11,330	11,670	12,020
ARPA Revenue	1,318,000	-	-	-	-	-
<i>Transfers In</i>	-	1,500,000	1,500,000	-	-	-
Total Operating Revenues	5,401,036	6,394,250	6,394,250	5,041,078	5,192,310	5,348,079
<u>Operating Expenditures:</u>						
Operations & Maintenance	2,534,252	3,180,900	3,180,900	3,248,494	3,341,888	3,437,968
Capital Outlay	2,577,000	2,966,000	2,966,000	2,900,000	3,000,000	3,086,250
Debt Service	533,620	530,700	530,700	541,977	557,559	573,589
<i>Transfers Out</i>	-	-	-	-	-	-
Total Operating Expenditures	5,644,872	6,677,600	6,677,600	6,690,472	6,899,448	7,097,807
Net Operating Revenues (Loss)	(243,837)	(283,350)	(283,350)	(1,649,394)	(1,707,138)	(1,749,728)
Net Change in Fund Balance	(243,838)	(283,350)	(283,350)	(1,649,394)	(1,707,138)	(1,749,728)
Ending Fund Balance	2,296,665	2,013,315	2,013,315	363,921	(1,343,217)	(3,092,944)
Operating Expense Avg per Day	15,465	18,295	18,295	18,330	18,903	19,446
Estimated FB Life (Days)	149	110	110	20	(71)	(159)

	2030 Projected	2031 Projected	2032 Projected	2033 Projected	2034 Projected	2035 Projected	2036 Projected
Street & Alley Fund							
Beginning Fund Balance	(3,092,944)	(4,886,292)	(6,738,431)	(8,651,305)	(10,640,957)	(12,710,321)	(14,862,439)
Revenues:							
Taxes & Fees	4,105,575	4,228,742	4,355,604	4,486,272	4,620,861	4,759,486	4,902,271
Charges for Services	1,097,934	1,130,872	1,164,798	1,199,742	1,235,734	1,272,806	1,310,990
Earnings on Investment	292,632	301,411	310,454	319,767	329,360	339,241	349,418
Miscellaneous Revenue	12,381	12,752	13,135	13,529	13,934	14,353	14,783
Grants & Contributions	-	-	-	-	-	-	-
<i>Transfers In</i>	-	-	-	-	-	-	-
Total Operating Revenues	5,508,521	5,673,777	5,843,990	6,019,310	6,199,889	6,385,886	6,577,463
Operating Expenditures:							
Operations & Maintenance	3,536,809	3,638,492	3,743,099	3,864,750	3,990,354	4,120,041	4,253,942
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	590,080	609,257	629,058	649,503	670,611	692,406	714,909
<i>Transfers Out</i>	-	-	-	-	-	-	-
Total Operating Expenditures	7,301,869	7,525,916	7,756,864	8,008,962	8,269,254	8,538,004	8,815,489
Net Operating Revenues (Loss)	(1,793,347)	(1,852,139)	(1,912,874)	(1,989,652)	(2,069,364)	(2,152,118)	(2,238,027)
Net Change in Fund Balance	(1,793,347)	(1,852,139)	(1,912,874)	(1,989,652)	(2,069,364)	(2,152,118)	(2,238,027)
Ending Fund Balance	(4,886,292)	(6,738,431)	(8,651,305)	(10,640,957)	(12,710,321)	(14,862,439)	(17,100,466)
Operating Expense Avg per Day	20,005	20,619	21,252	21,942	22,655	23,392	24,152
Estimated FB Life (Days)	(244)	(327)	(407)	(485)	(561)	(635)	(708)

Parks & Open Space Fund Analysis

Parks & Open Space Fund revenues for 2025 are projected to come in (40%) less than planned, primarily due to the merging of the Park Improvement Fund into the Open Space fund in 2025. The past three fiscal years have incurred a \$600K-\$800K loss in the Park Improvement Fund due to heavily reduced fee activity. The plan as presented, depicts 2025 with a Parks & Open Space Fund decrease in fund balance by (\$1.4M), as a result of planned capital outlay for skate park lighting replacement, park restroom renovation, parks master plan, trails maintenance, and small equipment replacement. In 2026, operating revenues are anticipated to decrease 25% due to reduced commercial development and a leveling of the half percent (0.5%) sales tax dedicated to the fund. Parks & Open Space Fund expenditures are expected to decrease an overall (35%) due to intentional decreases in operating and maintenance activity by 10% and reductions in capital outlay. A reminder that 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.

Parks & Open Space Fund	2025 Actual	2026 Adopted Budget	2026 Projected Budget	2027 Projected	2028 Projected	2029 Projected
Beginning Fund Balance	6,394,064	4,994,148	4,994,148	4,389,048	3,971,741	3,552,821
Revenues:						
Taxes & Fees	1,565,888	2,213,000	2,213,000	2,279,390	2,347,772	2,418,205
Earnings on Investment	254,000	270,000	270,000	278,100	286,443	295,036
Miscellaneous Revenue	-	-	-	-	-	-
Grants & Contributions	140,000	-	-	-	-	-
<i>Transfers In</i>	-	-	-	-	-	-
Total Operating Revenues	1,959,888	2,483,000	2,483,000	2,557,490	2,634,215	2,713,241
Operating Expenditures:						
Operations & Maintenance	2,719,805	2,668,100	2,668,100	2,724,797	2,803,135	2,883,725
Capital Outlay	640,000	420,000	420,000	250,000	250,000	257,188
<i>Transfers Out</i>	-	-	-	-	-	-
Total Operating Expenditures	3,359,805	3,088,100	3,088,100	2,974,797	3,053,135	3,140,913
Net Operating Revenues (Loss)	(1,399,917)	(605,100)	(605,100)	(417,307)	(418,920)	(427,672)
Net Change in Fund Balance	(1,399,918)	(605,100)	(605,100)	(417,307)	(418,920)	(427,672)
Ending Fund Balance	4,994,148	4,389,048	4,389,048	3,971,741	3,552,821	3,125,149
Operating Expense Avg per Day	9,205	8,461	8,461	8,150	8,365	8,605
Estimated FB Life (Days)	543	519	519	487	425	363

	2030 Projected	2031 Projected	2032 Projected	2033 Projected	2034 Projected	2035 Projected	2036 Projected
Parks & Open Space Fund							
Beginning Fund Balance	3,125,149	2,712,756	2,316,186	1,937,007	1,592,302	1,285,546	1,020,447
Revenues:							
Taxes & Fees	2,514,933	2,615,530	2,720,152	2,856,159	2,998,967	3,148,915	3,306,361
Earnings on Investment	303,887	313,004	322,394	332,066	342,028	352,289	362,857
Miscellaneous Revenue	-	-	-	-	-	-	-
Grants & Contributions	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-
Total Operating Revenues	2,818,820	2,928,534	3,042,546	3,188,225	3,340,995	3,501,204	3,669,219
Operating Expenditures:							
Operations & Maintenance	2,966,632	3,051,923	3,139,666	3,241,705	3,347,060	3,455,840	3,568,155
Capital Outlay	264,582	273,181	282,059	291,226	300,691	310,463	320,553
Transfers Out	-	-	-	-	-	-	-
Total Operating Expenditures	3,231,214	3,325,103	3,421,725	3,532,931	3,647,751	3,766,303	3,888,708
Net Operating Revenues (Loss)	(412,393)	(396,569)	(379,179)	(344,706)	(306,756)	(265,099)	(219,489)
Net Change in Fund Balance	(412,393)	(396,569)	(379,179)	(344,706)	(306,756)	(265,099)	(219,489)
Ending Fund Balance	2,712,756	2,316,186	1,937,007	1,592,302	1,285,546	1,020,447	800,958
Operating Expense Avg per Day	8,853	9,110	9,375	9,679	9,994	10,319	10,654
Estimated FB Life (Days)	306	254	207	165	129	99	75

Capital Facilities Fund Analysis

Capital Facilities Fund revenues for 2025 are projected to come in (4%) lower than planned, primarily due to a Transfer In for a commercial property purchase being placed on hold. 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. However, Certificates of Participation (COPs) in the amount of \$45M were issued in 2025 for the completion of a new Public Works Facility. These are one-time miscellaneous revenues that close to fund balance. Transfers In will occur each year from the General Fund in order to pay for the annual debt service base rental payment of the facility. The plan as presented, depicts 2025 with a Capital Facilities Fund increase in fund balance by (\$36M), as a result of one-time Proceeds from Bond Issuance received. Fund expenditures for 2026 will consist of remaining professional services, building construction, and debt service, all for the newly constructed Public Works Facility, scheduled for completion at the end of second quarter 2026. 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.

Capital Facilities Fund	2025 Actual	2026 Adopted Budget	2026 Projected Budget	2027 Projected	2028 Projected	2029 Projected
Beginning Fund Balance	3,728,798	39,759,107	39,759,107	3,334,282	3,390,482	3,448,993
<u>Revenues:</u>						
Taxes & Fees	448,020	360,000	360,000	370,800	381,924	393,382
Earnings on Investment	234,000	180,000	180,000	185,400	190,962	196,691
Misc Revenue (Bond Proceeds)	46,431,950	-	-	-	-	-
Grants & Contributions	-	-	-	-	-	-
<i>Transfers In</i>	-	2,281,700	2,281,700	2,281,700	2,281,700	3,161,700
Total Operating Revenues	47,113,970	2,821,700	2,821,700	2,837,900	2,854,586	3,751,773
<u>Operating Expenditures:</u>						
Operations & Maintenance	1,462,878	2,976,625	2,976,625	500,000	514,375	529,163
Capital Outlay	8,549,653	33,988,200	33,988,200	-	-	-
Debt Service	1,071,130	2,281,700	2,281,700	2,281,700	2,281,700	3,161,700
<i>Transfers Out</i>	-	-	-	-	-	-
Total Operating Expenditures	11,083,661	39,246,525	39,246,525	2,781,700	2,796,075	3,690,863
Net Operating Revenues (Loss)	36,030,309	(36,424,825)	(36,424,825)	56,200	58,511	60,909
Net Change in Fund Balance	36,030,308	(36,424,825)	(36,424,825)	56,200	58,511	60,909
Ending Fund Balance	39,759,107	3,334,282	3,334,282	3,390,482	3,448,993	3,509,902
Operating Expense Avg per Day	30,366	107,525	107,525	7,621	7,660	10,112
Estimated FB Life (Days)	1,309	31	31	445	450	347

	2030 Projected	2031 Projected	2032 Projected	2033 Projected	2034 Projected	2035 Projected	2036 Projected
Capital Facilities Fund							
Beginning Fund Balance	3,509,902	3,573,300	3,639,281	3,707,940	3,777,220	3,847,090	3,917,522
Revenues:							
Taxes & Fees	405,183	417,339	429,859	442,755	456,037	469,718	483,810
Earnings on Investment	202,592	208,669	214,929	221,377	228,019	234,859	241,905
Miscellaneous Revenue	-	-	-	-	-	-	-
Grants & Contributions	-	-	-	-	-	-	-
<i>Transfers In</i>	3,157,700	3,161,700	3,158,200	3,162,450	3,158,950	3,157,950	3,159,200
Total Operating Revenues	3,765,475	3,787,708	3,802,988	3,826,582	3,843,006	3,862,528	3,884,915
Operating Expenditures:							
Operations & Maintenance	544,377	560,028	576,128	594,853	614,185	634,146	654,756
Capital Outlay	-	-	-	-	-	-	-
Debt Service	3,157,700	3,161,700	3,158,200	3,162,450	3,158,950	3,157,950	3,159,200
<i>Transfers Out</i>	-	-	-	-	-	-	-
Total Operating Expenditures	3,702,077	3,721,728	3,734,328	3,757,303	3,773,135	3,792,096	3,813,956
Net Operating Revenues (Loss)	63,398	65,980	68,660	69,279	69,871	70,431	70,959
Net Change in Fund Balance	63,398	65,980	68,660	69,279	69,871	70,431	70,959
Ending Fund Balance	3,573,300	3,639,281	3,707,940	3,777,220	3,847,090	3,917,522	3,988,481
Operating Expense Avg per Day	10,143	10,197	10,231	10,294	10,337	10,389	10,449
Estimated FB Life (Days)	352	357	362	367	372	377	382

Water Fund Analysis

Water Fund Revenues for 2025 are projected to come in (10%) lower than planned, primarily due to a decrease in Water Share Fees (Capital Investment Fees) which are driven by building permits. The plan as presented, depicts 2025 with a Water Fund decrease in fund balance by (\$1.9M), as a result of planned capital outlay for water rights acquisition, raw water enhancements, and water delivery improvements. In 2026, Charges for Services and Capital Investment Fee revenues are anticipated to remain consistent from prior year actuals. Water Fund expenditures are expected to decrease an overall (4.5%) due to an intentional decrease in operating and maintenance activity by 10%, in order to offset decreasing water share fees from slowed residential growth. In addition, \$3.4M in planned capital outlay consists of further water rights acquisition, water storage, and augmentation improvement design and construction. Following the water rate restructure in 2024, long-term financial concerns remain, regarding water system improvements, water rights acquisition, and the continued participation in the Northern Integrated Supply Project (NISP). Leadership staff, the Board, and a contracted consultant will spend much of 2026 evaluating future water debt service obligations of NISP, in conjunction with water demand forecasting from economic growth. From a long-term perspective, Fund Balance gains or losses will be largely dependent on the Board’s decision with their degree of NISP participation.

Water Fund	2025 Actual	2026 Adopted Budget	2026 Projected Budget	2027 Projected	2028 Projected	2029 Projected
Beginning Fund Balance	132,464,810	130,573,306	130,573,306	127,360,656	127,886,916	128,065,455
Revenues:						
Charges for Services	5,148,215	4,940,000	4,940,000	5,088,200	5,240,846	5,398,071
Miscellaneous Revenue	60,821	55,000	55,000	56,650	58,350	60,100
<i>Transfers In</i>	-	-	-	-	-	-
Total Operating Revenues	5,209,036	4,995,000	4,995,000	5,144,850	5,299,196	5,458,171
Operating Expenditures:						
Operations & Maintenance	8,205,216	7,462,650	7,462,650	3,880,578	3,992,145	4,106,919
Capital Outlay	2,475,000	3,442,500	3,442,500	3,515,653	4,000,000	4,000,000
Depreciation	415,000	415,000	415,000	415,000	415,000	415,000
<i>Transfers Out</i>	-	-	-	-	-	-
Total Operating Expenditures	11,095,216	11,320,150	11,320,150	7,811,231	8,407,145	8,521,919
Net Operating Revenues (Loss)	(5,886,180)	(6,325,150)	(6,325,150)	(2,666,381)	(3,107,949)	(3,063,747)
Non-Operating Revenues (Expenses):						
Tap Fees	196,787	150,000	150,000	154,500	159,135	163,909
Capital Investment Fees	1,324,609	1,450,000	1,450,000	1,493,500	1,538,305	1,584,454
Interest Income	1,500,000	1,375,000	1,375,000	1,404,219	1,444,590	1,486,122
Grants & Contributions	973,280	137,500	137,500	140,422	144,459	148,612
<i>Transfers In</i>	-	-	-	-	-	-
Total Non-Operating Revenues (Expenses)	3,994,676	3,112,500	3,112,500	3,192,641	3,286,489	3,383,097
Net Change in Fund Balance	(1,891,504)	(3,212,650)	(3,212,650)	526,260	178,540	319,350
Ending Fund Balance	130,573,306	127,360,656	127,360,656	127,886,916	128,065,455	128,384,805
Operating Expense Avg per Day	30,398	31,014	31,014	21,401	23,033	23,348
Estimated FB Life (Days)	4,295	4,107	4,107	5,976	5,560	5,499
2026 Adopted Budget		68				

	2030 Projected	2031 Projected	2032 Projected	2033 Projected	2034 Projected	2035 Projected	2036 Projected
Water Fund							
Beginning Fund Balance	128,384,805	128,806,276	129,383,617	130,121,791	131,009,155	132,049,965	133,248,600
Revenues:							
Charges for Services	5,560,014	5,726,814	5,898,618	6,075,577	6,257,844	6,445,580	6,638,947
Miscellaneous Revenue	61,903	63,760	65,673	67,643	69,672	71,763	73,915
Transfers In	-	-	-	-	-	-	-
Total Operating Revenues	5,621,917	5,790,574	5,964,291	6,143,220	6,327,517	6,517,342	6,712,862
Operating Expenditures:							
Operations & Maintenance	4,224,993	4,346,461	4,471,422	4,616,743	4,766,787	4,921,708	5,081,663
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	8,682,993	8,804,461	8,929,422	9,074,743	9,224,787	9,379,708	9,539,663
Net Operating Revenues (Loss)	(3,061,076)	(3,013,887)	(2,965,131)	(2,931,523)	(2,897,271)	(2,862,366)	(2,826,801)
Non-Operating Revenues (Expenses):							
Tap Fees	168,826	173,891	179,108	184,481	190,016	195,716	201,587
Capital Investment Fees	1,631,988	1,680,947	1,731,376	1,783,317	1,836,817	1,891,921	1,948,679
Interest Income	1,528,848	1,578,536	1,629,838	1,682,808	1,737,499	1,793,968	1,852,272
Grants & Contributions	152,885	157,854	162,984	168,281	173,750	179,397	185,227
Transfers In	-	-	-	-	-	-	-
Total Non-Operating Revenues (Expenses)	3,482,547	3,591,228	3,703,305	3,818,887	3,938,081	4,061,002	4,187,765
Net Change in Fund Balance	421,471	577,340	738,175	887,363	1,040,810	1,198,636	1,360,964
Ending Fund Balance	128,806,276	129,383,617	130,121,791	131,009,155	132,049,965	133,248,600	134,609,564
Operating Expense Avg per Day	23,789	24,122	24,464	24,862	25,273	25,698	26,136
Estimated FB Life (Days)	5,415	5,364	5,319	5,269	5,225	5,185	5,150

Storm Water Fund Analysis

Storm Water Fund revenues for 2025 are projected to come in (16.5%) lower than planned, due to continued 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. As a result of an Impact Fee study, the drainage impact fee was increased in late 2025. The plan as presented, depicts 2025 with a Storm Water Fund decrease in fund balance by (\$711K), largely in part to losses in the two mentioned revenue types. In 2026, Charges for Services revenues are expected to remain consistent with prior year actuals and Capital Revenues are anticipated to slightly increase from the amended impact fee structure. Storm Water Fund expenditures are expected to decrease an overall (15%) due to intentional reduction of operating activity and a pause on capital improvements to preserve fund balance, which is expected to decrease an additional (\$468K) in 2026. 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. It is anticipated that the utility drainage fee will undergo an analysis in 2026, as the rate has not been amended in over fifteen years.

Storm Water Fund	2025 Actual	2026 Adopted Budget	2026 Projected Budget	2027 Projected	2028 Projected	2029 Projected
Beginning Fund Balance	7,451,068	6,739,560	6,739,560	6,271,310	5,394,937	4,514,182
<u>Revenues:</u>						
Charges for Services	835,667	825,000	825,000	849,750	875,243	901,500
Miscellaneous Revenue	7,894	5,000	5,000	5,150	5,305	5,464
Total Operating Revenues	843,560	830,000	830,000	854,900	880,547	906,963
<u>Operating Expenditures:</u>						
Operations & Maintenance	1,868,969	1,684,250	1,684,250	1,720,040	1,769,491	1,820,364
Capital Outlay	0	30,000	30,000	500,000	500,000	500,000
Depreciation	165,000	220,000	220,000	165,000	165,000	165,000
Transfers Out	-	-	-	-	-	-
Total Operating Expenditures	2,033,969	1,934,250	1,934,250	2,385,040	2,434,491	2,485,364
Net Operating Revenues (Loss)	(1,190,408)	(1,104,250)	(1,104,250)	(1,530,140)	(1,553,944)	(1,578,401)
<u>Non-Operating Revenues (Expenses):</u>						
Capital Revenues	248,100	481,000	481,000	495,430	510,293	525,602
Miscellaneous Revenue	5,800	5,000	5,000	5,150	5,305	5,464
Interest Income	225,000	150,000	150,000	153,188	157,592	162,122
Transfers In	-	-	-	-	-	-
Total Non-Operating Revenues (Expenses)	478,900	636,000	636,000	653,768	673,189	693,188
Net Change in Fund Balance	(711,508)	(468,250)	(468,250)	(876,373)	(880,755)	(885,213)
Ending Fund Balance	6,739,560	6,271,310	6,271,310	5,394,937	4,514,182	3,628,969
Operating Expense Avg per Day	5,573	5,299	5,299	6,534	6,670	6,809
Estimated FB Life (Days)	1,209	1,183	1,183	826	677	533

	2030 Projected	2031 Projected	2032 Projected	2033 Projected	2034 Projected	2035 Projected	2036 Projected
Storm Water Fund							
Beginning Fund Balance	3,628,969	2,739,222	1,845,490	947,736	38,488	(882,744)	(1,816,471)
Revenues:							
Charges for Services	928,545	956,401	985,093	1,014,646	1,045,085	1,076,438	1,108,731
Miscellaneous Revenue	5,628	5,796	5,970	6,149	6,334	6,524	6,720
Total Operating Revenues	934,172	962,197	991,063	1,020,795	1,051,419	1,082,962	1,115,451
Operating Expenditures:							
Operations & Maintenance	1,872,700	1,926,540	1,981,928	2,046,341	2,112,847	2,181,514	2,252,413
Capital Outlay	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Depreciation	165,000	165,000	165,000	165,000	165,000	165,000	165,000
Transfers Out	-	-	-	-	-	-	-
Total Operating Expenditures	2,537,700	2,591,540	2,646,928	2,711,341	2,777,847	2,846,514	2,917,413
Net Operating Revenues (Loss)	(1,603,528)	(1,629,342)	(1,655,865)	(1,690,545)	(1,726,428)	(1,763,552)	(1,801,963)
Non-Operating Revenues (Expenses):							
Capital Revenues	541,370	557,611	574,339	591,569	609,316	627,596	646,424
Miscellaneous Revenue	5,628	5,796	5,970	6,149	6,334	6,524	6,720
Interest Income	166,783	172,204	177,801	183,579	189,545	195,706	202,066
Transfers In	-	-	-	-	-	-	-
Total Non-Operating Revenues (Expenses)	713,781	735,611	758,110	781,298	805,196	829,825	855,209
Net Change in Fund Balance	(889,747)	(893,731)	(897,755)	(909,248)	(921,232)	(933,727)	(946,753)
Ending Fund Balance	2,739,222	1,845,490	947,736	38,488	(882,744)	(1,816,471)	(2,763,224)
Operating Expense Avg per Day	6,953	7,100	7,252	7,428	7,611	7,799	7,993
Estimated FB Life (Days)	394	260	131	5	(116)	(233)	(346)

FUND SUMMARIES



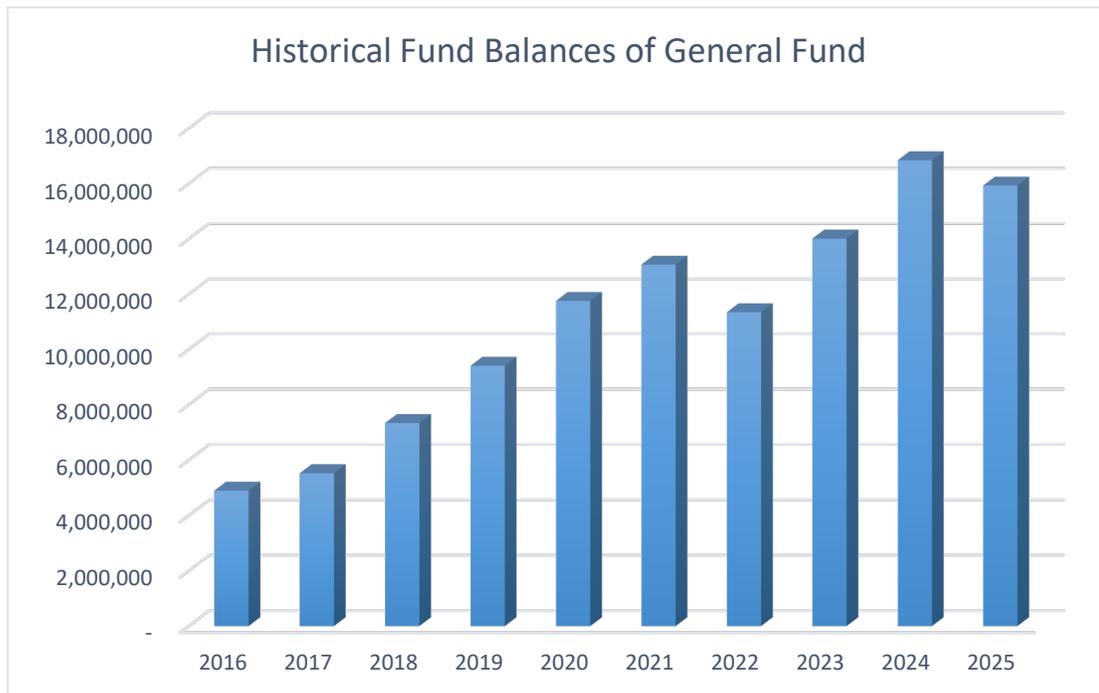
GENERAL FUND



GENERAL FUND

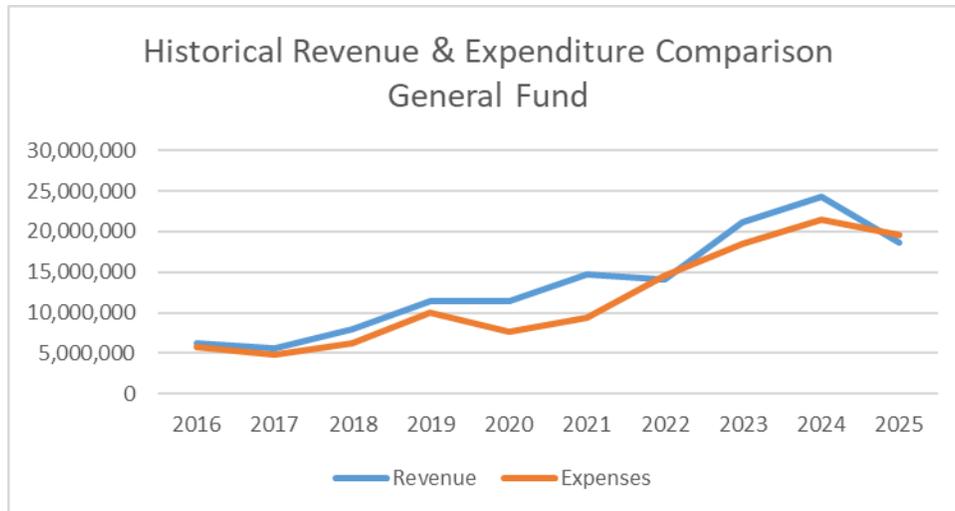
The General Fund accounts for all financial resources except those required by federal, state, or local regulation to be accounted for in another fund. The revenues and expenditures in this fund are accounted for using a modified accrual basis. Services included in the General Fund are town administration, 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 with an opportunity to build cash reserves that can be used when needed. Currently, the 2026 budget, as planned, provides the town with reserves equivalent to 188 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 & 2025).



The economy is expected to taper in 2026 and with a 13% decrease in received sales tax revenue from the 2025 budget, General Fund fund balance decreased by roughly (\$916,113). There is a projected increase in overall Tax and Fee revenues of \$1,519,888 over 2025 actuals, due to increased retail activity from additional tenant occupancy in a recently completed grocery store complex. The substantial 15% year-over-year sales tax revenue gains over the past five years, are anticipated to be 2% moving into 2026. License and Permit revenues expect a \$417,106 increase due to the results of an Impact Fee analysis and subsequent fee increases. Property Tax revenue will remain static from 2025.

Expenditures have a planned increase of 30% or \$6M compared to 2025 actuals, due to most departments underspending their annual budgets by a combined \$6,001,663. There are planned 2026 budget decreases in Administration, Community & Economic Development, Legislative, Engineering, Planning, Public Works, and Parks & Open Space, all due to expectations of reduced sales tax projections in 2026. Leadership intentionally identified twelve areas of cost savings, with the most notable to include the reduction of operating and maintenance activity by 10%, pausing all vacant positions through first quarter 2026, pausing additional vehicle lease acquisitions, and reducing the group health insurance premium from double digit to 2.4%. While the Police Department reduced operational activity, there is still a slight increase of \$329,885 due to anticipated merit increases for staff. Internal Services budgeted expenditures will increase over prior year budget by \$482,530 due to slight increases in property, casualty, and group insurance. Town Attorney, Finance, and Courts will remain relatively flat compared to previous year budget. As a reminder, Parks & Open Space activities specific to the Bella Rosa Golf Course were integrated into the General Fund in 2025.

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 2026 budget includes revenues of \$20,982,750, an increase of \$2,283,856 compared to 2025 actuals. The increase is primarily due to modest gain projections in sales tax and fee revenues, due to new commercial business activity and impact fee changes that were implemented in late 2025. License and permit revenues will remain flat from prior year budget, but increased from prior actuals due to a decrease of residential building development, but with increased fees per building permit.

The 2026 budget contains expenditures of \$25,680,460, to include transfers out of \$3,900,975. The transfers out include \$119,275 to the Events Fund, \$1,500,000 to the Street & Alley Fund for an intersection improvement, and \$2,281,700 to the Capital Facilities Fund for debt service. Anticipated expenditures are \$6,065,453 higher than 2025 actuals, but flat compared to 2025 budget.

Due to the leveling of sales tax revenue forecasting, frontline staff are eligible to receive an earnable merit scale of 0 – 3%, while staff in a leadership role may be eligible for a merit increase upon evaluation of sales tax after the second quarter of 2026. All town personnel are still eligible for a retirement match up to 10%. Finally, there are no approved additional FTEs in the 2026 budget year.



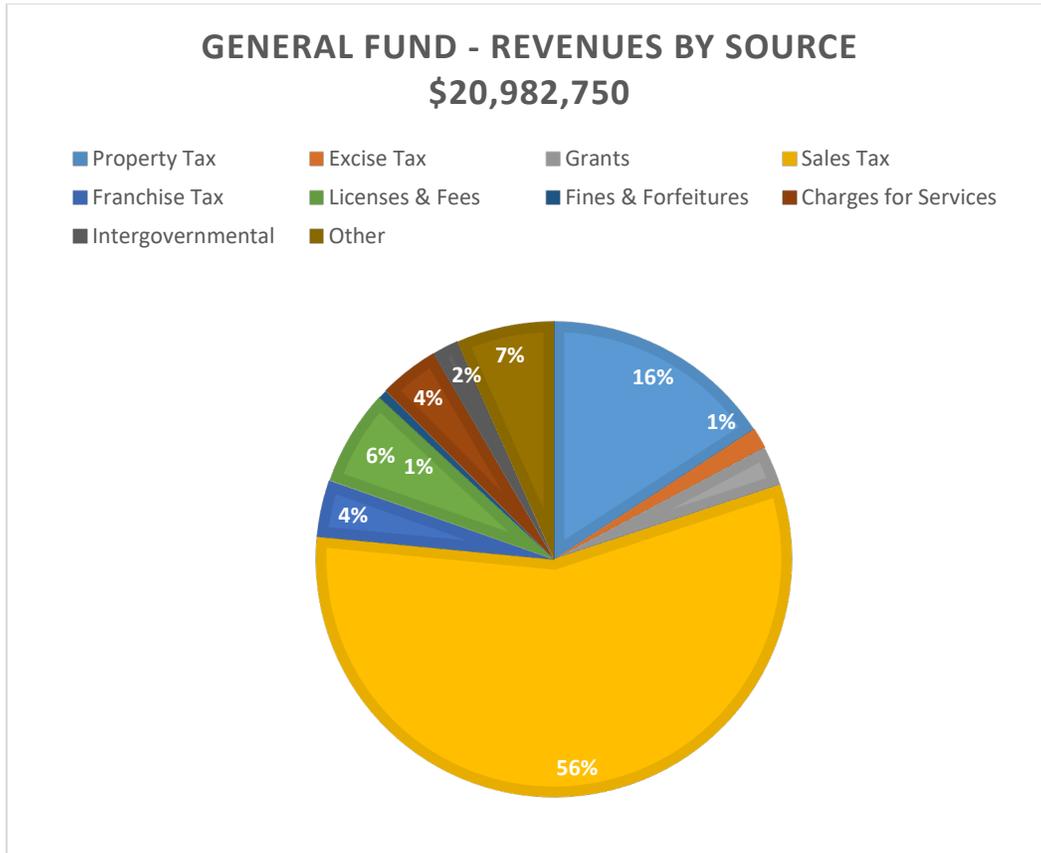
1 - Administrative Services Building

GENERAL FUND BUDGET

General Fund	2024 Actuals	2025 Actuals Jan - Oct	2025 Adopted Budget	2025 Year-End Estimates	2026 Proposed Budget
Beginning Fund Balance	14,008,802	16,845,043	16,845,043	16,845,043	15,928,929
Revenues:					
Taxes & Fees	17,288,490	11,066,760	16,936,970	15,280,112	16,800,000
Licenses & Permits	2,047,863	371,578	864,000	445,894	863,000
Charges for Services	-	898,184	638,250	1,077,821	853,250
Fines & Forfeitures	158,897	137,044	117,000	164,453	130,000
Earnings on Investment	850,947	850,000	850,000	850,000	896,000
Miscellaneous Revenue	2,697,645	206,834	585,000	248,201	500,000
Grants & Contributions	457,934	282,414	639,000	282,414	563,000
<i>Transfer In</i>	805,084	350,000	350,000	350,000	377,500
Total Operating Revenues	24,306,860	14,162,814	20,980,220	18,698,894	20,982,750
Expenditures:					
Administration	5,893,689	2,069,703	3,551,315	2,483,644	2,803,505
Internal Services	3,668,107	3,339,256	4,335,445	4,007,107	4,817,975
Comm & Econ Dev	1,059,319	934,798	2,049,775	1,121,758	1,420,390
Town Attorney	308,896	287,801	399,335	345,361	449,450
Finance	226,156	212,534	284,985	255,041	307,450
Courts	96,186	79,431	129,705	95,317	122,390
Legislative	340,906	199,538	318,400	239,446	274,900
Engineering	99,071	57,729	292,100	69,275	84,500
Planning	518,622	540,065	919,600	648,078	802,930
Police	8,212,141	6,765,227	8,689,010	8,118,272	9,018,895
Public Works	245,285	58,902	340,250	70,682	58,400
Parks & Open Space	-	1,524,522	1,975,150	1,829,426	1,618,700
<i>Transfer Out</i>	802,242	331,600	2,331,600	331,600	3,900,975
Total Expenditures	21,470,619	16,401,106	25,616,670	19,615,007	25,680,460
Excess (Deficiency) of Revenues and Other Sources over Expenditures	2,836,241	(2,238,292)	(4,636,450)	(916,113)	(4,697,710)
Ending Fund Balance	16,845,043	14,606,751	12,208,593	15,928,929	11,231,219

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 78% of the total revenues projected for 2026. 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 2026.

General Fund Revenue Sources		
Source	Amount	% of Total
Property Tax	3,321,300	16%
Excise Tax	300,000	1%
Grants	563,000	3%
Sales Tax	11,872,000	57%
Franchise Tax	805,000	4%
Licenses & Fees	1,364,700	7%
Fines & Forfeitures	130,000	1%
Charges for Services	853,250	4%
Intergovernmental	377,500	2%
Other	1,396,000	7%

General Fund Expenditures

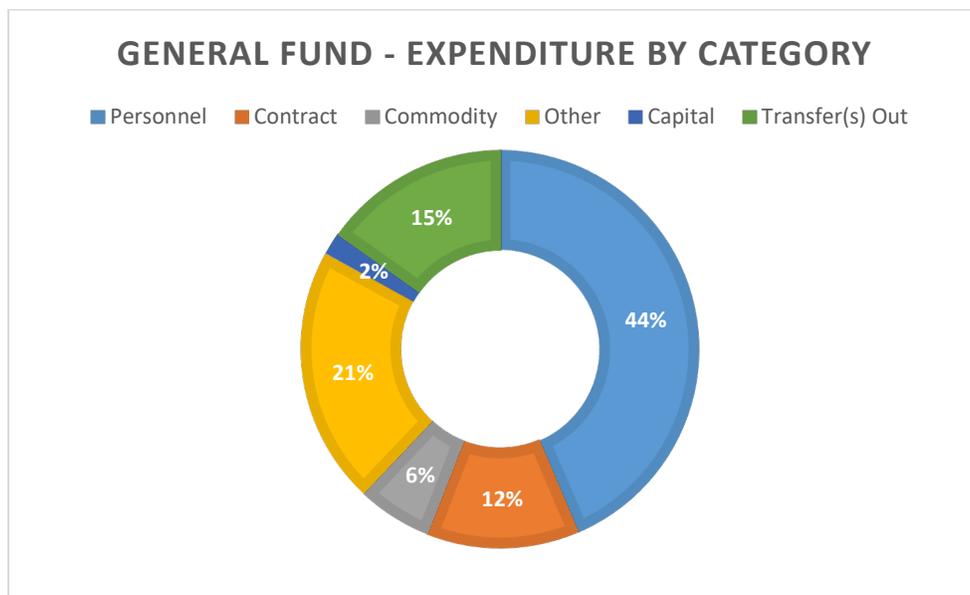
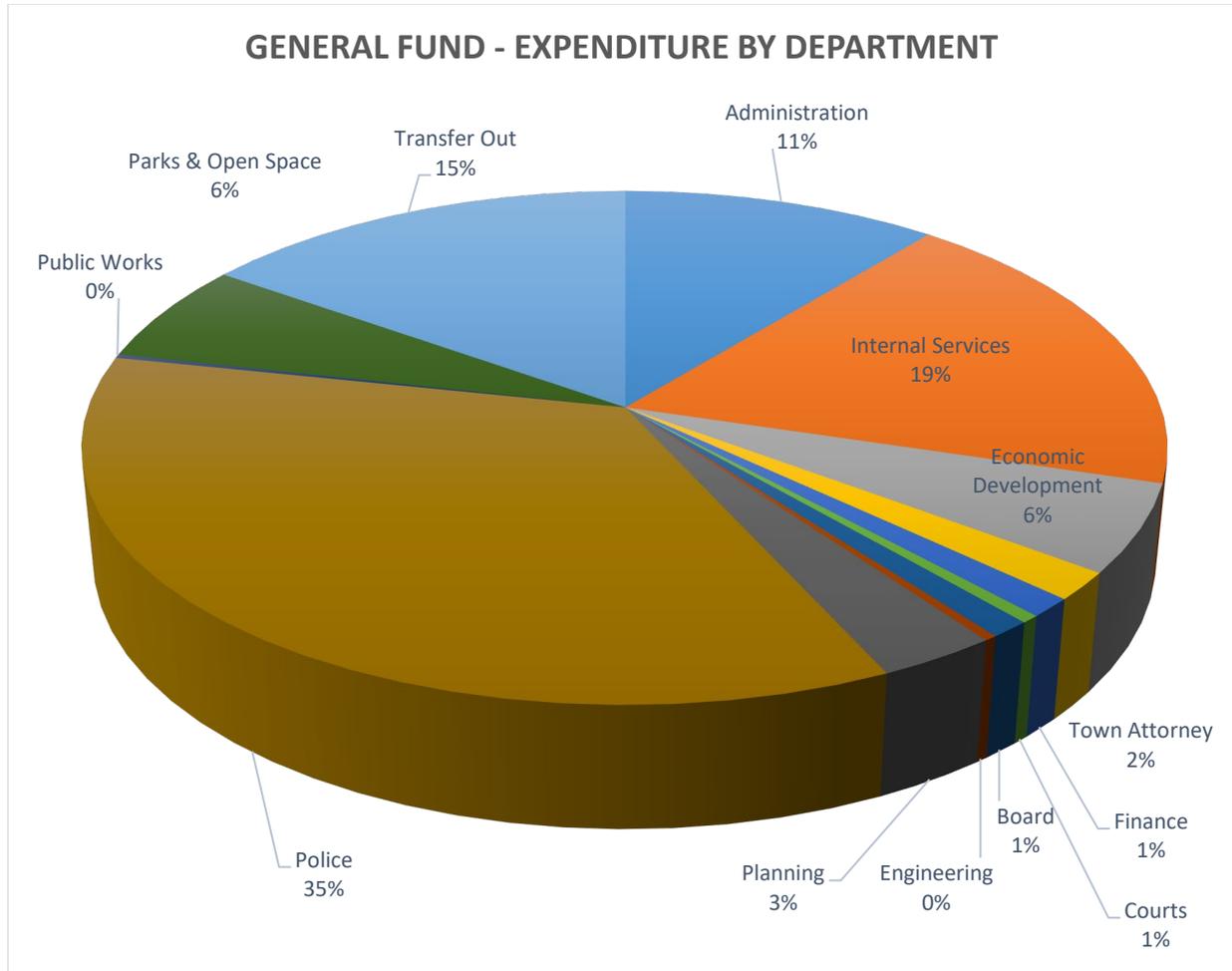
Expenditures in the General Fund are separated by department and/or division and then by category. The departments/divisions that exist in the General Fund are General Administration (Town Manager, Town Clerk, Town Attorney, Legislative, Court, Community Engagement), Finance, Internal Services, Human 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 2026 budget includes expenses of \$167,600 for an IT Infrastructure Replacement Plan, \$27,000 for IT Strategic Plan Implementation, \$115,000 for the Capital Equipment Program, \$40,000 for the Town Tree Program, and \$200,000 for POST & Golf Maintenance Facility Renovation Design.

**TOWN OF FREDERICK
ANNUAL BUDGET
FY 2026**

GENERAL FUND | EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Town Manager	379,200	20,800	7,800	12,000	419,800	---	---	419,800
Town Clerk	132,600	28,000	4,250	2,900	167,750	---	---	167,750
Town Attorney	361,500	72,150	3,800	12,000	449,450	---	---	449,450
Legislative	25,900	190,500	2,500	56,000	274,900	---	---	274,900
Courts	88,500	27,290	2,100	4,500	122,390	---	---	122,390
Community and Engagement	309,800	51,900	10,500	33,225	405,425	9,000	---	414,425
Human Resources	213,600	11,000	6,000	136,000	366,600	---	---	366,600
Finance	275,000	17,650	11,000	3,800	307,450	---	---	307,450
Finance - Internal Services	350,000	17,700	0	8,351,250	8,718,950	---	---	8,718,950
Police	6,863,300	1,005,400	241,000	561,695	8,671,395	347,500	---	9,018,895
Public Works - Admin	43,100	5,500	6,300	3,500	58,400	---	---	58,400
Public Works - Engineering	47,600	13,500	2,500	20,900	84,500	---	---	84,500
Parks & Open Space	798,100	497,000	208,600	0	1,503,700	115,000	---	1,618,700
ED - Admin	179,000	293,600	6,300	59,075	537,975	---	---	537,975
ED - Planning	451,300	334,500	8,600	8,530	802,930	---	---	802,930
ED - Building	517,400	42,670	10,300	14,645	585,015	---	---	585,015
ED - Neighborhood Services	97,400	116,250	0	1,100	214,750	---	---	214,750
Geographic Information Systems	12,500	65,500	3,800	850	82,650	---	---	82,650
Information Technology	38,100	373,430	1,022,900	500	1,434,930	---	---	1,434,930
Totals	\$11,183,900	\$3,184,340	\$1,558,250	\$9,282,470	\$25,208,960	471,500	\$0	\$25,680,460
Total Cash Available								\$36,911,679
Ending Fund Balance								\$11,231,219
% of Total Budget	43.55%	12.40%	6.07%	36.15%	98.16%	1.84%	0.00%	100.00%

The services that are provided by the General Fund are labor-intensive, especially with regard to police services. The expenditure reflects this, with personnel costs accounting for 44% of total expenses. The charts below detail the expenditures for the General Fund by department and by category.



GENERAL FUND DEPARTMENT SUMMARIES

ADMINISTRATION DEPARTMENT

	2024	2025	2025	2026
Administration Budget	Actual	Approved Budget	Year End Projections	Approved Budget
Personnel Services	2,743,401	1,408,300	1,251,268	1,434,800
Contract Services	1,065,544	820,700	485,996	557,280
Commodity	2,017,685	1,335,300	920,268	1,055,250
Other Charges	375,956	267,350	171,474	196,625
Total Operating	6,202,585	3,831,650	2,829,005	3,243,955
Capital Outlay	-	119,000	-	9,000
Debt Service	-	-	-	-
Total Expenditures	6,202,585	3,950,650	2,829,005	3,252,955
FTE's	11.45	8.15	8.15	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 is 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:	2023	2024	2025	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:	2023	2024	2025	Comments
<i>Workload:</i>				
Funds encumbered for capital improvement projects Town-wide.	N/A	\$ 18,848,601	\$ 13,517,638	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	65%	66%	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:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of KPIs that met their goal.	N/A	72	75	75 of 88 KPIs were met
<i>Performance:</i>				
Percentage of KPI goals met against total KPIs.	N/A	81.82%	85%	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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i> Responds to the needs and concerns of the community in a prompt, transparent, professional, respectful, and ethical manner timely.	N/A	5	4	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	16	12	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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of municipal code chapters overhauled.	N/A	1	0.5	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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of Submissions.	N/A	0	0	Software implementation did not occur. Slated for Q1 2026.
<i>Performance:</i>				
Percentage of submissions resolved within 90 days.	N/A	0	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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of policies reviewed, revised, or created.	N/A	1	0.5	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	1 week	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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of internships completed successfully.	N/A	0	1	New KPI for 2024
<i>Performance:</i>				
Number of internship opportunities provided.	N/A	1	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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of Community BBQ Tour stops	5	5	3	Crist Park was canceled due to weather
<i>Performance:</i>				
Number of residents attending	434	371	324	

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:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of Facebook posts	470	559	577	
<i>Performance:</i>				
Number of Facebook engagements	189,284	128,396	136,822	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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of Frederick Flash editions	50	50	53	
<i>Performance:</i>				
Number of Frederick Flash subscribers	3,072	2,657	2,999	
<i>Performance:</i>				
Percentage of Frederick Flash clicks	4.90%	4.00%	3.50%	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, employees, 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:

Strengthen employee experience, engagement, and retention to support consistent service delivery, using eNPS to measure employee satisfaction and overall workplace advocacy.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
The Town's Employee Engagement Score (eNPS). Scores range from -100 to +100, with anything above 0 indicating a positive work environment.			6	This metric is being put into place in order to attempt to measure the effectiveness of our employee engagement initiatives. (The survey has not officially concluded, the
<i>Performance:</i>				
Percentage of employee participation.			80%	80% is considered the minimum participation for a reliable sample size.

Strategic Foundation: Safe & Secure

Objective:

Deliver efficient, effective and innovative government services.

Strategy:

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

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Percent of employee population who experienced a worker's compensation incident.	0%	4%	8.0%	Goal: < 15%
<i>Performance:</i>				
Avg number of days to report an injury to Risk and Safety.	2.25	1.40	0.60	Goal: < 3 days

Strategic Foundation: Effective, Efficient & Strategic Government Operations

Objective:

Deliver efficient, effective and innovative government services.

Strategy:

Retain top tier talent in order to support strategic goals and maintain a high-performing, values-aligned workforce by supporting appropriate transitions.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of separations categorized as expected, unavoidable, or strategically aligned. (Non-regretted turnover). This does not include seasonal or temporary staff.			17	This is a new concept KPI and there is no recoverable historical data but will be measured going forward.
<i>Performance:</i>				
Percentage of separations categorized as expected, unavoidable, or strategically aligned (non-regretted turnover). This does not include seasonal or temporary staff.			12.59%	A goal is not associated with this as it will vary depending on the Town's evolving needs, workforce management and strategic goals.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of separations categorized as non-strategic or unplanned attrition (regretted turnover). This does not include seasonal or temporary staff.			4	This is a new concept KPI and there is no recoverable historical data but will be measured going forward.
<i>Performance:</i>				
Percentage of separations categorized as non-strategic or unplanned attrition (regretted turnover). This does not include seasonal or temporary staff.			2.96%	The goal is to regretted turnover below 5%

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

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Open Records Requests received.	146	146	182	
<i>Performance:</i>				
Percentage closed by goal.	95%	97%	88%	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

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Meeting minutes processed.	26	23	23	23 meetings held in 2025
<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

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Board Agenda packets processed.	34	26	23	
<i>Performance:</i>				
Percentage of agendas distributed at least 1 week prior to meeting.	1	90%	100%	

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:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of Servers.	26	25	22	Goal: Reduce servers and streamline services.
Total workstations (PC, laptops).	258	201	189	Goal: minimize devices per 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:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of Network Support Tickets Requested.	1554	1426	1184	
<i>Performance:</i>				
Tickets Solved.	1554	1426	1184	
Percent Response Time.	100%	98%	72%	< 2 hrs
Satisfaction Rate.	95%	98%	100%	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:	2023	2024	2025	Comments
<i>Workload:</i>				
Security Training Rating Preferred.	> 600	> 725	>725	
Security Score		725	Unavailable	
<i>Performance:</i>				
Low Risk: Employees 123	735	739	Unavailable	
Medium Risk: 2	549	633	Unavailable	
High Risk: 6	347	360	Unavailable	

TOWN BOARD

Town Board Budget	2024 Actual	2025 Approved Budget	2025 Year End Projections	2026 Approved Budget
Personnel Services	32,119	25,900	19,451	25,900
Contract Services	236,241	210,500	143,063	190,500
Commodity	3,100	1,000	1,877	2,500
Other Charges	69,446	48,000	42,055	56,000
Total Operating	340,906	285,400	206,446	274,900
Capital Outlay	-	33,000	33,000	-
Debt Service	-	-	-	-
Total Expenditures	340,906	318,400	239,446	274,900
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 the adoption of the laws and policies of the town. It is the task of the Town Manager to ensure that this direction and the objectives of the Board are carried out.

The Board appoints the following positions:

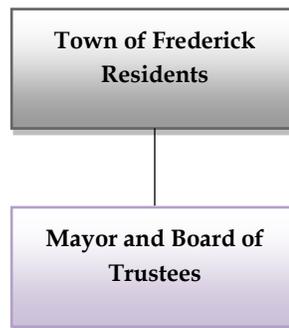
- Town Manager
- Town Attorney
- Town Treasurer
- Town Clerk
- Municipal Judge

The 2026 Budget for the Town Board reflects an 15% increase compared to 2025 actuals, due to a 25% underspend from prior year budget associated with a decrease in necessary professional services for oil and gas legal services, core service business planning, and legislative lobbying services. A 13% decrease is planned over prior year budget, due to an intentional reduction in operating activities due to tax revenue uncertainty. The Town Board budget includes legal expenses, election expenses, and miscellaneous expenses, which include the Community Tour and Talks. The Community Tour and Talks schedule for 2026 is as follows, with locations subject to change:

Date	Location
May 13, 2026	No-Name Creek West Park
June 10, 2026	Silverstone Park
July 8, 2026	Crist Park

ORGANIZATIONAL CHART

TOWN BOARD - 0 FTE



FINANCE DEPARTMENT

	2024	2025	2025	2026
Finance Dept Budget	Actual	Approved Budget	Year End Projections	Approved Budget
Personnel Services	202,286	226,900	228,123	275,000
Contract Services	12,983	19,350	14,641	17,650
Commodity	8,091	34,985	9,125	11,000
Other Charges	2,795	3,750	3,152	3,800
Total Operating	226,156	284,985	255,041	307,450
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	226,156	284,985	255,041	307,450
FTE's	2.20	1.95	1.95	1.95

	2024	2025	2025	2026
Finance - Internal Services Budget	Actual	Approved Budget	Year End Projections	Approved Budget
Personnel Services	266,468	271,000	291,095	350,000
Contract Services	13,476	10,000	14,721	17,700
Commodity	-	-	-	-
Other Charges	3,388,163	4,054,445	3,701,291	4,450,275
Total Operating	3,668,107	4,335,445	4,007,107	4,817,975
Transfers Out (Capital)	802,242	2,331,600	331,600	3,900,975
Debt Service	-	-	-	-
Total Expenditures	4,470,349	6,667,045	4,338,707	8,718,950
FTE's	0.00	0.00	0.00	0.00

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 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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Did Annual Comprehensive Financial Report meet the requirements for the Certificate of Excellence from GFOA?	Yes	TBD	TBD	GFOA Review is late for 2024
<i>Performance:</i>				
Consecutive years that the Comprehensive Annual Financial Report received the Certificate of Excellence from GFOA.	10	TBD	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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Produce a budget that shows long term sustainability and is eligible for GFOA's Distinguished Budget Award.	Yes	Yes	Yes	
<i>Performance:</i>				
Consecutive number of years Budget document received GFOA Distinguished Budget Award.	8	9	TBD	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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of Auditor Comments.	0	0	TBD	Goal: Zero
<i>Performance:</i>				
Percentage of materiality mistatement in annual financial statements.	2%	1%	TBD	Goal: < 5%

Strategic Foundation: Fiscally Responsible Governance

Objective:

Deliver efficient, effective, innovative government services.

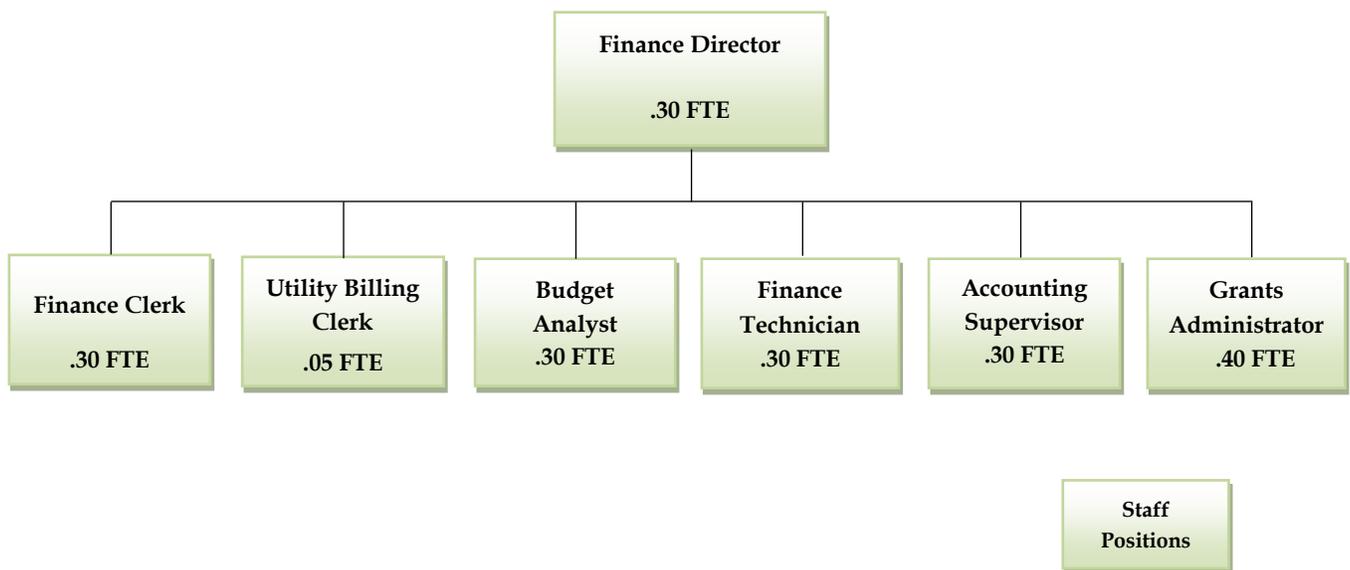
Strategy:

Optimize the use of technology to drive efficiency and productivity.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of shut-off calls placed.	1,391	1,420	448	
<i>Performance:</i>				
Percentage of shut-off calls successfully delivered.	100.0%	100.0%	100.0%	Goal: > 95%
<i>Workload:</i>				
Number of Accounts Payable invoices processed.	4,025	3,980	4,356	
<i>Performance:</i>				
Percentage of AP checks issued correctly the first time.	99%	99%	98%	Goal: > 95%
<i>Workload:</i>				
Number of Payroll checks processed.	3,472	3,568	4,083	
<i>Performance:</i>				
Percentage of Payroll checks issued correctly the first time.	97%	97%	96%	Goal: > 95%

ORGANIZATIONAL CHART

FINANCE DEPARTMENT - 1.95 FTE*



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

MUNICIPAL COURT

Municipal Court Budget	2024 Actual	2025 Approved Budget	2025 Year End Projections	2026 Approved Budget
Personnel Services	69,552	86,700	68,924	88,500
Contract Services	21,447	35,800	21,253	27,290
Commodity	1,650	6,205	1,635	2,100
Other Charges	3,537	1,000	3,505	4,500
Total Operating	96,186	129,705	95,317	122,390
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	96,186	129,705	95,317	122,390
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 on the second Friday of the month at the Town of Frederick Town Hall Building. 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 2026 budget reflects a 28% increase over prior year actuals, but a 6% decrease below prior year budget. The increase is attributed to a 2025 budget underspend and a slight decrease in 2026 planned contract services and commodity expenses.

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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of court cases.	1,497	1,029	1,228	
<i>Performance:</i>				
Percentage of cases closed by goal.	63%	90%	94%	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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of court records maintained.	1,497	1,029	1,228	
<i>Performance:</i>				
Percentage of complete files able to be retrieved by goal.	98%	90%	85%	Goal: Under 15 minutes & > 90%

Strategic Foundation: Fiscally Responsible Governance

Objective:

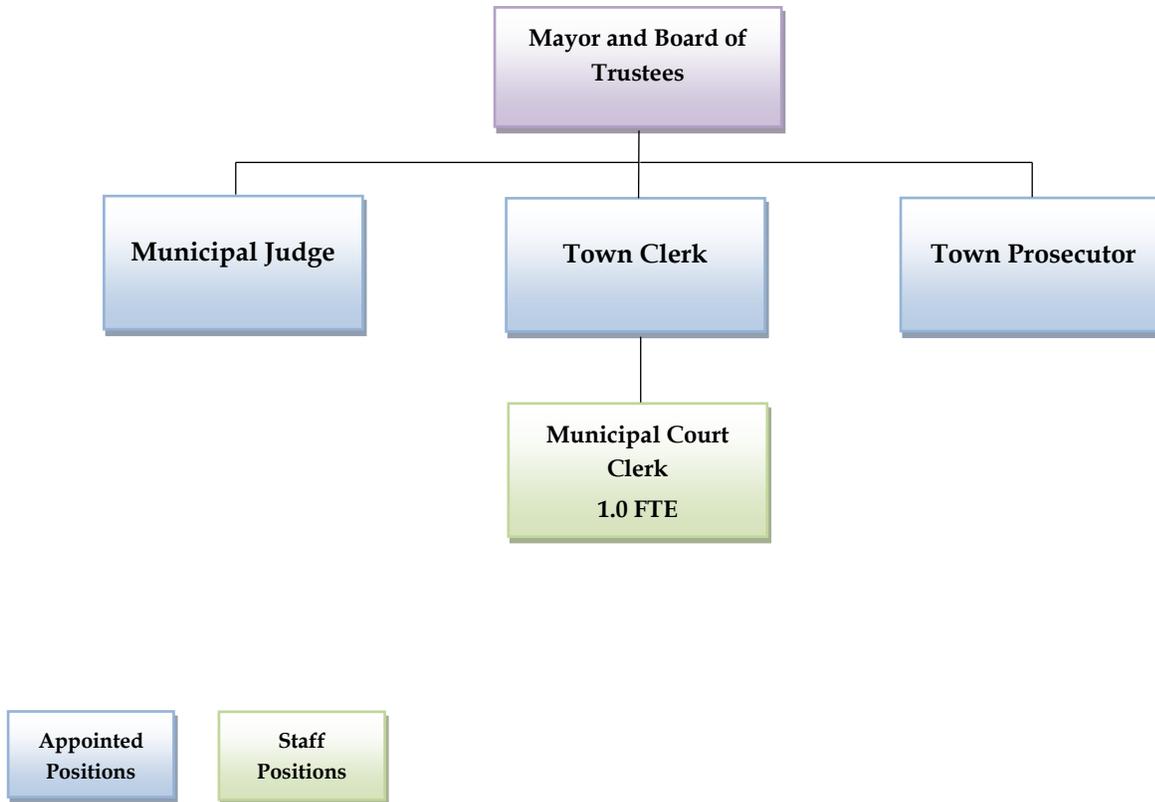
Deliver efficient, effective and innovative government services.

Strategy:

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

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of cases with fines assessed.	1,497	1,029	1,228	
<i>Performance:</i>				
Percentage of cases collected within the designated timeframe.	92%	90%	87%	Goal: 30 days & > 85%

ORGANIZATIONAL CHART
MUNICIPAL COURTS DIVISION - 1.0 FTE



PUBLIC WORKS - ADMINISTRATION

Public Works Administration Budget	2024 Actual	2025 Approved Budget	2025 Year End Projections	2026 Approved Budget
Personnel Services	181,024	49,500	52,164	43,100
Contract Services	23,100	9,750	6,657	5,500
Commodity	26,461	7,500	7,625	6,300
Other Charges	14,700	3,500	4,236	3,500
Total Operating	245,285	70,250	70,682	58,400
Capital Outlay	-	270,000	-	-
Debt Service	-	-	-	-
Total Expenditures	245,285	340,250	70,682	58,400
FTE's	1.35	0.20	0.20	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 rights-of-way, 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. It is anticipated that a vacant Public Works Director FTE will be merged with a vacant Engineering Director FTE in 2026. The administrative assistant within the department assists in these efforts by handling calls and requests for services, coordinating service and work orders, and performing 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 2026 budget reflects a 17% decrease over prior year actuals and an 82% decrease over prior year budget. The decrease is attributed to a one-time capital improvement appropriation of \$270,000 for downtown permanent lighting that occurred in 2025.

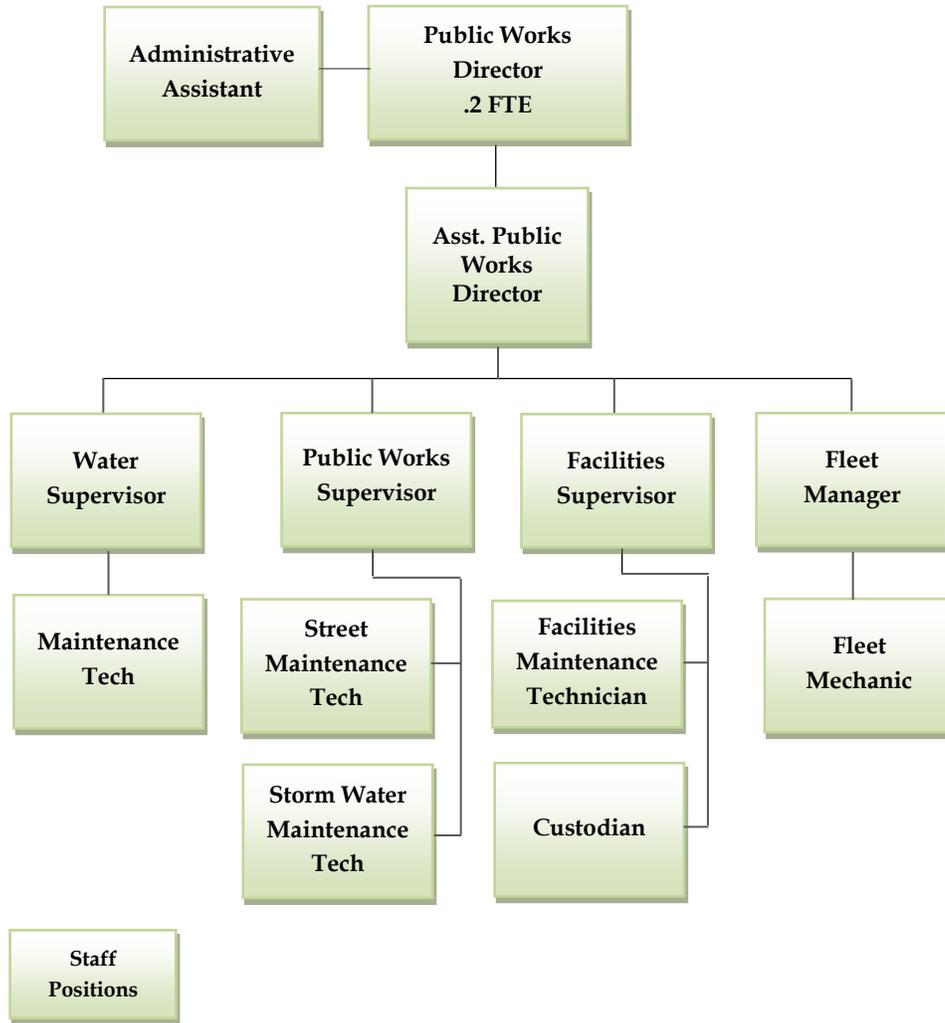
Public Works – Administration Goals and Key Performance Indicators (KPI)

Performance Measures

Strategic Foundation: Effective, Efficient & Strategic Government Operations				
Objective: Workplace Safety and Injury Prevention.				
Strategy: Ensure Proper safety trainings for each division under Public Works to reduce the likelihood of injuries and to stay compliant.				
Measure:	2023	2024	2025	Comments
<i>Workload:</i> Number of scheduled Safety and Preventive Injury Trainings.				
	12	12	12	New KPI for 2023
<i>Performance:</i> Percentage of Safety Meetings attended.				
	100%	100%	100%	Goal: 100%
Strategic Foundation: Effective, Efficient & Strategic Government Operations				
Objective: Meet daily with director, assistant director and department manager to direct daily work for team members.				
Strategy: Ensure workload and collaboration on projects and goals across all PW divisions.				
Measure:	2023	2024	2025	Comments
<i>Workload:</i> Number of scheduled collaborative meetings with managers and directors.				
	210	200	185	New KPI for 2023
<i>Performance:</i> Percentage of meetings conducted.				
	88%	90%	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	2024 Actual	2025 Approved Budget	2025 Year End Projections	2026 Approved Budget
Personnel Services	55,808	67,100	39,024	47,600
Contract Services	15,828	197,000	11,068	13,500
Commodity	2,931	5,000	2,050	2,500
Other Charges	24,504	23,000	17,134	20,900
Total Operating	99,071	292,100	69,275	84,500
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	99,071	292,100	69,275	84,500
FTE's	0.55	0.50	0.50	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 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. It is anticipated that a vacant Engineering Director FTE will be merged with a vacant Public Works Director FTE in 2026.

The 2026 budget reflects a 22% increase over prior year actuals and a 71% decrease below prior year budget. The increase is attributed to a 2025 budget underspend by 76% and a slight increase in personnel services and contract services for 2026.

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:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of Development Applications received.	57	130	40	Development Review moved to Planning-General Fund
<i>Performance:</i>				
Average number of days to review and complete submittals.	9	20	14	Goal: < 14, working days

Strategic Foundation: Fiscally Responsible Governance

Objective:

Deliver efficient, effective and innovative government services.

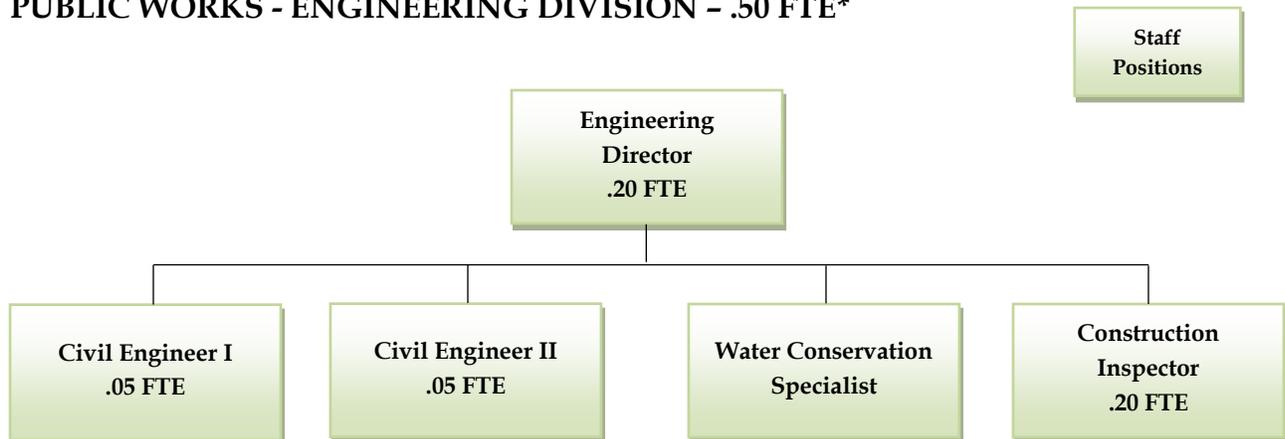
Strategy:

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

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Each department employee attends a min of 2 external confs/trainings per year.	18	12	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.	90%	100%	90%	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	2024 Actual	2025 Approved Budget	2025 Year End Projections	2026 Approved Budget
Personnel Services	193,595	216,400	205,006	179,000
Contract Services	317,539	826,290	336,255	293,600
Commodity	6,814	14,415	7,215	6,300
Other Charges	63,892	68,750	67,658	59,075
Total Operating	581,839	1,125,855	616,134	537,975
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	581,839	1,125,855	616,134	537,975
FTE's	1.80	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 2026 budget reflects a 13% decrease over prior year actuals and a 52% decrease below prior year budget. The decrease is attributed to the addition of a director FTE being placed on hold and pausing the Catalytic Grant Program for business attraction.

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

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:	2023	2024	2025	Comments
<i>Workload:</i>				
No. of Direct engagements with existing Frederick business contacts, annually.	297	347	533	Goal: To continuously increase trust within the Business community
<i>Performance:</i>				
Number of Businesses that participated in Business Retention or Expansion Incentive Programs	7	4	1	Goal: To build more trust in the business community so more businesses participate in business
Number of Unique Businesses that participated in Business Retention/Expansion Programs	x	x	x	Adding for 2026 tracking

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:	2023	2024	2025	Comments
<i>Workload:</i>				
Increase the number of businesses located within the Town of Frederick.	364	382	415	Goal: Increase by 2% year-over-year
<i>Performance:</i>				
Increase the workforce population in the Town of Frederick as a means of increasing daytime population.	4,994	5,301	5,393	Goal: Increase by 2% year-over-year

Strategic Foundation: Fiscally Responsible Governance

Objective:

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.

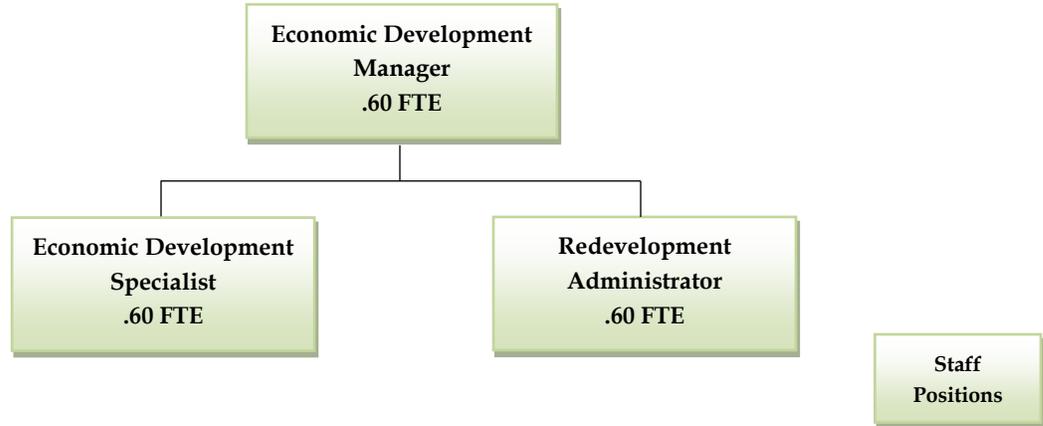
Strategy:

Implement tools to enhance organizational transparency regarding budget and project performance as evidence of being responsible stewards of valuable public resources.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Funds awarded to Frederick businesses	\$30,000	\$50,000	\$140,000	\$120,000 was requested for IMPACT Grant projects throughout the business community. This \$140,000 figure includes \$100,000 of a FRED Grant Award.
<i>Performance:</i>				
Number of businesses awarded a grant from the IMPACT program	3	5	4	Goal: To exhaust annual funding allocation for IMPACT Grants.

ORGANIZATIONAL CHART

COMMUNITY & ECONOMIC DEVELOPMENT - ADMIN DEPARTMENT - 1.80 FTE*



COMMUNITY & ECONOMIC DEVELOPMENT - NEIGHBORHOOD SERVICES

Community & Economic Development - Neighborhood Services	2024 Actual	2025 Approved Budget	2025 Year End Projections	2026 Approved Budget
Personnel Services	55,938	118,900	59,235	97,400
Contract Services	66,764	117,550	70,699	116,250
Commodity	-	800	-	-
Other Charges	632	1,400	669	1,100
Total Operating	123,334	238,650	130,603	214,750
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	123,334	238,650	130,603	214,750
FTE's	0.00	1.00	1.00	1.00

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 2026 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).

Measure:	2023	2024	2025	Comments
<i>Workload:</i> Create and implement a site and landscape inspection inventory program.	N/A	13 *	118	* 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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i> Analyze/respond to land-use complaints.	N/A	1	53	* 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	2024 Actual	2025 Approved Budget	2025 Year End Projections	2026 Approved Budget
Personnel Services	291,500	500,900	364,263	451,300
Contract Services	216,058	388,850	269,989	334,500
Commodity	5,555	22,900	6,941	8,600
Other Charges	5,510	6,950	6,885	8,530
Total Operating	518,622	919,600	648,078	802,930
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	518,622	919,600	648,078	802,930
FTE's	4.00	4.30	4.30	4.30

Overview and Description

The Planning Division currently has the following positions: Planning Manager, Senior Planner, Planner III, 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 the 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 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.

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 the Downtown Plan. Coordination with the Engineering and Public Works Departments is 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 park projects are generally designed and managed through Planning.

The 2026 budget reflects a 24% increase over prior year actuals and a 13% decrease over prior year budget. The decrease is attributed to an underspend in planned professional services and a vacant FTE in the prior year. The majority of expenditures are related to professional services for land use code updates, subarea planning, surveying, and downtown planning.

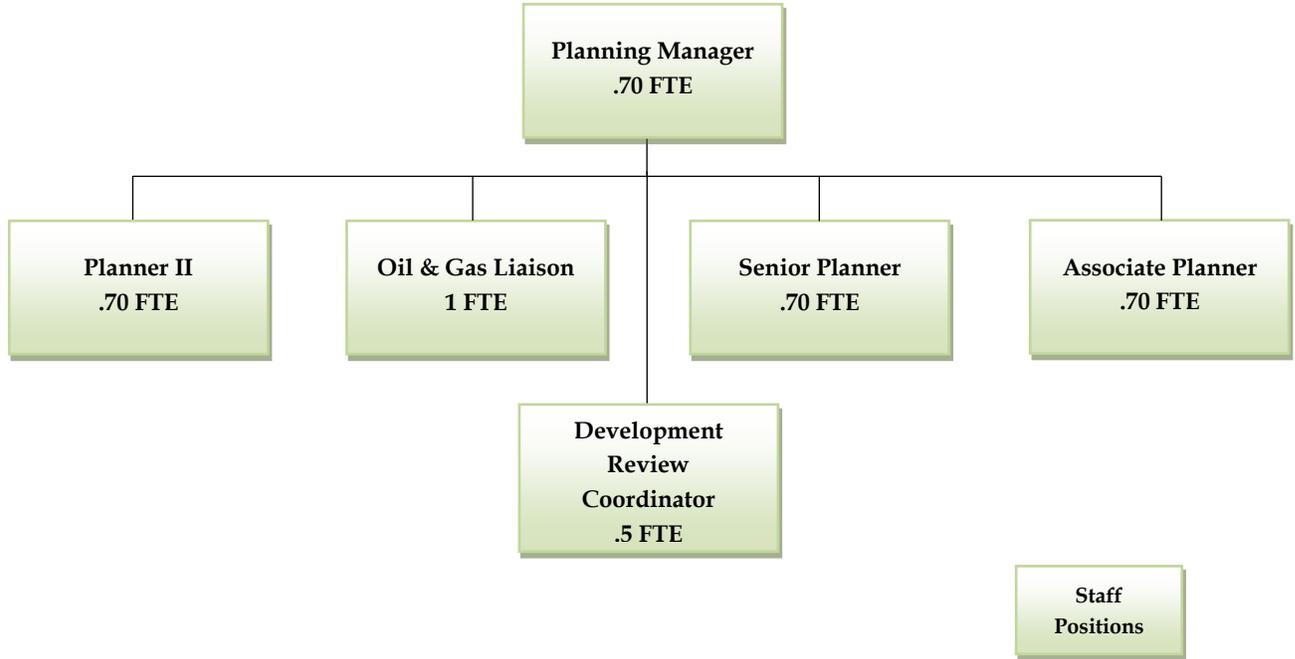
Community & Economic Development - Planning Goals and Key Performance Indicators (KPI)

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:	2023	2024	2025	Comments
<i>Workload:</i>				
Maintain a positive rating for Planning on satisfaction survey.	N/A	18 surveys	5%	New program for 2024 Goal: > 65% rating
<i>Performance:</i>				
Satisfaction Survey provided to applicants following development review process.	N/A	50%	65%	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:	2023	2024	2025	Comments
<i>Workload:</i>				
Maintain text amendments presented to the Board of Trustees to 3 annually.	4	4	2	2025 complete LUC update set to be adopted in early 2026
<i>Performance:</i>				
Number of Land Use Code and Comprehensive Plan Amendments approved by the Board.	4	5	2	Downtown Plan set for adoption early 2026
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:	2023	2024	2025	Comments
<i>Workload:</i>				
Maintain number of planning review rounds on land use application.	N/A	70 rounds	91	Goal: 4 or less per year, completed projects only
<i>Performance:</i>				
Track number of rounds to approval for all applications within tracking software.	N/A	3.1	3.64	91 total rounds of review on 25 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	2024 Actual	2025 Approved Budget	2025 Year End Projections	2026 Approved Budget
Personnel Services	15,541	96,500	16,458	12,500
Contract Services	81,437	86,900	86,237	65,500
Commodity	4,725	14,640	5,003	3,800
Other Charges	1,057	800	1,119	850
Total Operating	102,760	198,840	108,817	82,650
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	102,760	198,840	108,817	82,650
FTE's	2.80	1.70	1.70	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 GIS Division will be moving out of the Economic Development department for the 2027 fiscal year and be reseated under the Information Technology department.

The 2026 budget reflects a 25% decrease below prior year actuals and a 58% decrease below prior year budget. The decrease is attributed to an underspend in personnel and commodity cost categories in the prior year. The overall budgetary decrease is associated with an intentional 10% reduction in all areas in an effort to reduce operational burden on the General Fund.

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:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of views of GIS Open Data (interactive maps, dashboards, data download).	316,746	761,310	Unavailable	Data for 2025 was unavailable due to lapse in Google Analytics. We are currently researching ways to re-establish for 2026.

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:	2023	2024	2025	Comments
<i>Workload:</i>				
Integrate GIS with Town existing software applications for a more robust and authoritative data library. Accela/Open Gov.	60%	85%	90%	Goal: > 90%

Strategic Foundation: Fiscally Responsible Governance

Objective:

Good Governance.

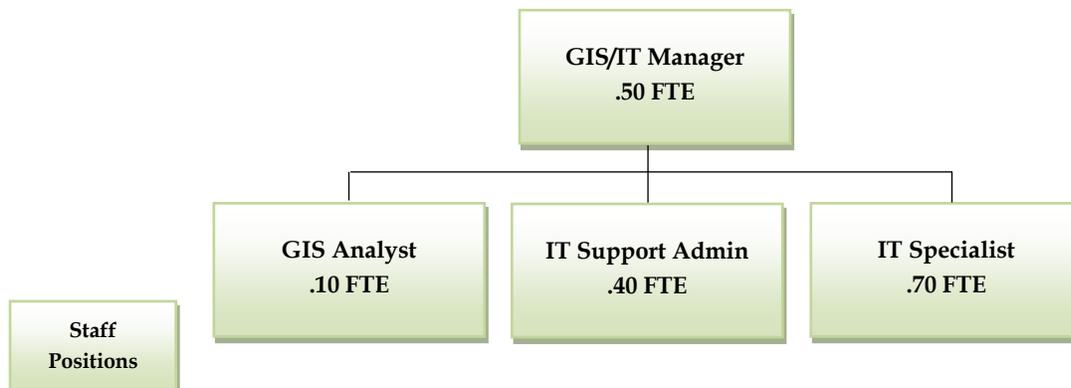
Strategy:

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

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Implementation of GIS Strategic Plan Goals.	90%	95%	97%	Goal: > 90%

ORGANIZATIONAL CHART

COMMUNITY & ECONOMIC DEVELOPMENT - GIS DIVISION - 1.70 FTE*



COMMUNITY & ECONOMIC DEVELOPMENT - BUILDING

Community & Economic Development - Building Budget	2024 Actual	2025 Approved Budget	2025 Year End Projections	2026 Approved Budget
Personnel Services	222,331	399,200	235,436	517,400
Contract Services	18,336	65,020	19,416	42,670
Commodity	4,426	19,360	4,687	10,300
Other Charges	6,293	2,850	6,664	14,645
Total Operating	251,386	486,430	266,203	585,015
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Total Expenditures	251,386	486,430	266,203	585,015
FTE's	3.60	3.60	3.60	3.60

Overview and Description

The Building Division is designed to handle the administrative, maintenance, and utility costs within all the facilities of the town. The division can also 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 the Engineering Director to the Assistant Town Manager. As a result, the majority of the FTE Personnel costs associated with the General Fund, Engineering, were also shifted to Community and Economic Development.

The 2026 budget reflects a 119% increase over prior year actuals and an 20% increase over prior year budget. The increase is attributed to an underspend in Personnel Services in 2025 due to staff vacancies and an increase in allocated Personnel Services in 2026.

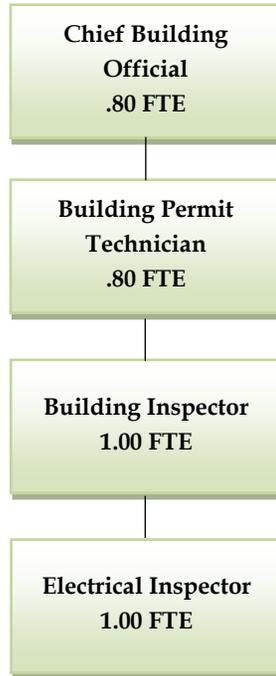
Community & Economic Development - Building Goals and Key Performance Indicators (KPI)

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:	2023	2024	2025	Comments
<i>Workload:</i>				
Total Permits Issued.	3072	3042	445	Increase in larger Commercial projects
<i>Performance:</i>				
Total Inspections for commercial and residential construction.	8118	4919	4094	
Strategic Foundation: Strategic, Reliable & Sustainable Infrastructure				
Objective:				
Residential Construction.				
Strategy:				
Process permit applications within the 14 day requirement.				
Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
1 and 2 Family Dwellings Permitted.	101	63	57	Continued market down-turn in 2025
Strategic Foundation: Strategic, Reliable & Sustainable Infrastructure				
Objective:				
Commercial Construction.				
Strategy:				
Process permit applications within the 14-day requirement.				
Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Commercial Construction Permitted.	8	10	54	
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:	2023	2024	2025	Goals
<i>Workload:</i>				
Inspector Training Classes.	2	16	18	Min 2 per employee per year
<i>Performance:</i>				
Tests Taken.	2	4	0	

ORGANIZATIONAL CHART

COMMUNITY & ECONOMIC DEVELOPMENT - BUILDING DIVISION - 3.60 FTE*



**Staff
Positions**

POLICE DEPARTMENT

Police Department Budget	2024 Actual	2025 Approved Budget	2025 Year End Projections	2026 Approved Budget
Personnel Services	6,499,806	6,341,200	6,174,371	6,863,300
Contract Services	952,152	1,176,725	904,479	1,005,400
Commodity	228,236	256,500	216,809	241,000
Other Charges	531,947	597,285	505,313	561,695
Total Operating	8,212,141	8,371,710	7,800,972	8,671,395
Capital Outlay	-	317,300	317,300	347,500
Debt Service	-	-	-	-
Total Expenditures	8,212,141	8,689,010	8,118,272	9,018,895
FTE's	42.00	46.00	46.00	46.00

Overview and Description

The Police Department has an authorized strength of twenty-four police officers, nine sergeants, two commanders, one chief, two community service officers, two victim advocate coordinators, two records supervisor/evidence technicians, 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 all agencies with 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 2026 budget shows increases in costs as a result of COLA and merit increases for personnel. No additional FTE have been budgeted for 2026 and all remaining cost categories have been intentionally leveled with tapering public safety sales tax projections.

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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Proactive Policing Contacts	4,659*	9,975	12,708	*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*	114%	27%	*New measure. No comparison data prior to 2023. % change from 2024-2025 far exceeded the goal.

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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Citizens contacted through victim's services outreach.	58	70	116	Proactive education from CVMVA Program encourages victims to find strength through reporting crimes.
<i>Performance:</i>				
Services provided through contacts.	335	450	356	The decrease in services provided represents the improvement of resources available.

Strategic Foundation: Safe & Secure

Goal:

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

Objective:

Strengthening proactive policing efforts.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Traffic Tickets	N/A*	875	1,151	*Ticket data not available due to software cutover.
Traffic Accidents	222	227	221	Traffic accidents decreased by almost 3% with increase in traffic enforcement.
<i>Performance:</i>				
Increase traffic enforcement to reduce traffic accidents.	N/A*	N/A*/1.3%	31.5%/-2.6%	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.

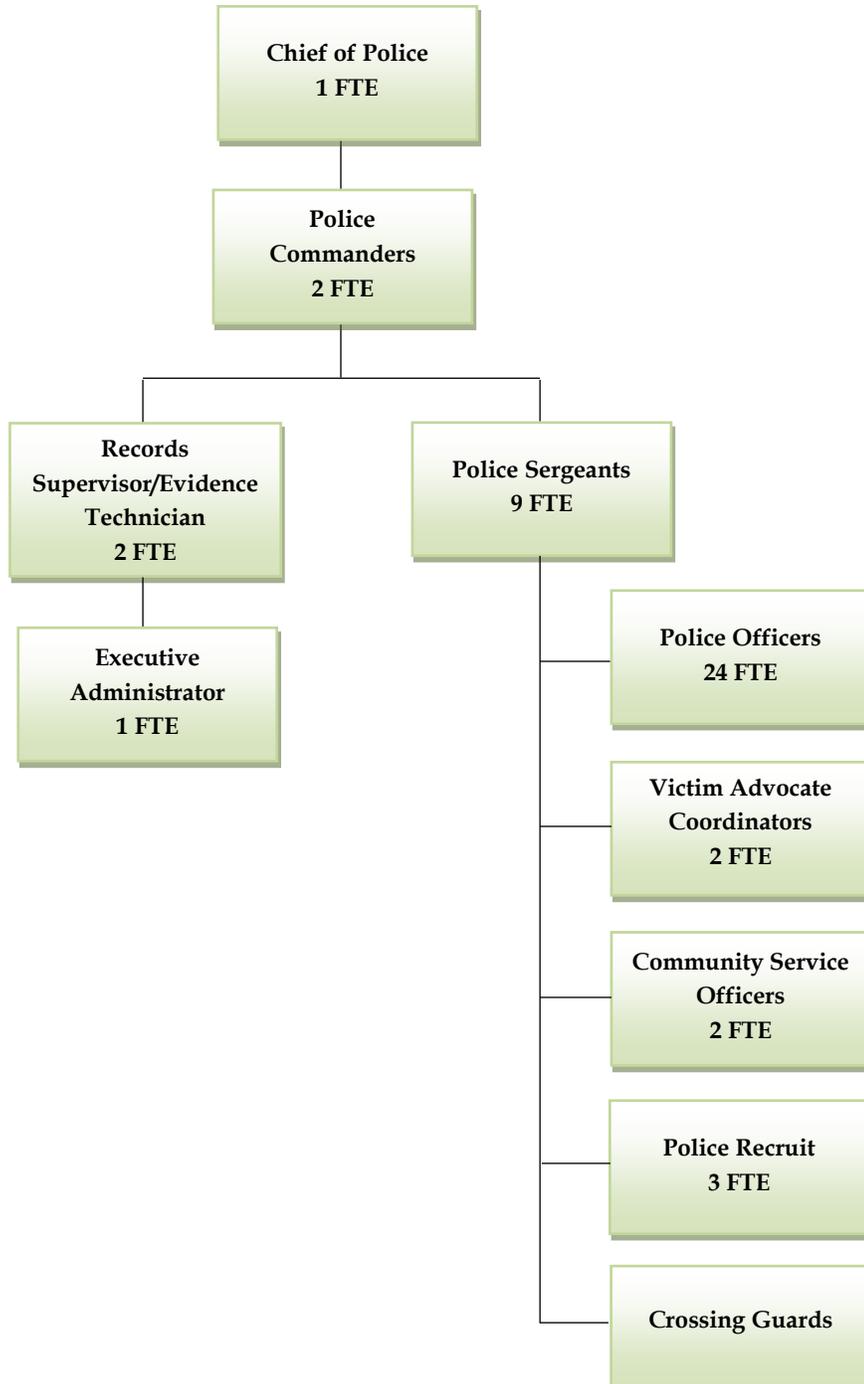
Objective:

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

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of grants awarded	6	2	5	The PD continually seeks new grant funding opportunities.
<i>Performance:</i>				
Grant funds utilized	217,632	274,879	175,900	The decrease in grant funds made available is directly related to the federal political climate.

ORGANIZATIONAL CHART

POLICE DEPARTMENT - 46.00 FTE



Staff Positions

PARKS & OPEN SPACE

Parks & Open Space Budget	2024 Actual	2025 Approved Budget	2025 Year End Projections	2026 Approved Budget
Personnel Services	-	831,000	944,444	798,100
Contract Services	-	844,630	588,132	497,000
Commodity	-	249,520	246,850	208,600
Other Charges	-	-	-	-
Total Operating	-	1,925,150	1,779,426	1,503,700
Capital Outlay	-	50,000	50,000	115,000
Debt Service	-	-	-	-
Total Expenditures	-	1,975,150	1,829,426	1,618,700
FTE's	4.20	4.80	4.80	4.80

Overview and Description

The Parks & Open Space department was created in 2025 as a 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 a 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 2026 budget shows similar costs in personnel, but decreases in commodity and contract services related to facility maintenance design and golf cart leases. 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:	2023	2024	2025	Comments
<i>Workload:</i>				
Total participants in programming	1,491	1,673	1,962	
<i>Performance:</i>				
Percent increase from prior budget year	19%	12%	17%	

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:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of capital projects	2	3	3	
<i>Performance:</i>				
Percent of projects completed on schedule	100%	100%	66%	

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:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of golf rounds played	21,246	24,157	27,676	
<i>Performance:</i>				
Percent increase from prior budget year	6.50%	13.70%	14.60%	

Strategic Foundation: Fiscally Responsible Governance

Objective:

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

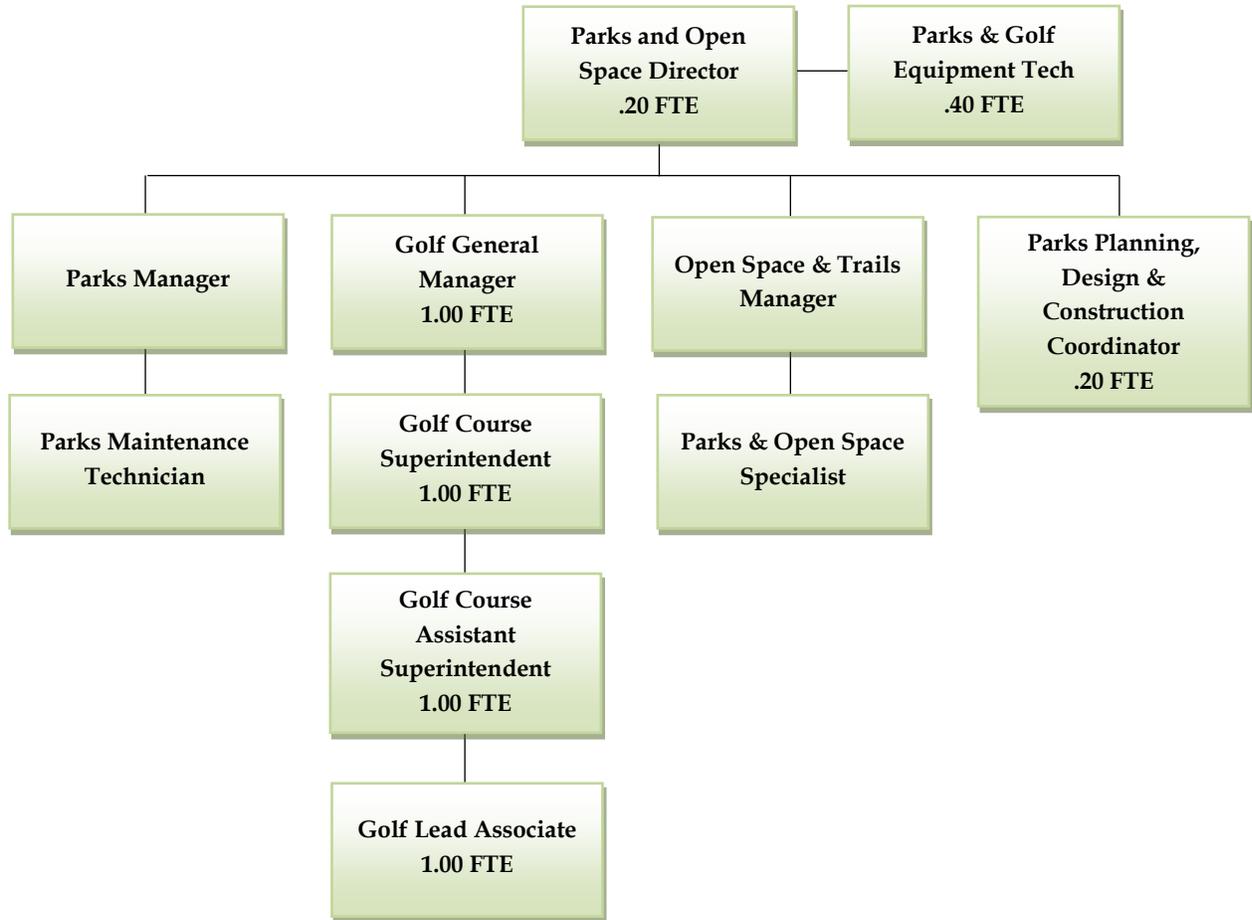
Strategy:

Increase golf revenue by 3-5% annually.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Golf Revenue	\$ 774,567	\$ 820,895	\$ 1,117,502	2025 revenue grew \$296,608.
<i>Performance:</i>				
Percent increase from prior budget year	-11%	6%	36%	Restaurant transition 6/1/23

ORGANIZATIONAL CHART

PARKS & OPEN SPACE DEPARTMENT - 4.80 FTE*



Staff Positions

SPECIAL REVENUE FUNDS



STREET AND ALLEY FUND



STREET AND ALLEY FUND

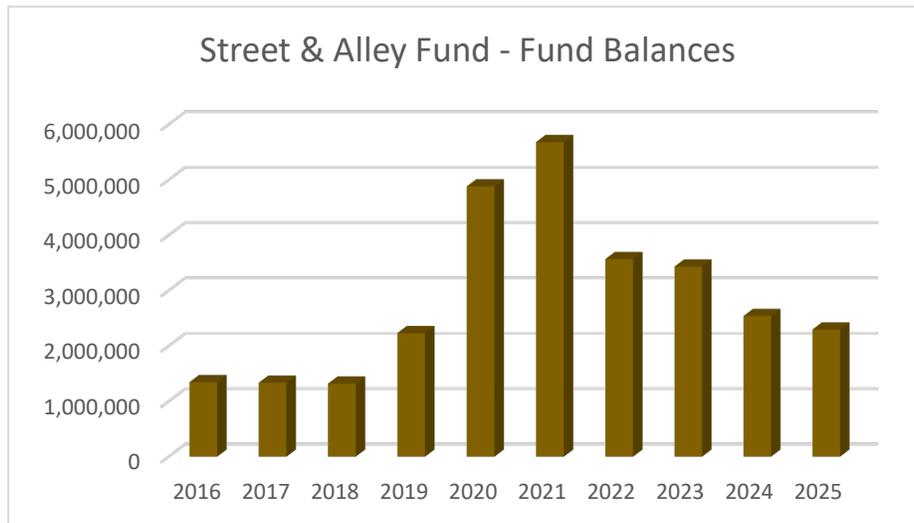
The Fund is responsible for the maintenance and preservation of over 91 centerline miles of paved roadways, Manual on Uniform Traffic Control Devices (MUTCD) compliance of regulatory and street signs, snow plowing, pest control, and gravel road maintenance. The fund accomplishes these widespread tasks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

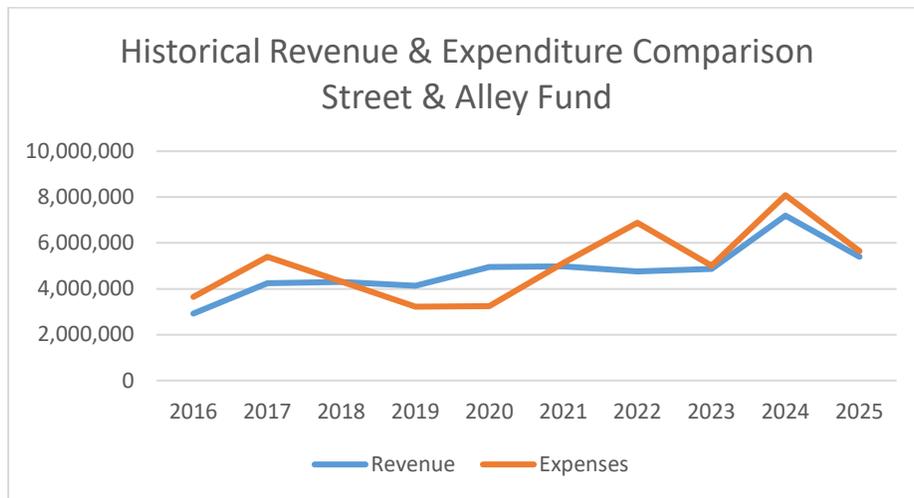


1 - Concrete Alley Project

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 2025 budgeted fund balance was reduced to just over \$2M or just over the 180-day reserve for the fund. The finalization of streets infrastructure projects related to a new grocery marketplace were completed in late 2025. Fund balance in 2026 is expected to remain static with a focus on maintenance-only projects to allow fund reserves to replenish.



The 2026 budget for the Street and Alley Fund includes revenues of \$6,394,250, a decrease of (\$272,550) compared to the 2025 budget. This decrease is primarily the result of full utilization of Federal ARPA grant monies, the addition of a Transfer In from the General Fund for an intersection improvement and a slight decrease in vehicle sales tax projections. The 2026 budget includes expenditures of \$6,677,600, a decrease of (\$218,375) compared to the 2025 budget. This decrease is attributed an intentional 10% reduction of operating and maintenance activity, while maintaining a similar level of capital projects for pavement maintenance and a large intersection improvement.



2 - Colorado Blvd & Tipple Parkway Intersection Improvement - Before



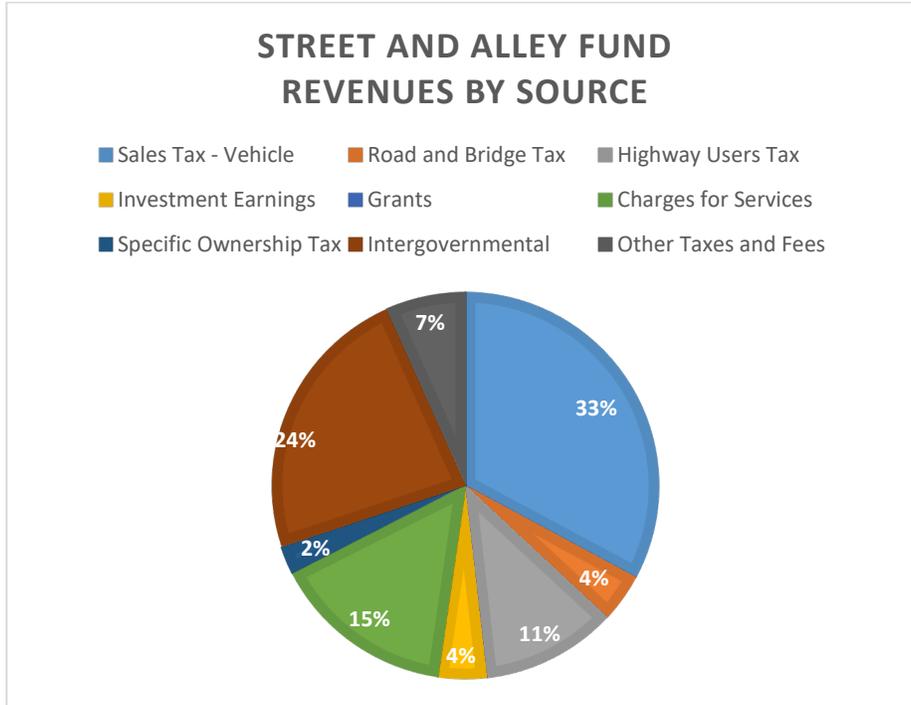
3 - Colorado Blvd & Tipple Parkway Intersection Improvement - After

Street and Alley Fund Budget

Street & Alley Fund	2024 Actuals	2025 Actuals Jan - Oct	2025 Adopted Budget	2025 Year-End Estimates	2026 Proposed Budget
Beginning Fund Balance	3,432,431	2,540,502	2,540,502	2,540,502	2,296,665
<u>Revenues:</u>					
Taxes & Fees	3,737,754	2,346,331	3,954,300	2,815,597	3,647,750
Charges for Services	935,226	819,507	960,500	983,408	975,500
Earnings on Investment	262,707	-	250,000	250,000	260,000
Miscellaneous Revenue	181,178	28,359	10,000	34,031	11,000
ARPA Revenue	-	-	1,318,000	1,318,000	-
Interfund Loan (Water Fund)	-	-	-	-	-
Grants & Contributions	2,076,245	-	-	-	-
<i>Transfer In</i>	-	-	174,000	-	1,500,000
Total Operating Revenues	<u>7,193,110</u>	<u>3,194,197</u>	<u>6,666,800</u>	<u>5,401,036</u>	<u>6,394,250</u>
<u>Expenditures:</u>					
Operations & Maintenance	4,207,026	2,111,877	3,485,355	2,534,252	3,180,900
Capital Outlay	3,467,613	1,217,220	2,877,000	2,577,000	2,966,000
Debt Service	410,400	20,900	533,620	533,620	530,700
<i>Transfer Out</i>	-	-	-	-	-
Total Expenditures	<u>8,085,039</u>	<u>3,349,997</u>	<u>6,895,975</u>	<u>5,644,872</u>	<u>6,677,600</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>(891,929)</u>	<u>(155,801)</u>	<u>(229,175)</u>	<u>(243,837)</u>	<u>(283,350)</u>
Ending Fund Balance	<u><u>2,540,502</u></u>	<u><u>2,384,702</u></u>	<u><u>2,311,327</u></u>	<u><u>2,296,665</u></u>	<u><u>2,013,315</u></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 2026.

Street and Alley Fund Revenue Sources		
Source	Amount	% of Total
Sales Tax - Vehicle	2,100,000	33%
Road and Bridge Tax	260,000	4%
Highway Users Tax	722,750	11%
Investment Earnings	260,000	4%
Grants	0	0%
Charges for Services	975,500	15%
Specific Ownership Tax	150,000	2%
Intergovernmental	1,500,000	23%
Other Taxes and Fees	426,000	7%

Street and Alley Fund Expenditures

The Street and Alley Fund contains operating expenses of \$3,180,900, capital improvement costs of \$2,966,000, and debt service expenses of \$530,700.

**TOWN OF FREDERICK
ANNUAL BUDGET
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STREET & ALLEY FUND | EXPENSE SUMMARY

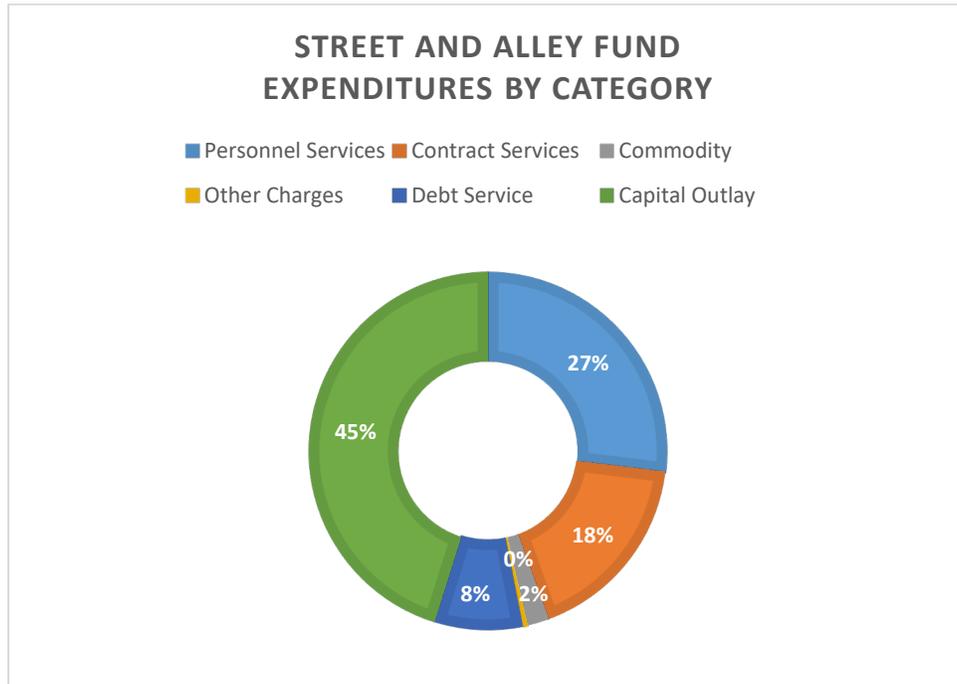
	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Engineering	---	92,900	0	9,600	102,500	2,374,000	---	2,476,500
Public Works	---	1,130,000	131,000	13,100	1,274,100	592,000	---	1,866,100
General Operations	1,797,600	200	---	6,500	1,804,300	---	530,700	2,335,000
Totals	\$1,797,600	\$1,223,100	\$131,000	\$29,200	\$3,180,900	\$2,966,000	\$530,700	\$6,677,600

Total Cash Available								\$8,690,915
Ending Fund Balance								\$2,013,315
% of Total Budget	26.92%	18.32%	1.96%	0.44%	47.64%	44.42%	7.95%	100.00%

Projects Funded in 2026 Budget

- Pavement Maintenance Program
- Colorado Blvd/Bella Rosa Intersection Improvement
- Concrete Repair
- Right of Way Acquisition - Bella Rosa Pkwy & Silver Birch Blvd
- Bella Rosa Pkwy - Corridor Planning
- Plow Hook Truck-Single Axle (2025 Carry-over)
- Plow Hook Truck-Tandem (2025 Carry-over)
- Plow Hook Truck-Upfitting (2025 Carry-over share)

The chart below details the expenditures for the Street and Alley Fund by category. In 2026, 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
Total	10.85

Street and Alley Fund Goals and KPIs

In addition to the projects that have been funded in the 2026 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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i> Number of calls/emails concerning transportation concerns.	122	203	207	Residential Fiber installation. 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.	98%	96%	97%	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.

Measure:	2023	2024	2025	Comments
<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).	78%	80%	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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i> Number of street right-of-way permit applications processed.	118	106	147	
<i>Performance:</i> Average number of days to complete the review.	4	4	5	Goal: < 5

Strategic Foundation: Fiscal Responsibility Governance

Objective:

Provide high quality services that manage street and alley funding appropriately.

Strategy:

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

Measure:	2023	2024	2025	Comments
<i>Workload:</i> Public Funds encumbered for capital street and alley projects.	\$ 4,715,000	\$ 4,127,000	\$ 2,284,000	PMP - \$933,939.55 (\$452,296.11_PP + \$481,643.44_SP) (98.3%) FSMP - \$13,038_CR7 SZF (43.5%)
<i>Performance:</i> Percentage of dollars budgeted versus dollars spent on capital street and alley projects.	65%	128%	105%	Goal: 100%

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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of requests	51	82	60	Certain tasks were not being diverted to the correct dept.
<i>Performance:</i>				
Days to resolve 311 requests (avg)	3	4	3	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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Amount budgeted in maintenance infrastructure.	105,000	105,000	105,000	
<i>Performance:</i>				
Budget expended.	86%	105%	89%	Goal: 90%-100%

Strategic Foundation: Strategic, Reliable & Sustainable Infrastructure

Objective:

Maintain an adequate and safe transportation system.

Strategy:

Successfully complete scheduled street maintenance tasks.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of street maintenance tasks.	104	480	610	
<i>Performance:</i>				
Percentage of preventative maintenance tasks completed.	0.9	98%	90%	Goal: 100% completion

CONSERVATION TRUST FUND



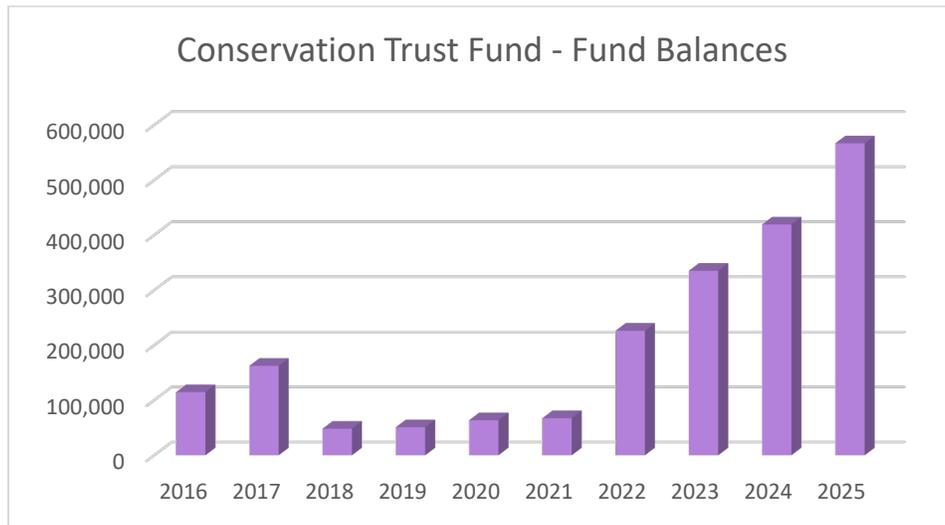
CONSERVATION TRUST FUND

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.

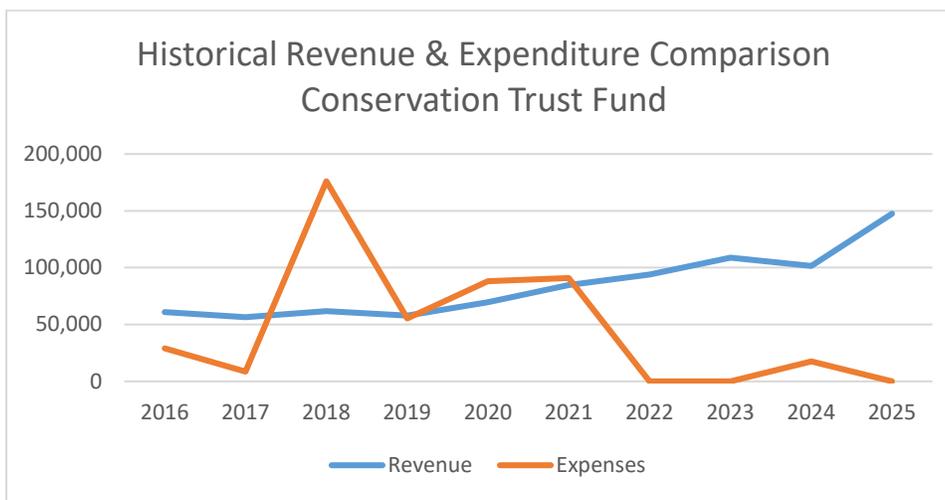


1 – Skate Park

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 occur 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.



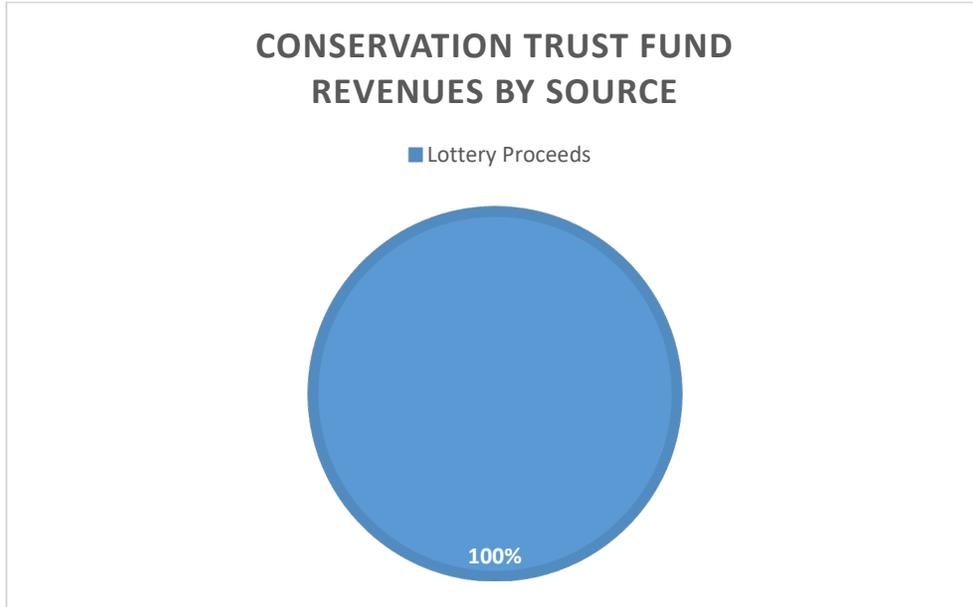
The 2025 budget for the Conservation Trust Fund includes revenues of \$101,000, a decrease of \$9,000 compared to the 2025 budget. The slight decrease is due to a decreased projection of lottery proceeds revenue for 2026. The budget includes no identified expenditures for the 2026 fiscal year.

Conservation Trust Fund Budget

Conservation Trust Fund	2024 Actuals	2025 Actuals Jan - Oct	2025 Adopted Budget	2025 Year-End Estimates	2026 Proposed Budget
Beginning Fund Balance	335,093	419,156	419,156	419,156	566,686
<u>Revenues:</u>					
Intergovernmental	101,562	147,530	110,000	147,530	101,000
Earnings on Investment	-	-	-	-	-
Transfer In	-	-	-	-	-
Total Operating Revenues	<u>101,562</u>	<u>147,530</u>	<u>110,000</u>	<u>147,530</u>	<u>101,000</u>
<u>Expenditures:</u>					
Other	17,499	-	-	-	-
Capital Outlay	-	-	-	-	-
Transfer Out	-	-	-	-	-
Total Expenditures	<u>17,499</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess (Deficiency) of Revenues and Other Sources over Expenditures	<u>84,063</u>	<u>147,530</u>	<u>110,000</u>	<u>147,530</u>	<u>101,000</u>
Ending Fund Balance	<u>419,156</u>	<u>566,686</u>	<u>529,156</u>	<u>566,686</u>	<u>667,686</u>

Conservation Trust Fund Revenues

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



The Conservation Trust - Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2026.

Conservation Trust Fund Revenue Sources		
Source	Amount	% of Total
Lottery Proceeds	101,000	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 2026 for this fund.

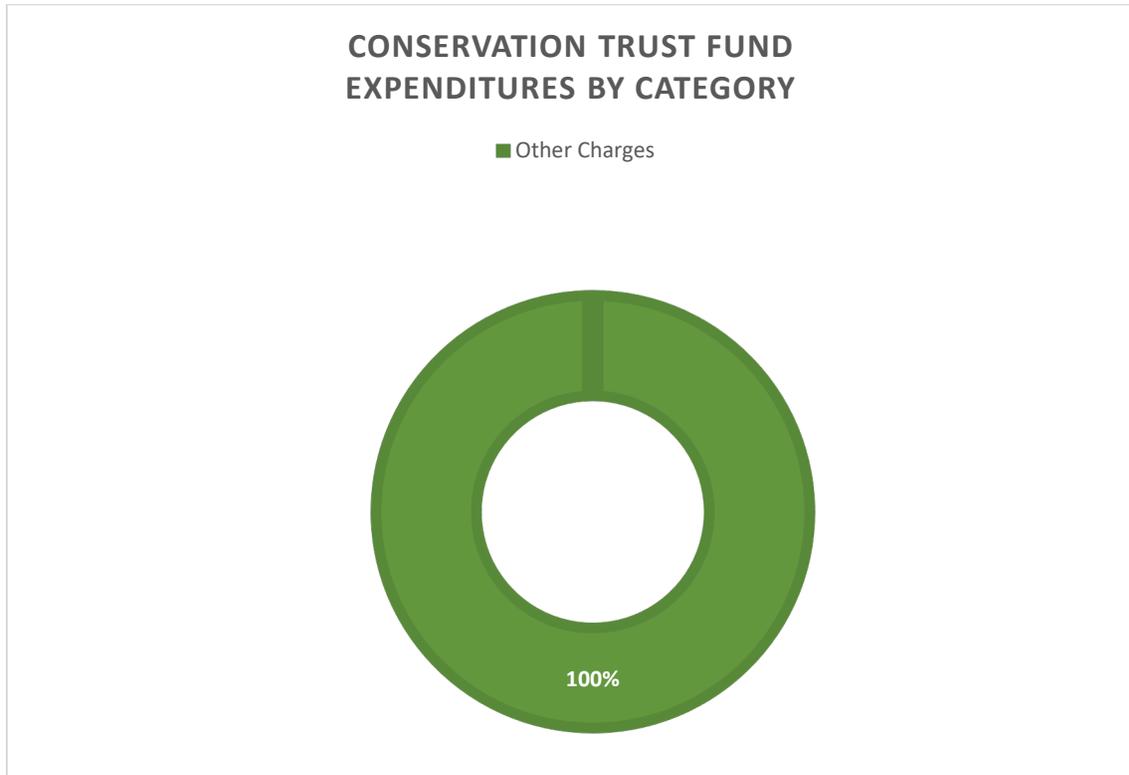
**TOWN OF FREDERICK
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CONSERVATION TRUST FUND | EXPENSE SUMMARY

	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	\$667,686
Ending Fund Balance	\$667,686

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 2026.



Conservation Trust Fund - Full Time Employees

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

Conservation Trust Fund Goals and KPIs

In addition to the projects that have been funded in the 2026 budget, the Conservation Trust Fund establishes 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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of capital projects in this fund.	0	1	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

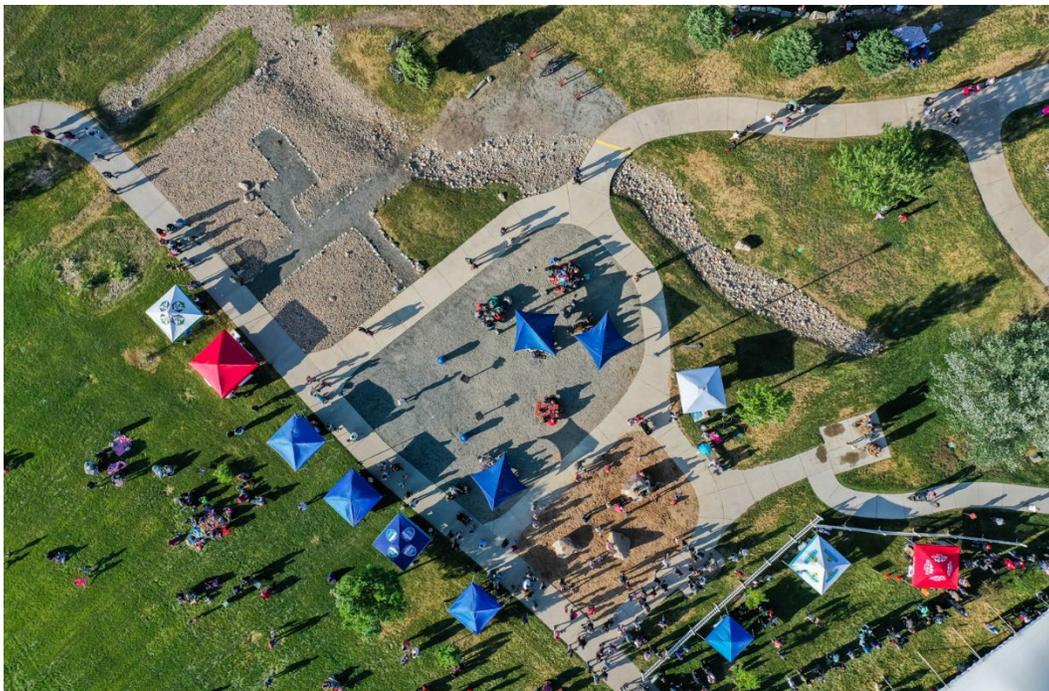
Currently, the town maintains over 319 acres of parks and approximately 593 acres of open space. Additionally, there are 15.95 miles of town-owned trails as of the end of the 2025 fiscal year. The merged fund will continue to support these areas, ensuring that both parks and open spaces are well-maintained, accessible, and enhanced for future generations.

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

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

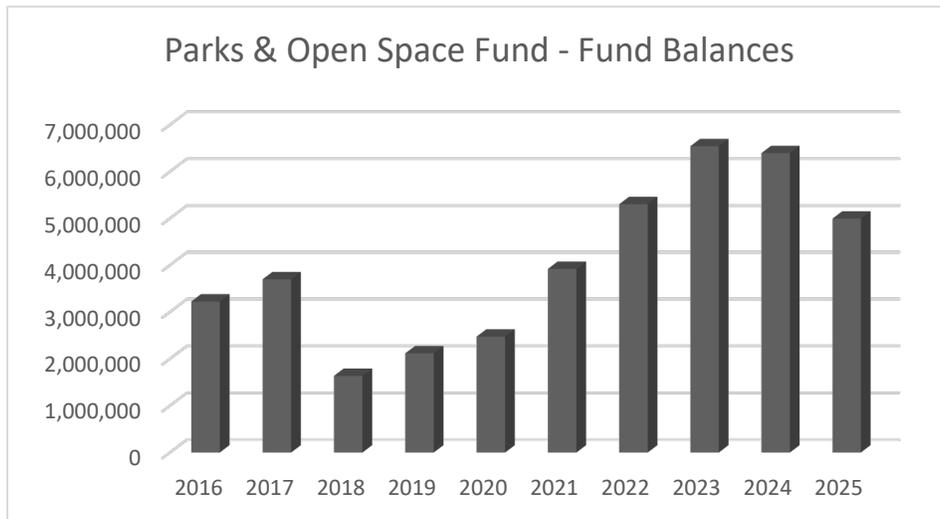


1 - Frederick Recreation Area - Milavec Reservoir

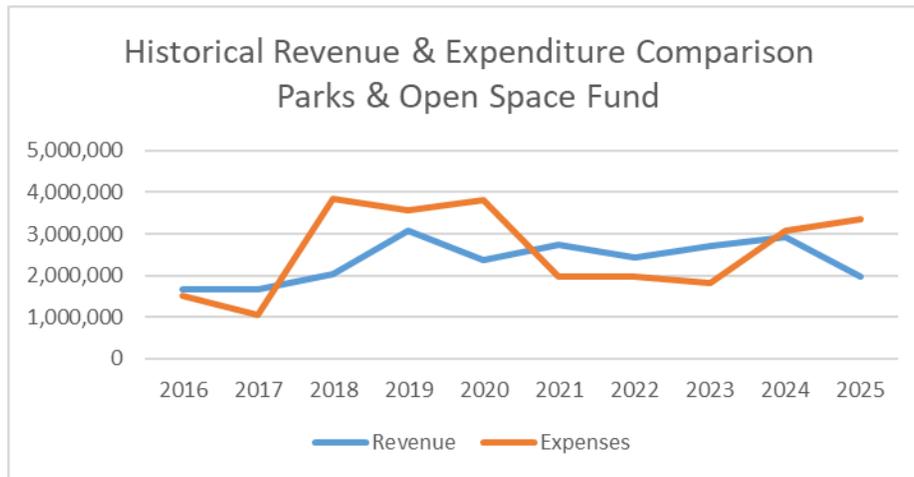


2 - Centennial Park

Parks & Open Space Fund - Fund Balance and Fund Summary



As the following graph illustrates, the fund balance decreased primarily due to reduced sales tax revenues from original projections and the integration of the Park Improvement Fund into the Open Space Fund. The Parks Fund had annual net losses from \$500,000 to \$800,000 due to low fee revenues for roughly five years.



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

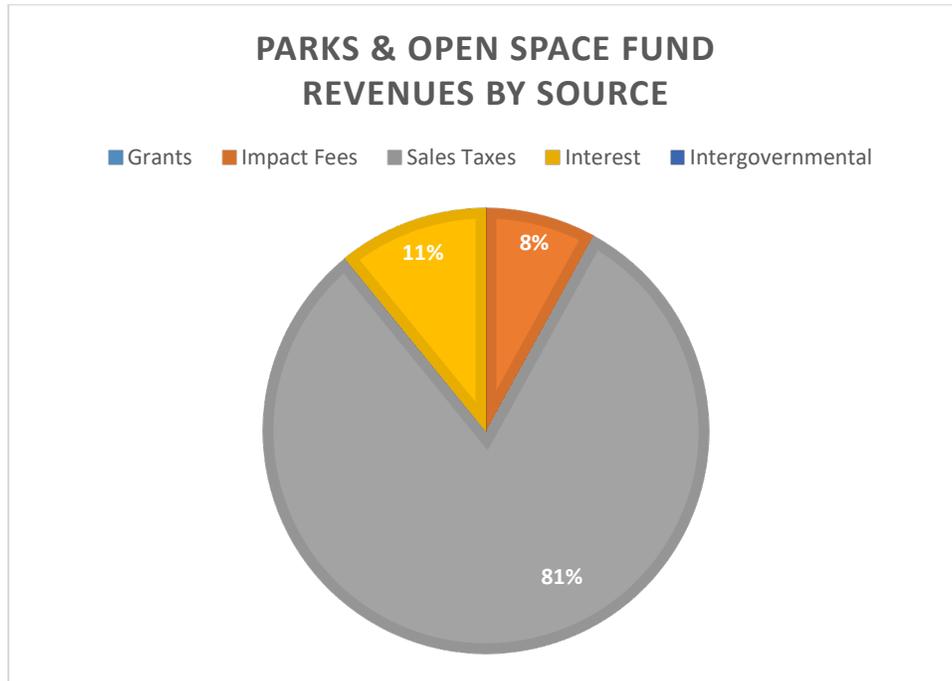
The 2026 budget for the Parks & Open Space Fund includes revenues of \$2,483,000, a decrease of \$810,500 compared to the 2025 budget due to a projected sales tax decrease. The 2026 budget includes expenditures of \$3,088,100, also a decrease of \$1,073,625 compared to the 2025 budget. The decrease in budgeted expenditures is attributed to an intentional reduction in operating and maintenance activity, professional services, and less capital improvement projects which include Go Outdoors Frederick 2050, the annual Tree Program, and Bella Rosa Trail Extension.

Park & Open Space Fund Budget

Parks & Open Space Fund	2024 Actuals	2025 Actuals Jan - Oct	2025 Adopted Budget	2025 Year-End Estimates	2026 Proposed Budget
Beginning Fund Balance	6,542,658	6,394,064	6,394,064	6,394,064	4,994,148
Revenues:					
Taxes and Fees	2,658,670	1,304,907	2,899,500	1,565,888	2,213,000
Charges for Services	5,800	-	-	-	-
Earnings on Investment	271,103	254,000	254,000	254,000	270,000
Miscellaneous Revenue	1,339	-	-	-	-
Grants & Contributions	-	-	140,000	140,000	-
<i>Transfer In</i>	-	-	-	-	-
Total Operating Revenues	<u>2,936,912</u>	<u>1,558,907</u>	<u>3,293,500</u>	<u>1,959,888</u>	<u>2,483,000</u>
Expenditures:					
Operations & Maintenance	2,757,340	2,266,504	3,521,725	2,719,805	2,668,100
Capital Lease	-	-	-	-	-
Capital Outlay	328,166	433,097	640,000	640,000	420,000
<i>Transfer Out</i>	-	-	-	-	-
Total Expenditures	<u>3,085,506</u>	<u>2,699,601</u>	<u>4,161,725</u>	<u>3,359,805</u>	<u>3,088,100</u>
Excess (Deficiency) of Revenues and Other Sources over Expenditures	<u>(148,594)</u>	<u>(1,140,694)</u>	<u>(868,225)</u>	<u>(1,399,916)</u>	<u>(605,100)</u>
Ending Fund Balance	<u><u>6,394,064</u></u>	<u><u>5,253,370</u></u>	<u><u>5,525,839</u></u>	<u><u>4,994,148</u></u>	<u><u>4,389,048</u></u>

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 2026.

Parks & Open Space Fund Revenue Sources		
Source	Amount	% of Total
Grants	0	0%
Impact Fees	199,000	8%
Sales Taxes	2,014,000	81%
Interest	270,000	11%
Intergovernmental	0	0%

Parks & Open Space Fund Expenditures

The Parks & Open Space Fund shows operating expenses of \$2,668,100 and capital outlay of \$420,000. These capital expenditures include outdoor recreational planning (professional services), an annual tree program, 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	---	712,900	48,800	---	761,700	420,000	---	1,181,700
General Operations	1,906,400	---	---	---	1,906,400	---	---	1,906,400
Totals	\$1,906,400	\$712,900	\$48,800	\$0	\$2,668,100	\$420,000	\$0	\$3,088,100

Total Cash Available \$7,477,148

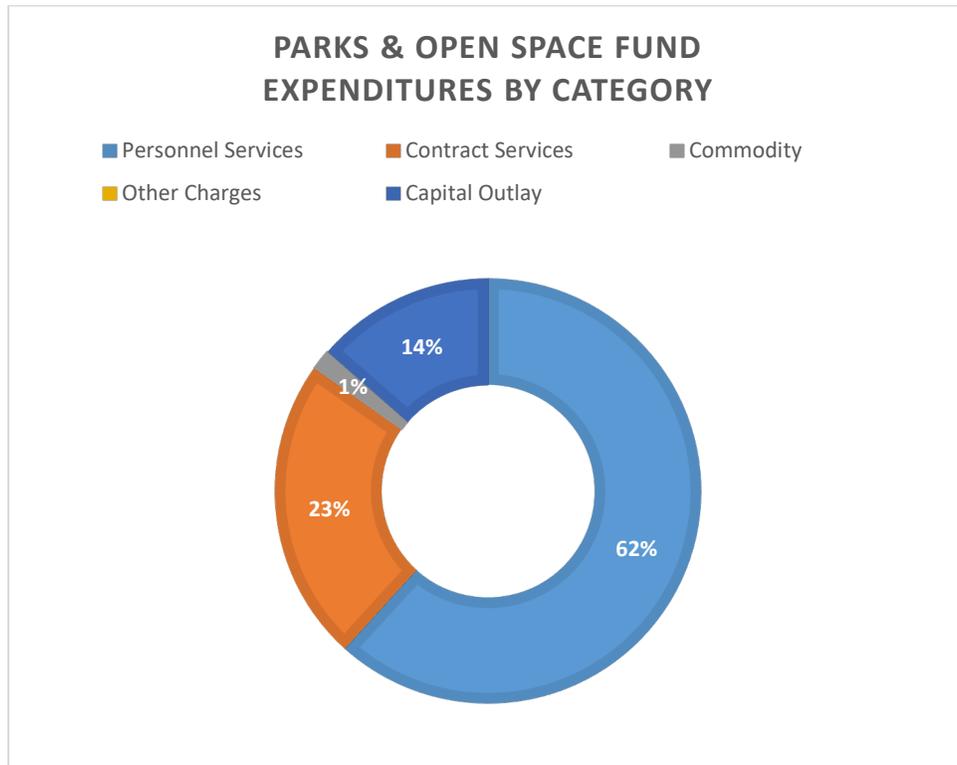
Ending Fund Balance \$4,389,048

% of Total Budget	61.73%	23.09%	1.58%	0.00%	86.40%	13.60%	0.00%	100.00%
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Projects Funded in 2026 Budget

- Go Outdoors Frederick 2050
- Tree Program
- Bella Rosa Trail Extension (Construction)

The chart below details the expenditures for the Parks & Open Space Fund by category. In 2026, the largest projected expenditures will be personnel services and contract services, which remain the two largest historical categories.



Parks & Open Space Fund - Full Time Employees

Department	No. of Full Time Employees
Administration	4.25
Operations	15.75
Total	20.00

Parks & Open Space Fund Goals and KPIs

In addition to the projects that have been funded in the 2026 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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of community requests.	53	45	39	
<i>Performance:</i>				
Average resolution days for community requests.	3	3	2	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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of capital projects in this fund.	9	11	10	
<i>Performance:</i>				
Percent of projects completed on schedule.	67%	91%	90%	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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Fund budget allocated this budget year.	\$1,802,950	\$2,626,750	\$2,210,254	
<i>Performance:</i>				
Percent expended in budget year.	103%	94%	93%	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 26 - 28

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 15 - 18

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



MINERS DAY: SEPTEMBER 19

This year marks the 22nd 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, kids' events, food trucks, a beer garden, and vendor booths. The day ends with an amazing fireworks show that begins around 9:00 pm.



FRIGHTS ON FIFTH: OCTOBER 17

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

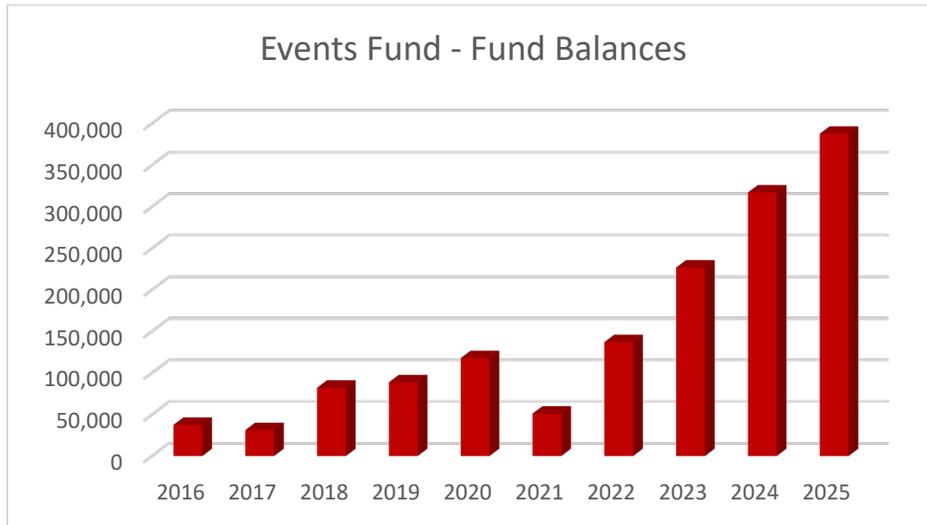


FESTIVAL OF LIGHTS: DECEMBER 5

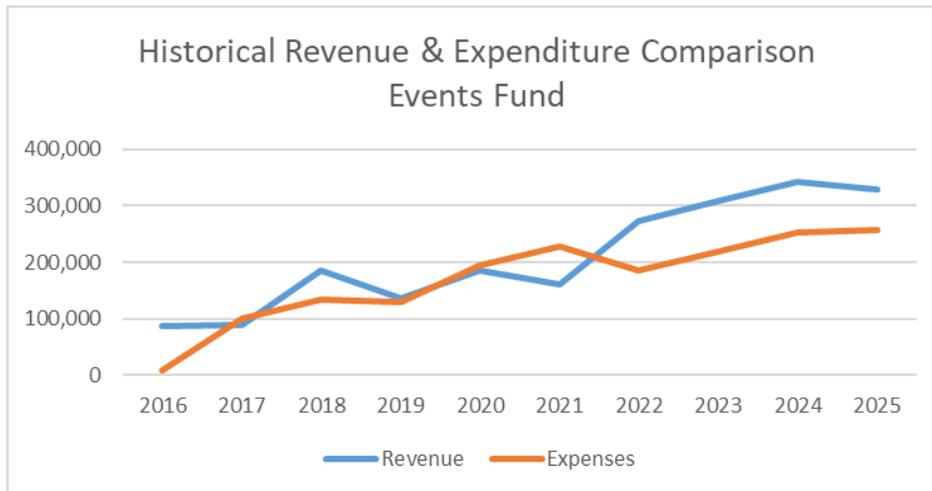
The annual tree lighting ceremony will include traditional festival fun, including horse-drawn carriage rides, hot cocoa, ice carving, live music, parade and photos with Santa. It's an amazing start to the holiday season.



Events Fund – Fund Balance and Fund Summary



As the following graph illustrates, the town has had 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.

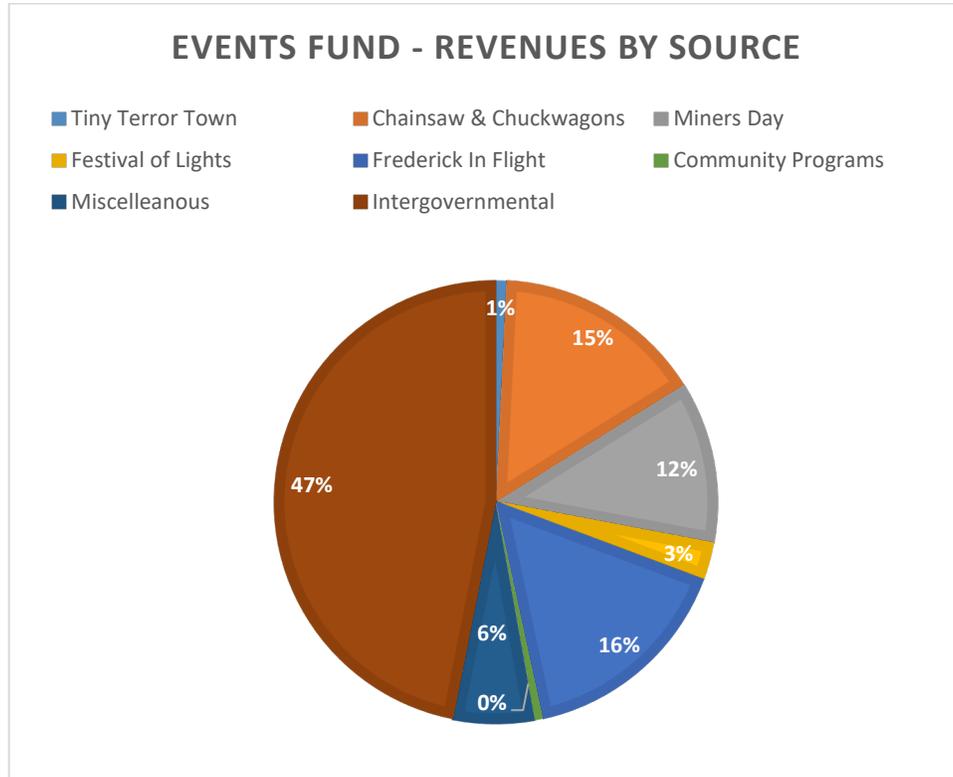
The 2026 budget for the Events Fund includes revenues of \$135,050 and transfers in of \$119,875 consisting of a General Fund subsidy and Board commitment, which consists of a \$19,150 decrease in total budgeted revenue from 2025. Between sponsorship revenue and transfers in, revenues were set to match expenditures, for a total Town event(s) budget of \$254,925 in planned expenditures.

Events Fund Budget

Events Fund	2024 Actuals	2025 Actuals Jan - Oct	2025 Adopted Budget	2025 Year-End Estimates	2026 Proposed Budget
Beginning Fund Balance	226,779	317,025	317,025	317,025	387,637
<u>Revenues:</u>					
Grants & Contributions	146,447	163,634	108,975	163,634	127,550
Miscellaneous Revenue	11,248	-	-	-	-
Earnings on Investment	-	-	7,500	7,500	7,500
<i>Transfer In (from GF & Board)</i>	185,250	2,400	157,600	157,600	119,275
Total Operating Revenues	342,945	166,034	274,075	328,734	254,325
<u>Expenditures:</u>					
Operations	252,700	213,175	269,075	255,810	252,825
Capital Outlay	-	1,926	5,000	2,311	1,500
<i>Transfer Out</i>	-	-	-	-	-
Total Expenditures	252,700	215,101	274,075	258,121	254,325
Excess (Deficiency) of Revenues and Other Sources over Expenditures	90,245	(49,067)	-	70,613	-
Ending Fund Balance	317,025	267,958	317,025	387,637	387,637

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	39,050	15%
Miners Day	30,000	12%
Festival of Lights	7,000	3%
Frederick In Flight	40,500	16%
Community Programs	1,500	1%
Miscellaneous	15,000	6%
Intergovernmental	119,275	47%

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 2026**

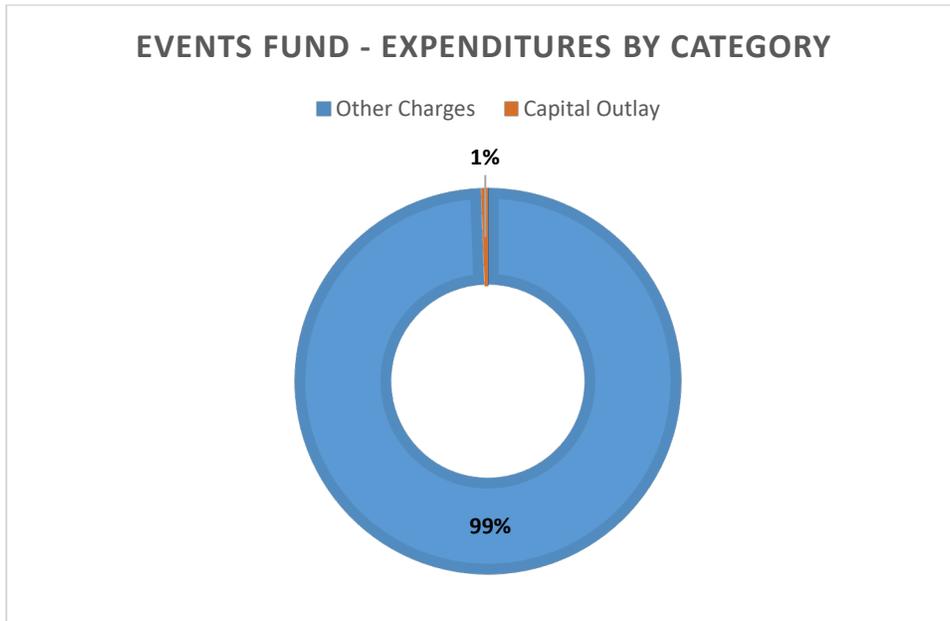
EVENTS FUND | EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Events	0	0	0	252,825	252,825	1,500	---	254,325
Totals	\$0	\$0	\$0	\$252,825	\$252,825	\$1,500	\$0	\$254,325
Total Cash Available								\$641,962
Ending Fund Balance								\$387,637
% of Total Budget	0.00%	0.00%	0.00%	99.41%	99.41%	0.59%	0.00%	100.00%

Projects Funded in 2026 Budget

- Frederick in Flight
- Chainsaws and Chuckwagons
- Miners Day
- Frights on Fifth
- 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
Total	0

Events Fund Goals and KPIs

In addition to the projects that have been funded in the 2026 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:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of Events offered	27	22	20	In 2025 we had one fewer Tour & Talk and no volunteer appreciation.
<i>Performance:</i>				
Number of Volunteer Hours	777	624.5	685.9	More people signed up to volunteer this year.

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:	2023	2024	2025	Comments
<i>Workload:</i>				
Hours spent on Sponsorship Recruitment	200	220	260	
<i>Performance:</i>				
Sponsorship Dollars	\$119,380	\$146,447	\$166,479	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:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of event surveys received	85	92	174	Bigger Survey Push Including vendors, volunteers and visitors.
<i>Performance:</i>				
Average rating from vendors	N/A	N/A	78.45%	
<i>Performance:</i>				
Average rating from attendees	78.35%	85.00%	77.10%	Goal: 80% A lot of low reviews due to weather.

CAPITAL FACILITIES FUND



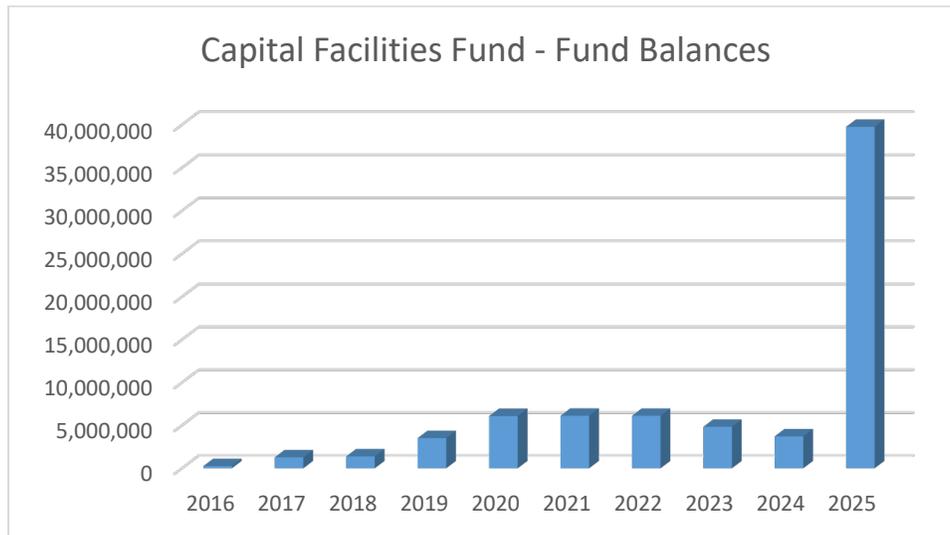
CAPITAL FACILITIES FUND

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.

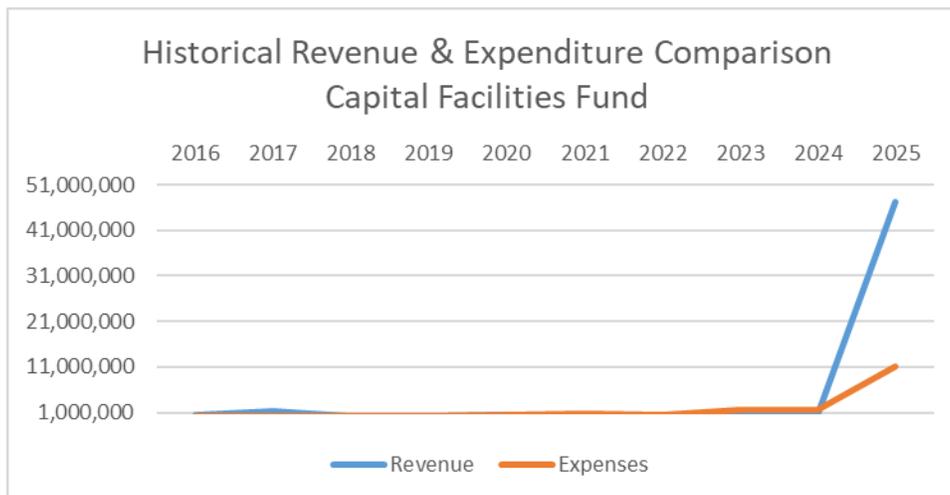


1 - Public Works Facility

Capital Facilities Fund - Fund Balance and Fund Summary



As the following graph illustrates, the fund generally has had small budget surpluses each year, with a consistent fund balance of \$6M through 2022. In mid-2024, the Board approved the design and subsequent construction of a new Public Works facility, which utilized a portion of fund balance for architectural design (professional services). As a result in 2025, the Town issued Certificates of Participation (COPs), Series 2025 in the amount of \$45,075,000 to finance the acquisition, construction, installation, and equipping of various public improvements for the new facility. The large spike in fund balance is attributed to the booking of proceeds of bond issuance.



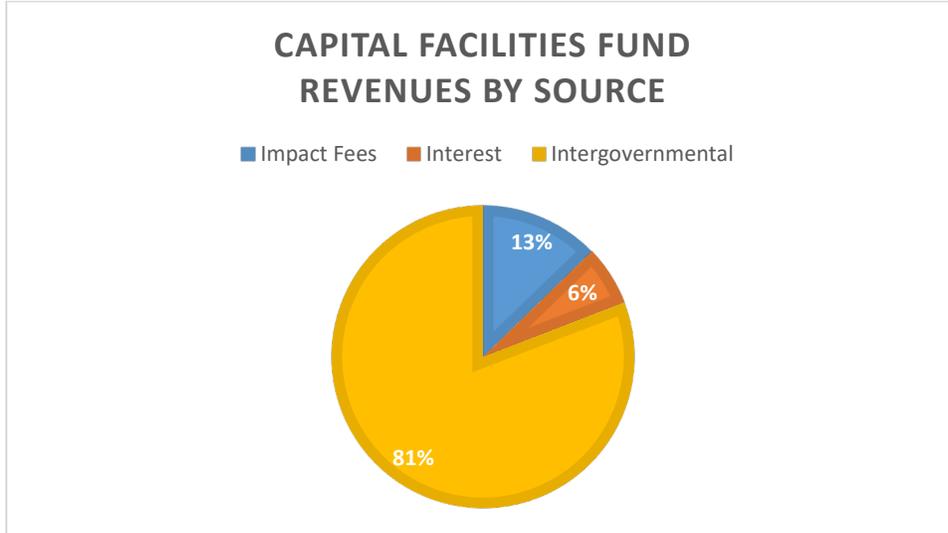
The 2026 budget for the Capital Facilities Fund includes revenues of \$2,821,700, a substantial decrease of \$46,078,250 compared to the 2025 budget. The decrease is due to received proceeds from bond issuance in 2025 as mentioned. Expenditures will increase in conjunction with the Public Works facility construction, for an estimated completion date of mid-2026. Estimated remaining capital outlay and annual debt service is approximately \$36,269,900.

Capital Facilities Fund Budget

Capital Facilities Fund	2024 Actuals	2025 Actuals Jan - Oct	2025 Adopted Budget	2025 Year-End Estimates	2026 Proposed Budget
Beginning Fund Balance	4,842,574	3,728,798	3,728,798	3,728,798	39,759,107
<u>Revenues:</u>					
Taxes and Fees	123,570	459,226	234,000	448,020	360,000
Intergovernmental	159,020	-	-	-	-
Earnings on Investment	179,754	-	234,000	234,000	180,000
Miscellaneous Revenue	10,475	46,431,949	46,431,950	46,431,950	-
<i>Transfer In</i>	-	-	2,000,000	-	2,281,700
Total Operating Revenues	<u>472,819</u>	<u>46,891,175</u>	<u>48,899,950</u>	<u>47,113,970</u>	<u>2,821,700</u>
<u>Expenditures:</u>					
Operations & Maintenance	1,586,595	1,219,065	1,544,495	1,462,878	2,976,625
Capital Outlay	-	7,124,711	9,781,325	8,549,653	33,988,200
Debt Service	-	1,071,131	1,071,130	1,071,130	2,281,700
<i>Transfer Out</i>	-	-	-	-	-
Total Expenditures	<u>1,586,595</u>	<u>9,414,907</u>	<u>12,396,950</u>	<u>11,083,661</u>	<u>39,246,525</u>
Excess (Deficiency) of Revenues and Other Sources over Expenditures	<u>(1,113,776)</u>	<u>37,476,268</u>	<u>36,503,000</u>	<u>36,030,309</u>	<u>(36,424,825)</u>
Ending Fund Balance	<u>3,728,798</u>	<u>41,205,066</u>	<u>40,231,798</u>	<u>39,759,107</u>	<u>3,334,282</u>

Capital Facilities Fund Revenues

Revenues for this fund come primarily from impact fees and interest, however intergovernmental revenue will be a contribution for 2026 due to a General Fund Transfer In for annual debt service for the new Public Works facility.



The Capital Facilities Fund - Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2026.

Capital Facilities Fund Revenue Sources		
Source	Amount	% of Total
Impact Fees	360,000	13%
Interest	180,000	6%
Intergovernmental	2,281,700	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
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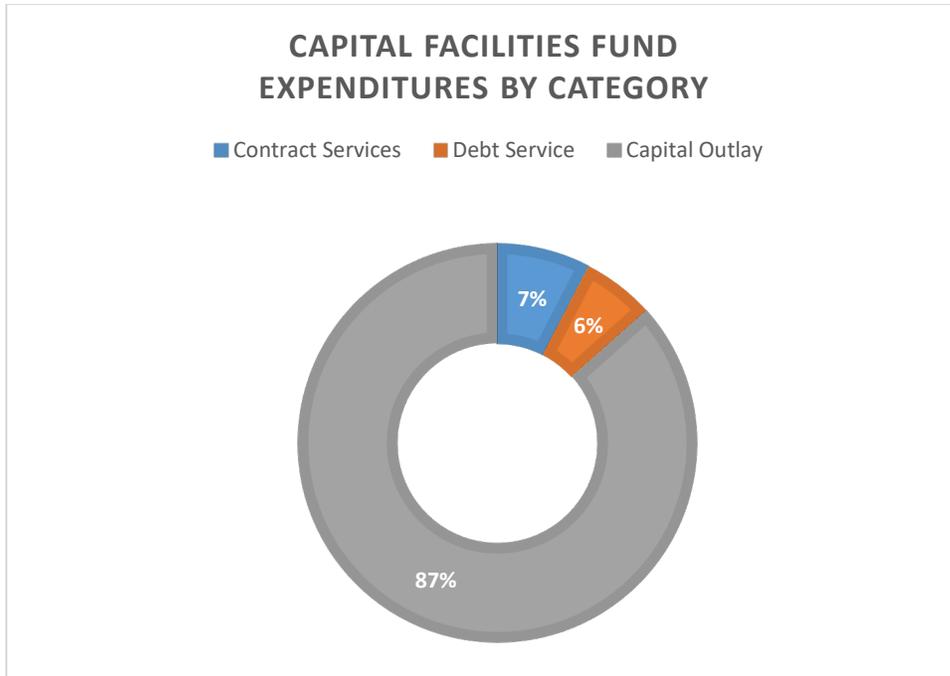
CAPITAL FACILITIES FUND | EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Capital Facilities	0	2,974,125	0	0	2,974,125	33,988,200	2,284,200	39,246,525
Totals	\$0	\$2,974,125	\$0	\$0	\$2,974,125	\$33,988,200	\$2,284,200	\$39,246,525
Total Cash Available								\$42,580,807
Ending Fund Balance								\$3,334,282
% of Total Budget	0.00%	7.58%	0.00%	0.00%	7.58%	86.60%	5.82%	100.00%

Items Funded in 2026 Budget

- Public Works Facility - Construction

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 service and capital outlay.



FACILITIES FUND



FACILITIES FUND

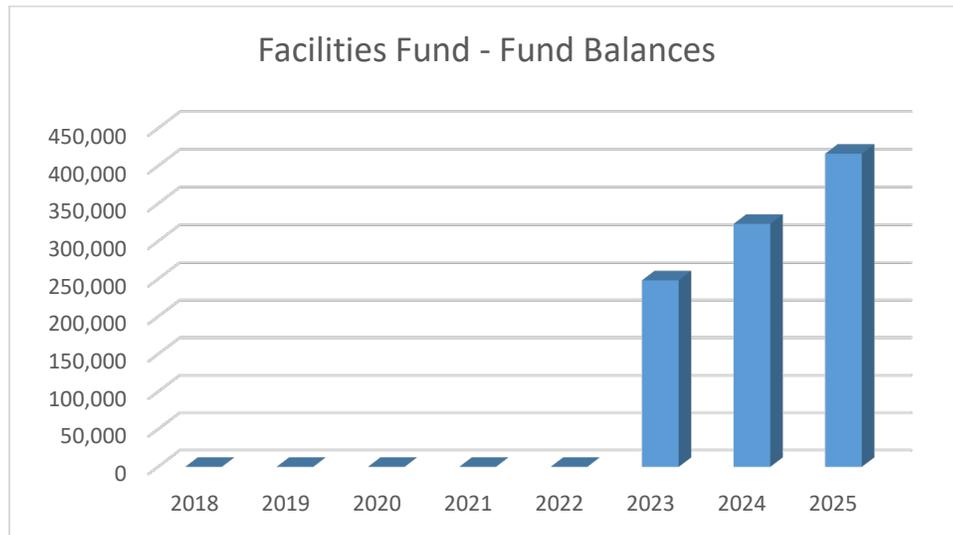
The Facilities Fund was created in 2022 to account for resources used to operate, maintain, and renovate town buildings and sites. It established standards and best practices for managing buildings and support systems, equipment, and furniture. The fund continues to meet operational activity goals by 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.

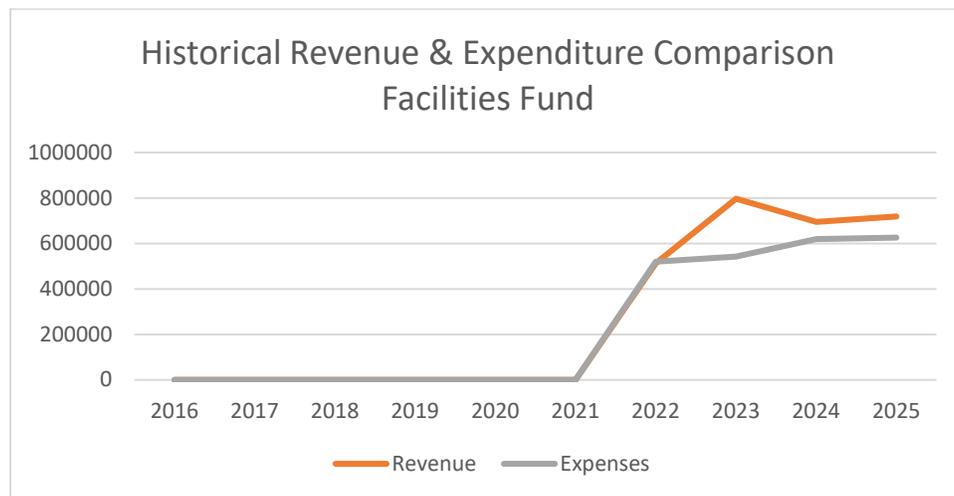


1 - Town Hall Facility

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.



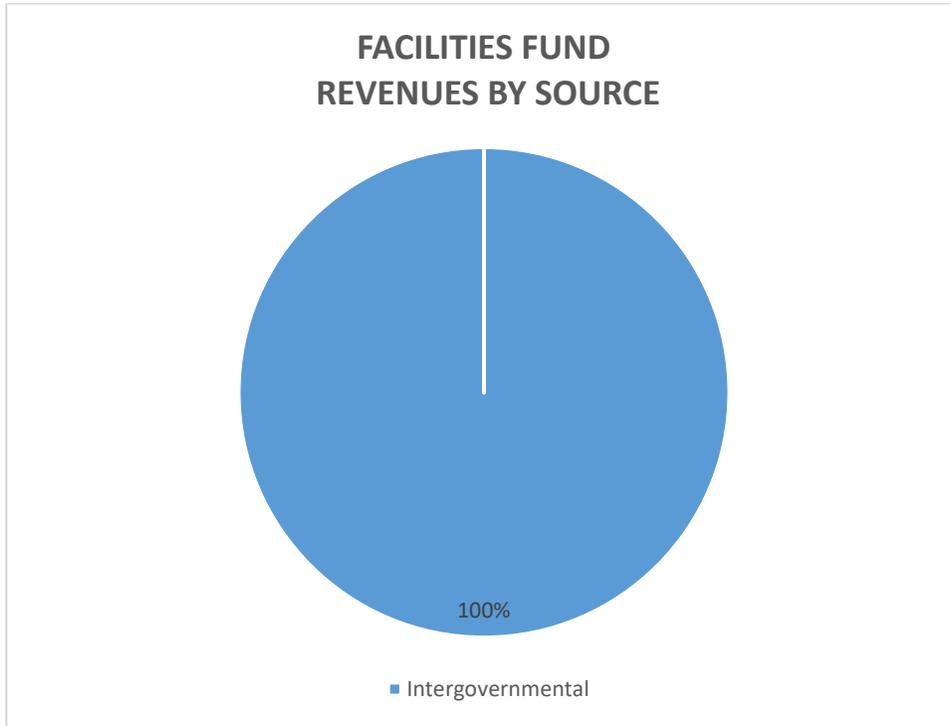
The 2026 budget for the Facilities Fund includes revenues of \$173,150 from monthly departmental transfers in. Budgeted expenditures consist of \$560,150, a decrease of \$218,050 compared to the 2025 budget, which consists of allocated personnel costs, building and equipment maintenance, professional services, building utilities, and commodity costs. Planned 2026 expenditures are lower due to no planned capital improvements and an intentional 10% reduction in operations and maintenance activity.

Facilities Fund Budget

Facilities Fund	2024 Actuals	2025 Actuals Jan - Oct	2025 Adopted Budget	2025 Year-End Estimates	2026 Proposed Budget
Beginning Fund Balance	248,233	323,148	323,148	323,148	416,245
<u>Revenues:</u>					
Department Allocation	681,501	593,666	712,385	712,385	160,150
Earnings on Investment	13,046	-	6,500	6,500	13,000
Miscellaneous Revenue	-	-	-	-	-
<i>Transfer In</i>	-	-	-	-	-
Total Operating Revenues	<u>694,547</u>	<u>593,666</u>	<u>718,885</u>	<u>718,885</u>	<u>173,150</u>
<u>Expenditures:</u>					
Operations & Maintenance	538,501	455,845	621,200	547,014	560,150
Capital Outlay	81,131	65,645	157,000	78,774	-
Debt Service	-	-	-	-	-
<i>Transfer Out</i>	-	-	-	-	-
Total Expenditures	<u>619,632</u>	<u>521,490</u>	<u>778,200</u>	<u>625,788</u>	<u>560,150</u>
Excess (Deficiency) of Revenues and Other Sources over Expenditures	<u>74,915</u>	<u>72,176</u>	<u>(59,315)</u>	<u>93,097</u>	<u>(387,000)</u>
Ending Fund Balance	<u>323,148</u>	<u>395,324</u>	<u>263,833</u>	<u>416,245</u>	<u>29,245</u>

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 2026.

Facilities Fund Revenue Sources		
Source	Amount	% of Total
Impact Fees	0	0%
Interest	13,000	1%
Intergovernmental	160,150	92%

Facilities Fund Expenditures

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

**TOWN OF FREDERICK
ANNUAL BUDGET
FY 2026**

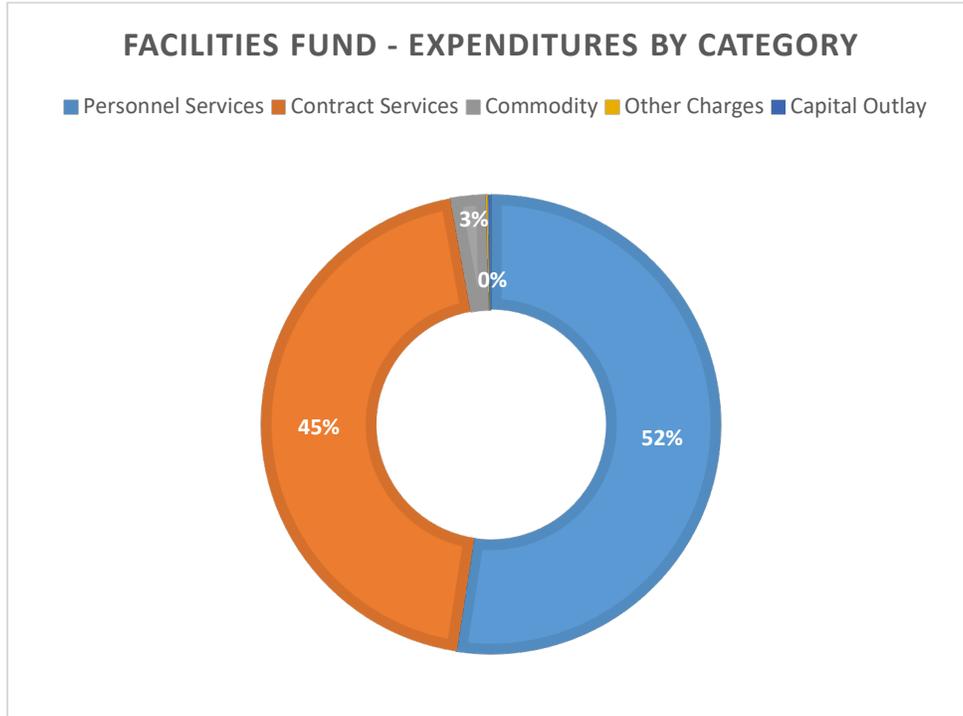
FACILITIES FUND | EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Operational Expenses	293,700	250,600	14,150	700	559,150	1,000	---	560,150
Totals	\$293,700	\$250,600	\$14,150	\$700	\$559,150	\$1,000	\$0	\$560,150
Total Cash Available								\$589,395
Ending Fund Balance								\$29,245
% of Total Budget	52.43%	44.74%	2.53%	0.12%	99.82%	0.18%	0.00%	100.00%

Items Funded in 2026 Budget

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

The chart below details the expenditures for the Facilities Fund by category. In 2026, 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
Total	3.00

Facilities Fund Goals and KPI's

In addition to the projects that have been funded in the 2026 budget, the Facilities Fund establishes goals and key performance indicators that tie back to our strategic plan and are detailed below.

Performance Measures

Strategic Foundation:		Fiscally Responsible Governance			
Objective:					
Minimize maintenance costs.					
Strategy:					
Use preventative maintenance practices to limit unscheduled and emergency work requests.					
Measure:	2023	2024	2025	Comments	
<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%	
Strategic Foundation:		Effective, Efficient & Strategic Government Operations			
Objective:					
Ensure that conditions of facilities allow for levels of service to be maintained.					
Strategy:					
Prioritize and respond promptly to unscheduled requests for work that would effect level of service.					
Measure:	2023	2024	2025	Comments	
<i>Workload:</i>					
Number of unscheduled repairs and installs.	94	98	110	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%	
Strategic Foundation:		Strategic, Reliable & Sustainable Infrastructure			
Objective:					
Maintain a safe environment for all, prevent property damage, and downtime due to emergencies.					
Strategy:					
Through a combination of regular inspections, preventive maintenance practice, and quick response.					
Measure:	2023	2024	2025	Comments	
<i>Workload:</i>					
Number of unscheduled immediate need/emergency maintenance/repairs services.	24	30	20	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.

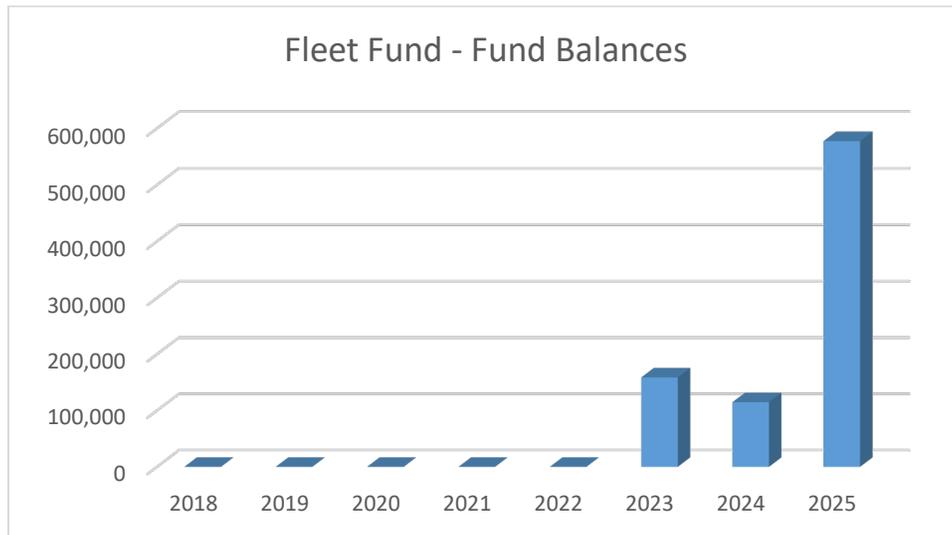
The Fleet Services Department is a support department within the Town of Frederick and employs two Fleet Technicians and one Fleet Manager. Fleet Services maintains and repairs the diverse fleet that are owned and operated by the Town. This is performed in-house at the Fleet Services Shop in the Public 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 the 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.



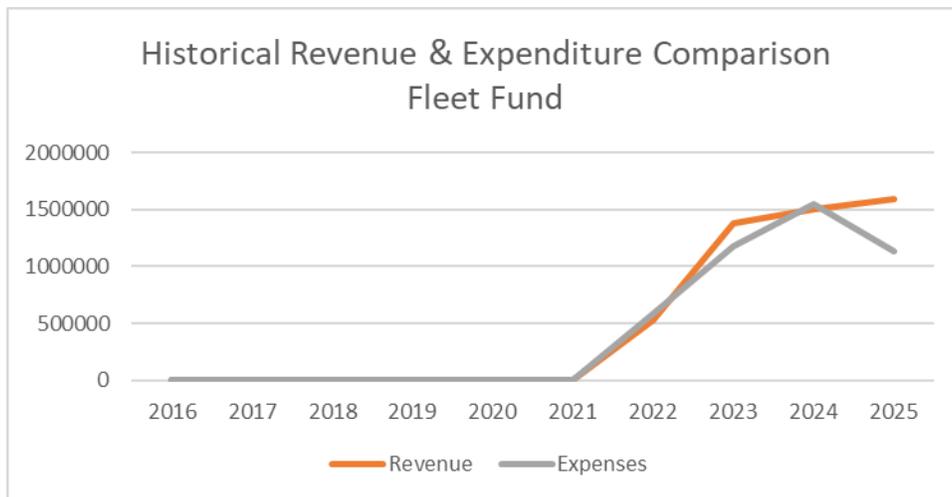
1 - Events Van



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.



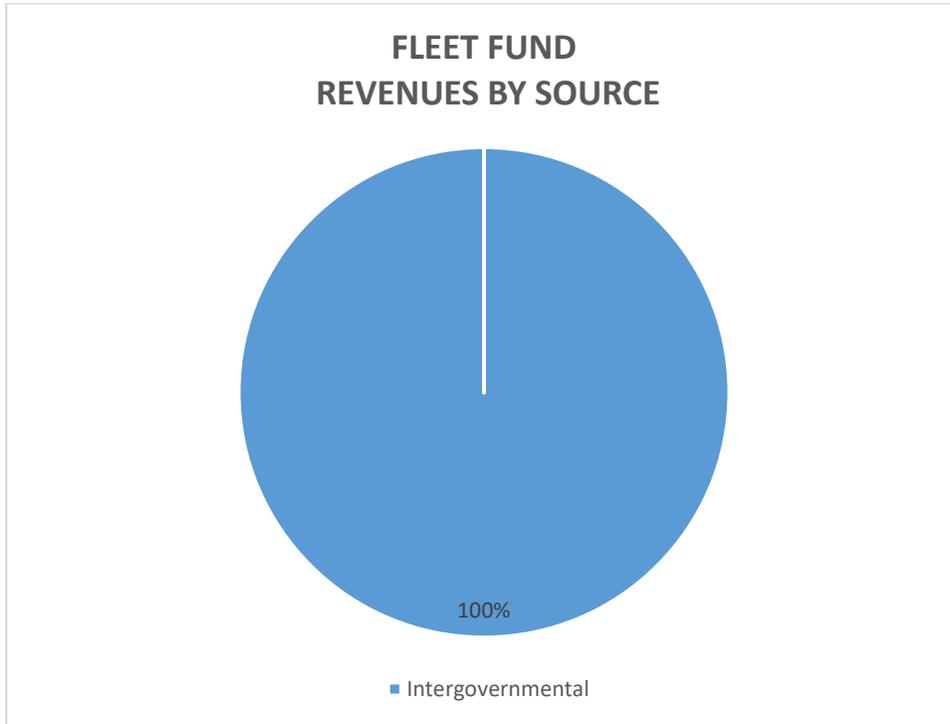
The 2026 budget for the Fleet Fund includes revenue of \$1,030,050 from monthly departmental transfers in and interest. Budgeted expenditures consist of \$1,572,550, a slight decrease of \$10,750 compared to the 2025 budget, which consists of allocated personnel costs, vehicle and equipment maintenance, professional services, fuel and lubricants, and other commodity costs. Planned 2026 expenditures are static due to an intentional pause on further vehicle lease acquisitions.

Fleet Fund Budget

Fleet Fund	2024 Actuals	2025 Actuals Jan - Oct	2025 Adopted Budget	2025 Year-End Estimates	2026 Proposed Budget
Beginning Fund Balance	158,693	114,756	114,756	114,756	577,365
<u>Revenues:</u>					
Department Allocation	1,384,000	1,315,250	1,578,300	1,578,300	1,022,550
Earnings on Investment	7,823	-	5,000	5,000	7,500
Miscellaneous Revenue	112,991	9,115	-	9,800	-
Transfer In	-	-	-	-	-
Total Operating Revenues	1,504,815	1,324,365	1,583,300	1,593,100	1,030,050
<u>Expenditures:</u>					
Operations & Maintenance	1,528,618	989,480	1,568,300	1,117,376	1,572,550
Capital Outlay	20,134	13,115	15,000	13,115	-
Debt Service	-	-	-	-	-
Transfer Out	-	-	-	-	-
Total Expenditures	1,548,752	1,002,595	1,583,300	1,130,491	1,572,550
Excess (Deficiency) of Revenues and Other Sources over Expenditures	(43,937)	321,770	-	462,609	(542,500)
Ending Fund Balance	114,756	436,526	114,756	577,365	34,865

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 2026.

Fleet Fund Revenue Sources		
Source	Amount	% of Total
Impact Fees	0	0%
Interest	7,500	1%
Intergovernmental	1,022,550	70%

Fleet Fund Expenditures

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

**TOWN OF FREDERICK
ANNUAL BUDGET
FY 2026**

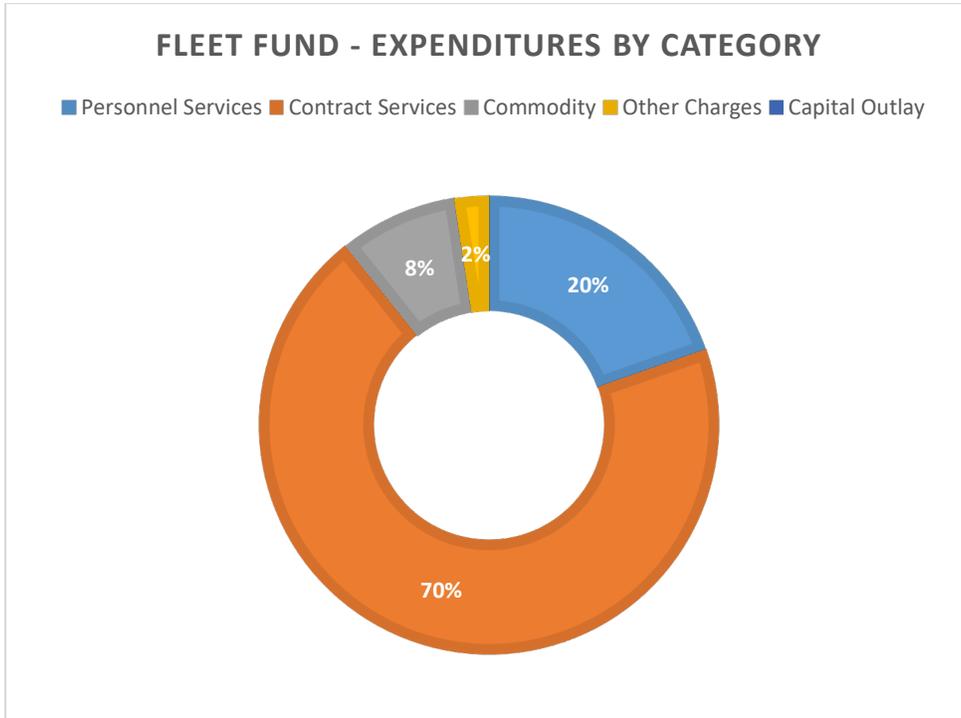
FLEET FUND | EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Operational Expenses	309,000	1,094,600	130,950	38,000	1,572,550	---	---	1,572,550
Totals	\$309,000	\$1,094,600	\$130,950	\$38,000	\$1,572,550	\$0	\$0	\$1,572,550
Total Cash Available								\$1,607,415
Ending Fund Balance								\$34,865
% of Total Budget	19.65%	69.61%	8.33%	2.42%	100.00%	0.00%	0.00%	100.00%

Items Funded in 2026 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 2026, 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
Total	3.00

Fleet Fund Goals and KPI's

In addition to the projects that have been funded in the 2026 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.				
Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Scheduled preventative maintenance services and inspections.	98	72	115	
<i>Performance:</i>				
Percentage of scheduled preventative maintenance inspections completed within 48 business hours.	N/A	100	100	Goal: 100%
Strategic Foundation: Strategic, Reliable & Sustainable Infrastructure				
Objective:				
Maintain average age of fleet.				
Strategy:				
Develop and implement replacement schedules.				
Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of vehicles acquired	13	8	6	
Number of vehicles sold	6	7	2	
<i>Performance:</i>				
Percentage of fleet that is within defined replacement schedule.	77%	80%	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.				
Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of CIP purchased.	4	3	2	
<i>Performance:</i>				
Percentage of approved CIP PO's signed.	100%	60%	100%	Goal: 100%

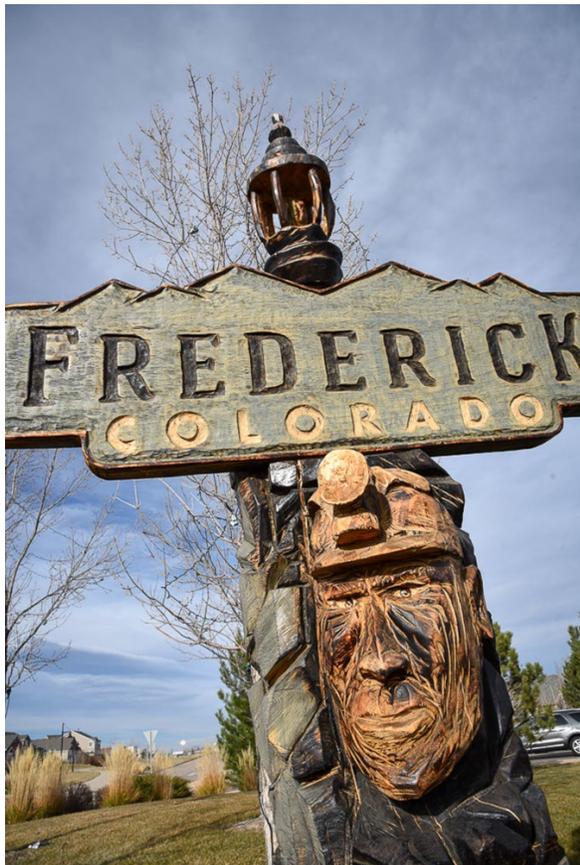
ART IN PUBLIC PLACES FUND



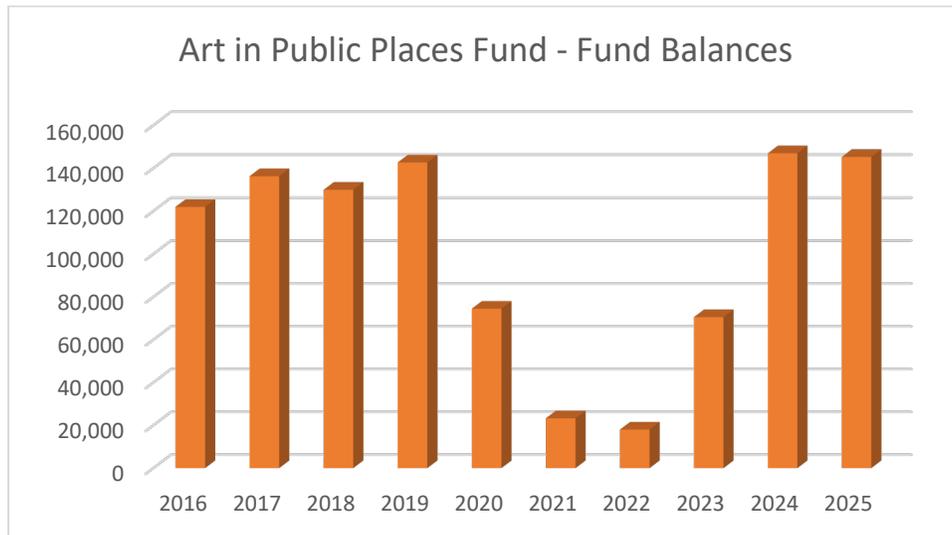
ART IN PUBLIC PLACES FUND

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.

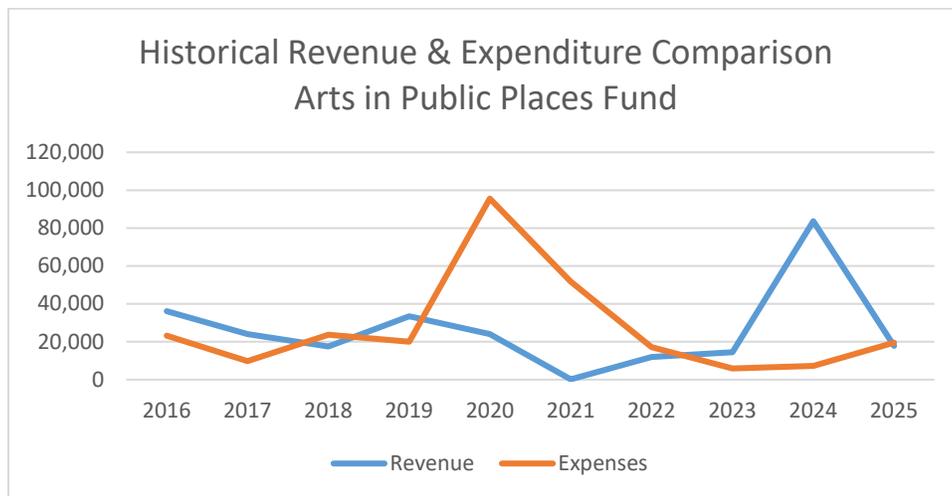
The Art in Public Places program is administered by the Frederick Arts Commission. The Commission is appointed by the Board of Trustees. One of the commission's core functions is to suggest the placement of public art in the community. The Commission seeks to place interesting and unique pieces of art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

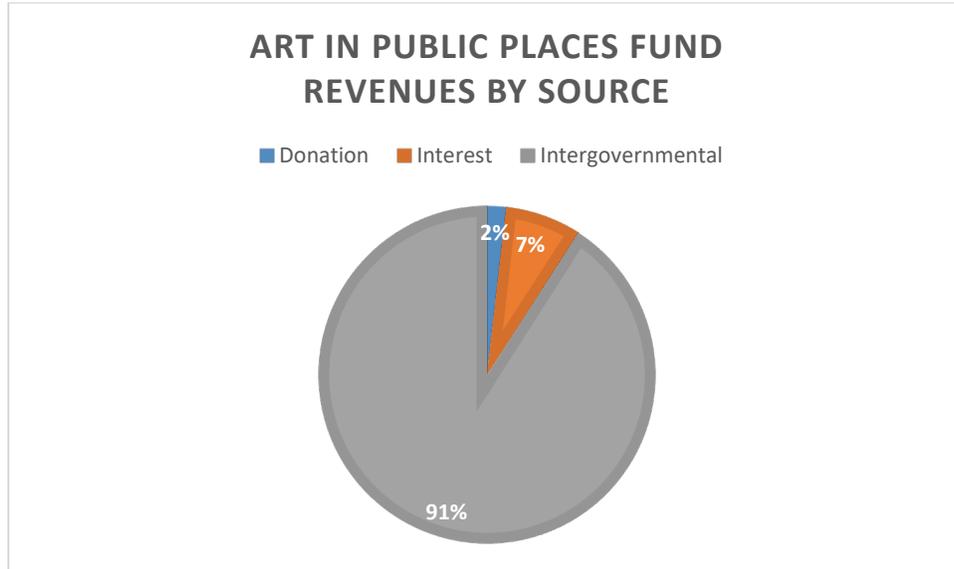
The 2026 budget for the Art in Public Places Fund includes revenues of \$55,000, which is a slightly higher transfer estimation from the 2025 budget. Planned 2026 expenditures are slightly higher as well, compared to 2025 for scheduled art maintenance, acquisition of new public art, and five scheduled “Music in the Park” events.

Art in Public Places Budget

Art in Public Places Fund	2024 Actuals	2025 Actuals Jan - Oct	2025 Adopted Budget	2025 Year-End Estimates	2026 Proposed Budget
Beginning Fund Balance	70,566	146,924	146,924	146,924	145,227
<u>Revenues:</u>					
Grants & Contributions	-	-	1,000	-	1,000
Earnings on Investment	4,524	-	2,800	2,800	4,000
<i>Transfer In</i>	79,101	-	15,000	15,000	50,000
Total Operating Revenues	83,625	-	18,800	17,800	55,000
<u>Expenditures:</u>					
Operations & Maintenance	2,506	10,578	10,000	12,694	25,000
Capital Outlay	4,760	5,670	20,000	6,804	20,000
<i>Transfer Out</i>	-	-	-	-	-
Total Expenditures	7,266	16,248	30,000	19,498	45,000
Excess (Deficiency) of Revenues and Other Sources over Expenditures	76,359	(16,248)	(11,200)	(1,698)	10,000
Ending Fund Balance	146,924	130,676	135,724	145,227	155,227

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 2026.

Art in Public Places Fund Revenue Sources		
Source	Amount	% of Total
Donation	1,000	2%
Interest	4,000	7%
Intergovernmental	50,000	91%

Art in Public Places Fund Expenditures

This fund has expenditures that are related to art projects. The \$45,000 in expenditures are classified as nonrecurring capital outlay, contract services for maintenance, and music events.

**TOWN OF FREDERICK
ANNUAL BUDGET
FY 2026**

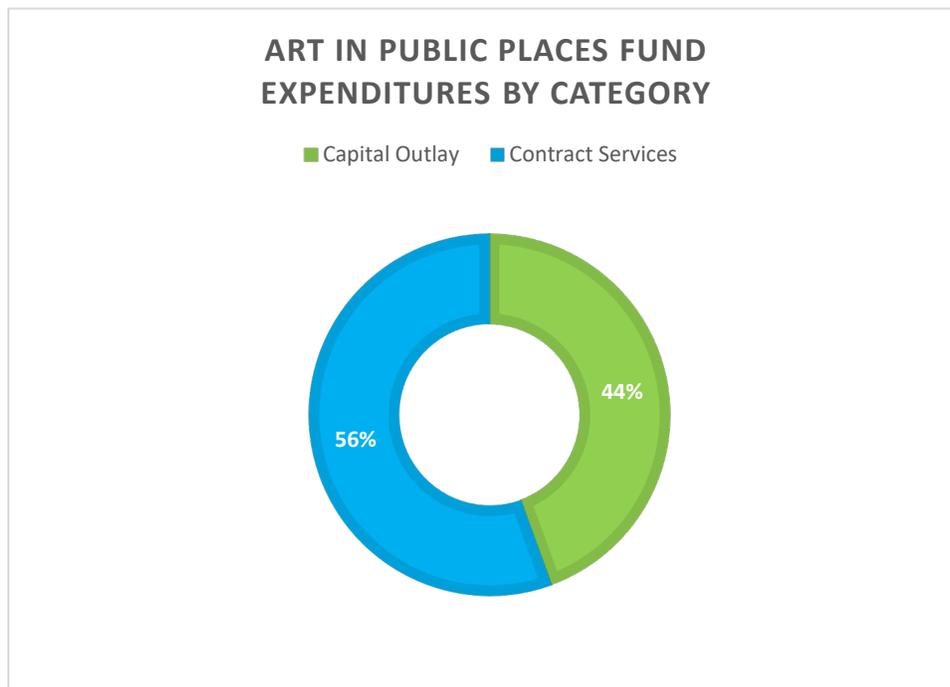
ART IN PUBLIC PLACES FUND | EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Art in Public Places	---	25,000	---	---	25,000	20,000	---	45,000
Totals	\$0	\$25,000	\$0	\$0	\$25,000	\$20,000	\$0	\$45,000
Total Cash Available								\$200,227
Ending Fund Balance								\$155,227
% of Total Budget	0.00%	55.56%	0.00%	0.00%	55.56%	44.44%	0.00%	100.00%

Projects Funded in 2026 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 2026 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 2026 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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of new art pieces placed in the community.	7	5	5	
<i>Performance:</i>				
Number of new art pieces placed within 90 days of completion of the piece.	7	5	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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of art pieces the received regular maintenance.	78	67	69	Wind Chimes and 68 Wood Sculptures
<i>Performance:</i>				
Percentage of art pieces that needed maintenance and received it.	100%	100%	100%	Goal: 90-100%

PUBLIC SAFETY FUND



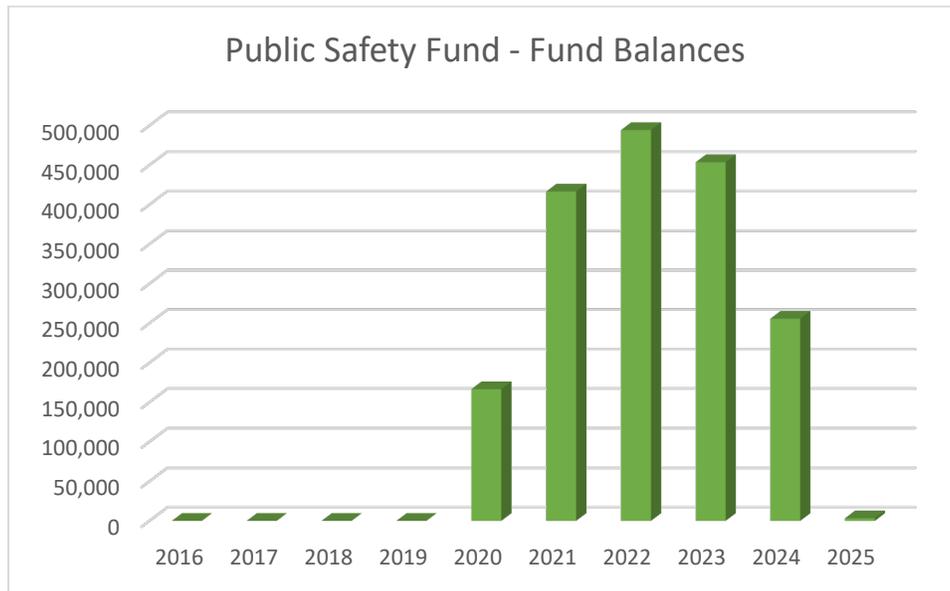
PUBLIC SAFETY FUND

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.

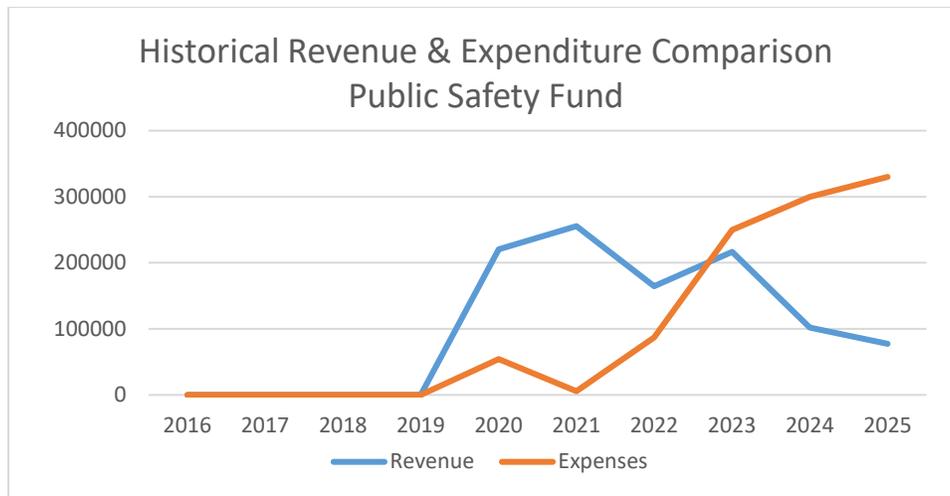
The fee established by the Frederick Public Safety Impact Fee Study is a reasonable fee sufficient to cover the costs of administration, inspection, publication of notice, and similar matters. Charges for this fund will be applied to applicants for building permits based on the nature of proposed development. 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.

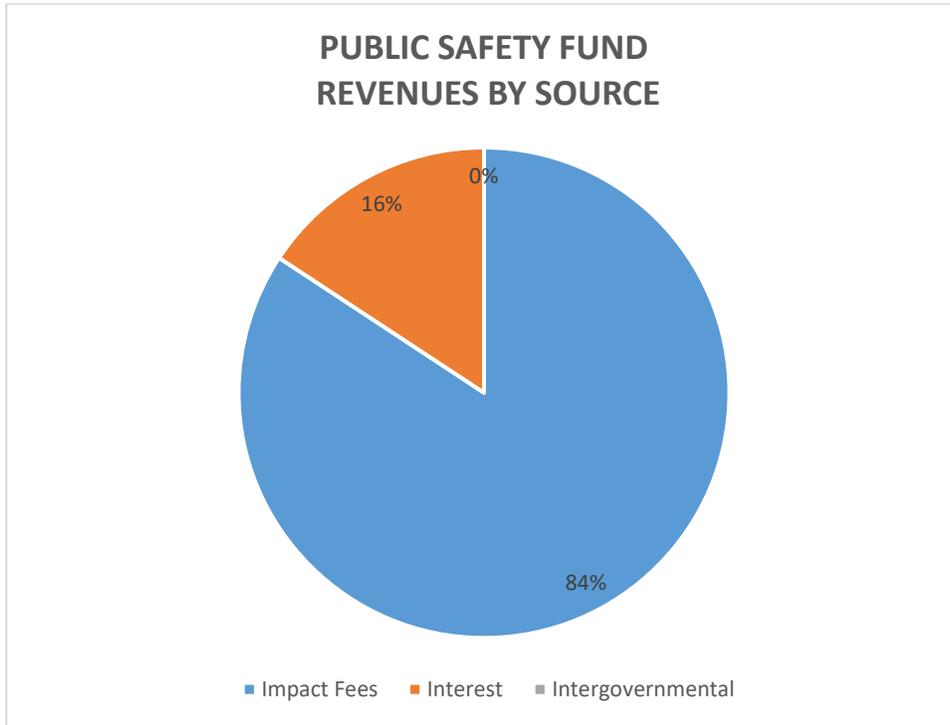
The 2026 budget for the Public Safety Fund includes projected revenues of \$89,000, a decrease of \$31,000 compared to the 2025 budget. This is due to a decrease in building permit issuance, as Public Safety revenue is derived primarily from building impact fees. Planned 2026 expenditures consist of an \$89,000 transfer out to the General Fund for Police Department body cameras, taser improvements, and fleet vehicle lease costs.

Public Safety Fund Budget

Public Safety Fund	2024 Actuals	2025 Actuals Jan - Oct	2025 Adopted Budget	2025 Year-End Estimates	2026 Proposed Budget
Beginning Fund Balance	453,554	255,663	255,663	255,663	3,203
<u>Revenues:</u>					
Permits & Fees	87,572	47,950	100,000	57,540	75,000
Earnings on Investment	14,536		20,000	20,000	14,000
Miscellaneous Revenue	-	-	-	-	-
<i>Transfer In</i>	-	-	-	-	-
Total Operating Revenues	102,108	47,950	120,000	77,540	89,000
<u>Expenditures:</u>					
Capital Outlay	-	-	-	-	-
<i>Transfer Out</i>	300,000	-	350,000	330,000	89,000
Total Expenditures	300,000	-	350,000	330,000	89,000
Excess (Deficiency) of Revenues and Other Sources over Expenditures	(197,892)	47,950	(230,000)	(252,460)	-
Ending Fund Balance	255,663	303,613	25,663	3,203	3,203

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 2026.

Public Safety Fund Revenue Sources		
Source	Amount	% of Total
Impact Fees	75,000	84%
Interest	14,000	1%
Intergovernmental	0	0%

Public Safety Fund Expenditures

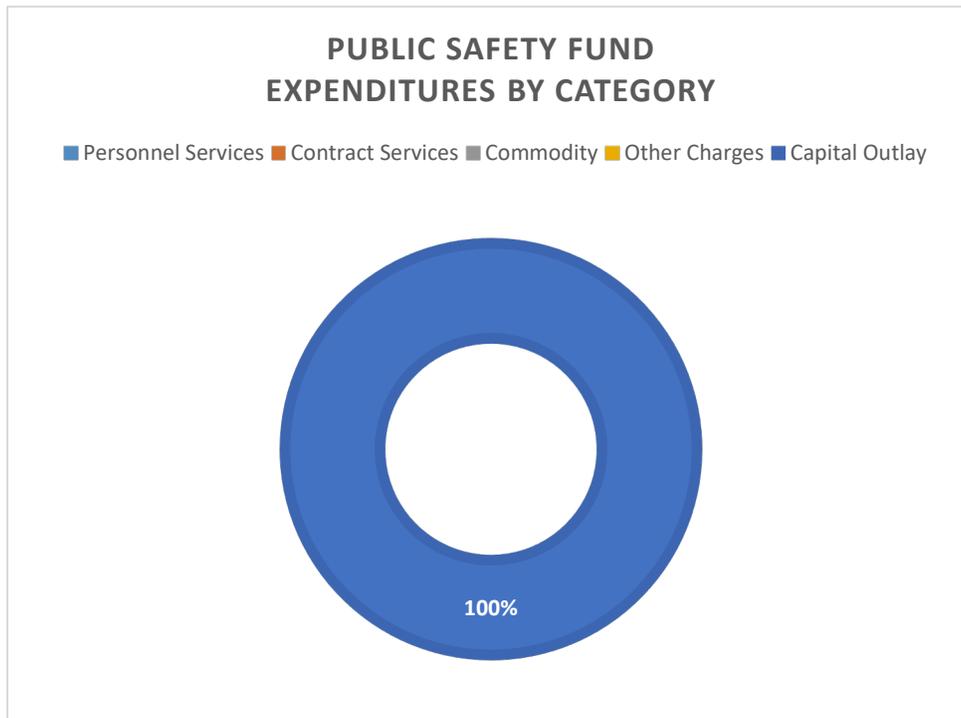
The expenditures in this fund are related to capital improvements with a budgeted transfer out for 2026. This balance is restricted towards approved CIP needs and will continue to be transferred to the General Fund to properly segregate planned capital outlay.

**TOWN OF FREDERICK
ANNUAL BUDGET
FY 2026**

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	89,000	---	89,000
Totals	\$0	\$0	\$0	\$0	\$0	\$89,000	\$0	\$89,000
Total Cash Available								\$92,203
Ending Fund Balance								\$3,203
% 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.

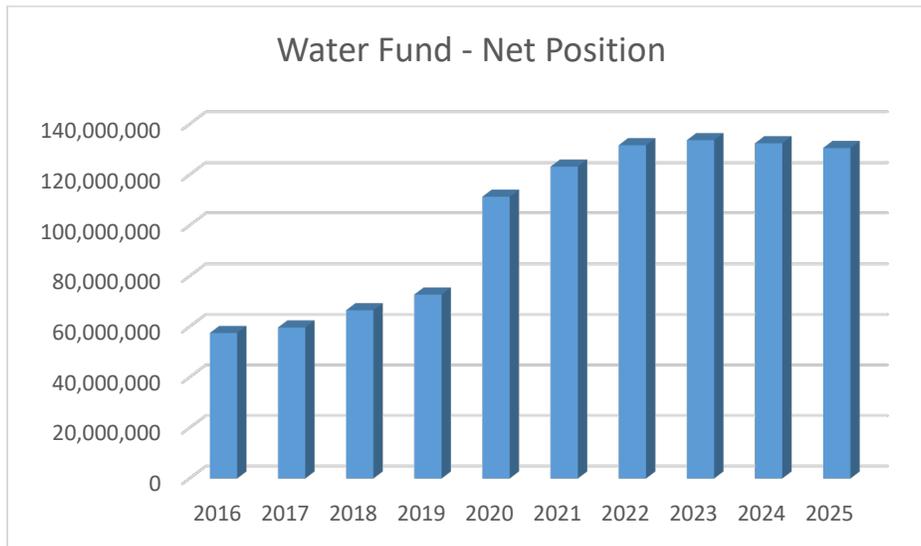
In recent years, a major role of this fund has been to support the development of a raw water irrigation system. This allows existing and future residents to use lower-cost untreated irrigation water and preserves high-quality mountain water supplies, such as Colorado-Big Thompson (CBT), for potable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

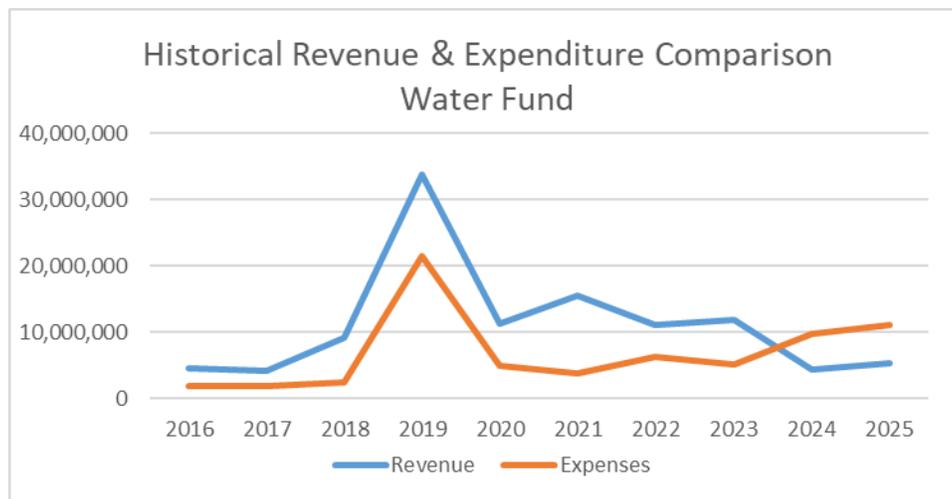
The Town Board has elected to participate in the Northern Integrated Supply Project (NISP) as the best alternative to meet the town's potable water supply needs up to 2030. This high-quality water supply provides the town with a firm yield of 2,600 acre-feet of water per year. NISP aims to develop a 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 in 2025 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 determined that the Town's current rates and fees did 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 significant increase in fund balance occurred in 2020 due to the sale of the Electric Utility Fund for approximately \$30M. Residential development slowed beginning in 2024, which has reduced Water Share Fee revenues, driven by building permit issuance.



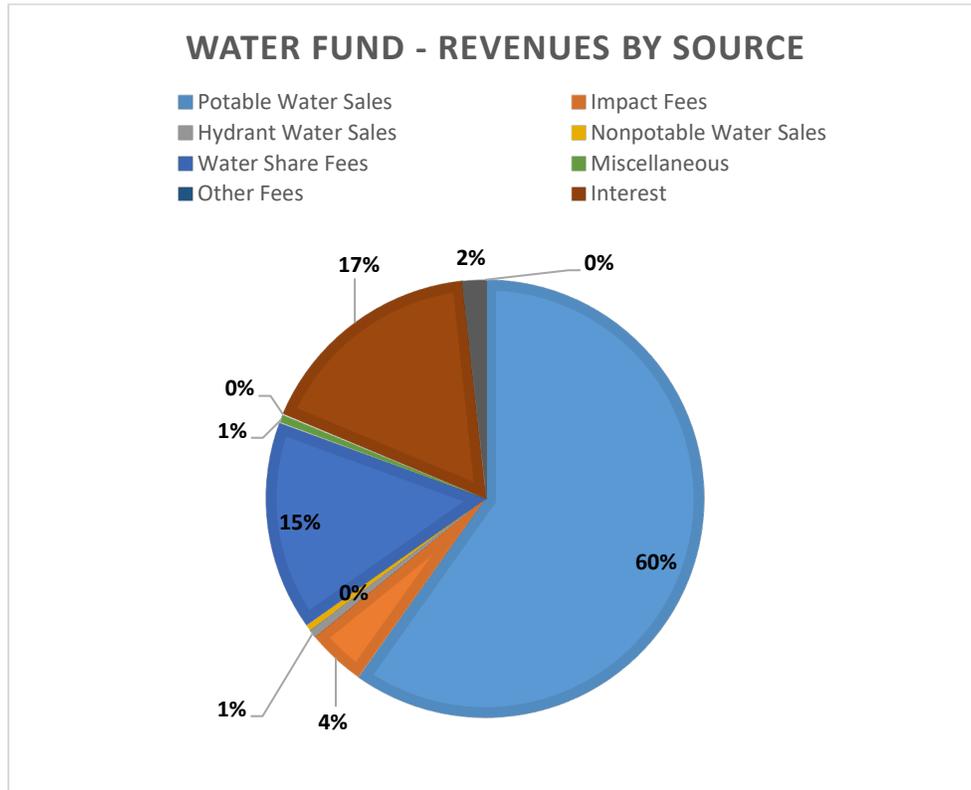
The 2026 budget for the Water Fund includes total revenues of \$8,107,500, indicating a decrease of \$2,120,380 compared to the 2025 budget. This decrease is the result of utilization of federal ARPA monies in the prior year and a continued reduction in capital investment fees (water share fees). Planned expenditures amount to \$11,320,150, with \$7,462,650 allocated for operations and maintenance, and \$3,442,500 planned for capital outlay, with the majority dedicated to the purchase of Windy Gap water storage and the Northern Intergrated Supply Project (NISP) annual design obligation.

Water Fund Budget

Water Fund	2024 Actuals	2025 Actuals Jan - Oct	2025 Adopted Budget	2025 Year-End Estimates	2026 Proposed Budget
Beginning Fund Balance	133,677,506	132,464,810	132,464,810	132,464,810	130,573,306
<u>Revenues:</u>					
Charges for Services	4,381,638	4,290,179	4,501,700	5,148,215	4,940,000
Miscellaneous Revenue	47,625	50,684	95,000	60,821	55,000
Total Operating Revenues	4,429,263	4,340,863	4,596,700	5,209,036	4,995,000
<u>Expenses:</u>					
Operations & Maintenance	9,373,996	6,837,680	8,960,610	8,205,216	7,462,650
Capital Outlay	-	1,806,661	2,475,000	2,475,000	3,442,500
Depreciation	410,815	415,000	415,000	415,000	415,000
Debt Service	-	-	-	-	-
Transfer Out	-	-	-	-	-
Total Operating Expenses	9,784,811	9,059,341	11,850,610	11,095,216	11,320,150
Operating Income (Loss)	(5,355,548)	(4,718,478)	(7,253,910)	(5,886,180)	(6,325,150)
<u>Non-Operating Revenues (Expenses):</u>					
Tap Fees	-	163,989	44,300	196,787	150,000
Capital Investment Fees	2,768,083	1,103,841	3,113,600	1,324,609	1,450,000
Interest Income	1,374,769	-	1,500,000	1,500,000	1,375,000
Grants & Contributions	-	-	973,280	973,280	137,500
Transfer In	-	-	-	-	-
Total Non-Operating Revenues (Expenses)	4,142,852	1,267,830	5,631,180	3,994,676	3,112,500
Excess (Deficiency) of Revenues and Other Sources over Expenses	(1,212,696)	(3,450,648)	(1,622,730)	(1,891,504)	(3,212,650)
Ending Fund Balance	132,464,810	129,014,162	130,842,080	130,573,306	127,360,656

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 2026.

Water Fund Revenue Sources		
Source	Amount	% of Total
Potable Water Sales	4,850,000	59.8%
Impact Fees	350,000	4.3%
Hydrant Water Sales	50,000	0.6%
Nonpotable Water Sales	35,000	0.4%
Water Share Fees	1,250,000	15.4%
Miscellaneous	45,000	0.6%
Other Fees	15,000	0.2%
Interest	1,375,000	17.0%
Grants	137,500	1.7%
Intergovernmental	0	0.0%

Water Fund Expenditures

Planned operating expenses for the Water Fund are \$11,320,150. The services provided by this fund are labor intensive as illustrated below.

**TOWN OF FREDERICK
ANNUAL BUDGET
FY 2026**

WATER FUND | EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
General Admin	1,691,200	79,000	---	415,000	2,185,200	---	---	2,185,200
Engineering	---	7,974,850	4,300	19,000	7,998,150	350,000	---	8,348,150
Public Works	490,800	208,000	53,000	5,000	756,800	30,000	---	786,800
Totals	\$2,182,000	\$8,261,850	\$57,300	\$439,000	\$10,940,150	\$380,000	\$0	\$11,320,150

Total Cash Available \$138,680,806

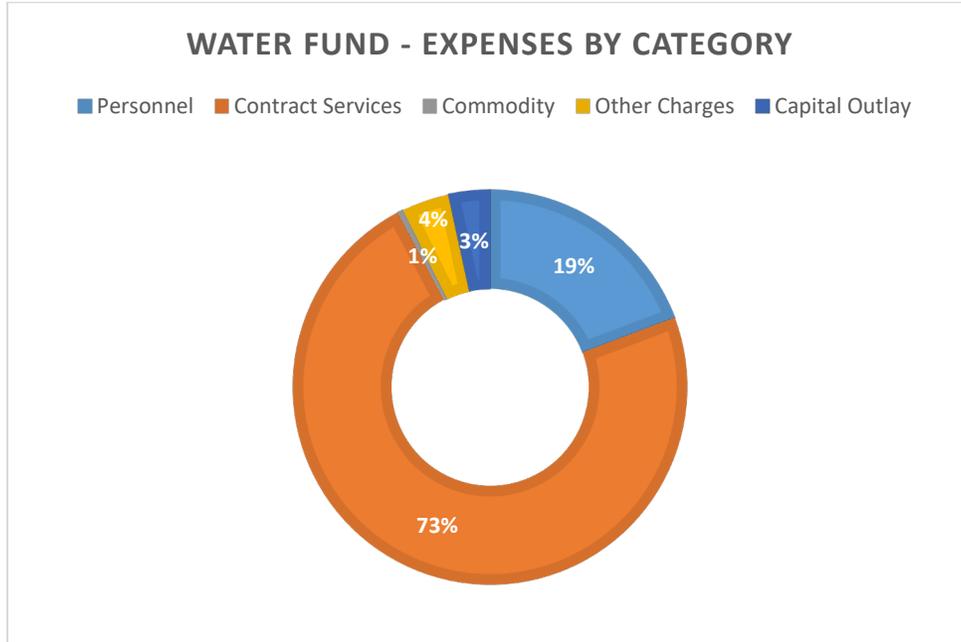
Ending Fund Balance \$127,360,656

% of Total Budget	19.28%	72.98%	0.51%	3.88%	96.64%	3.36%	0.00%	100.00%
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Projects Funded in 2026 Budget

- Northern Integrated Supply Project (NISP)
- NISP Treatment Feasibility Plan
- Windy Gap Storage
- Water Reuse Plan
- Augmentation Improvement Design & Construction (Lower Boulder Return Flow)
- Plow Hook Truck(s) Upfitting (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. Personnel Services follows with allocated time and effort associated with activities of the fund.



Water Fund - Full Time Employees

Department	No. of Full Time Employees
Administration	10.80
Operations	4.90
Total	15.70

Water Fund Goals and KPIs

In addition to the projects that have been funded in the 2026 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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of calls/emails from the public with water concerns	68	70	54	
<i>Performance:</i>				
Percentage of water related calls/emails responded to in 48 hour period	95%	90%	90%	Goal: 100%

Strategic Foundation: Safe & Secure

Objective:

Provide and maintain safe infrastructure in our community.

Strategy:

Provide community education on water.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of community/outreach events	8	8	8	
<i>Performance:</i>				
Number of community/outreach events supported	8	6	8	Goal: 100%

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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Public Funds encumbered for capital water projects	\$4,857,000	\$5,005,000	\$4,900,000	
<i>Performance:</i>				
Percentage of dollars budgeted versus dollars spent on capital water projects	80%	58%	60%	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.

Measure:	2023	2024	2025	Comments
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Workload:

Number of fire hydrants flushed 326 158 342

Performance:

Percentage of hydrants flushed annually. 100% 48% 52% Goal: 50% of 652 hydrants/year

Measure:	2023	2024	2025	Comments
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Workload:

Number of Main Water valves to exercise annually. 927 797 814

Performance:

Percentage of Water valves exercised annually. 2% 43% 44% 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.

Measure:	2023	2024	2025	Comments
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Workload:

Annual target number to replace. 0 855 N/A AMI Project replaced all remaining meters

Strategic Foundation: Safe & Secure

Objective:

Ensure workplace safety by maintaining a zero-incident environment.

Measure:	2023	2024	2025	Comments
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Workload:

Annual Number of Incidents. n/a 0 0 Goal: Zero accidents annually

Performance:

Percentage of Accidents. 0% 0% 0% Consistently maintain 0% rate

STORM WATER FUND



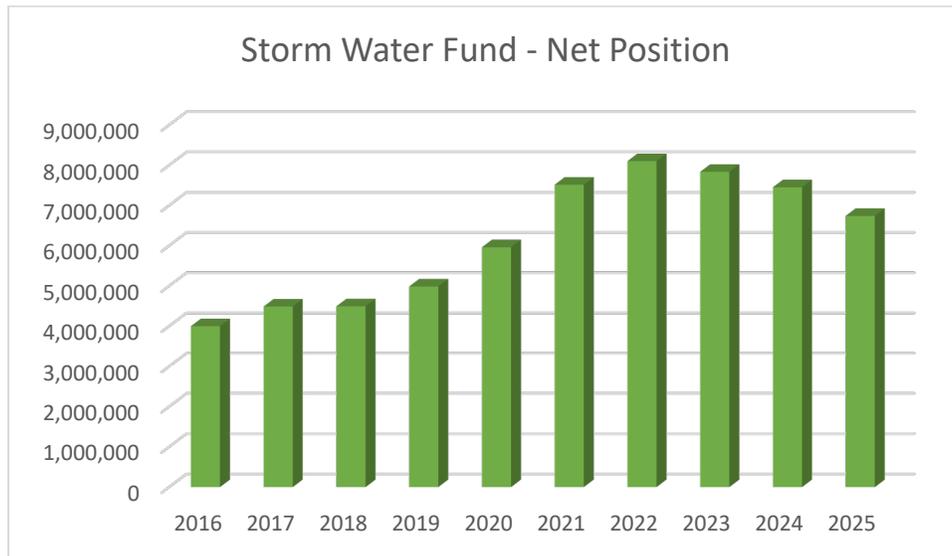
STORM WATER FUND

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.

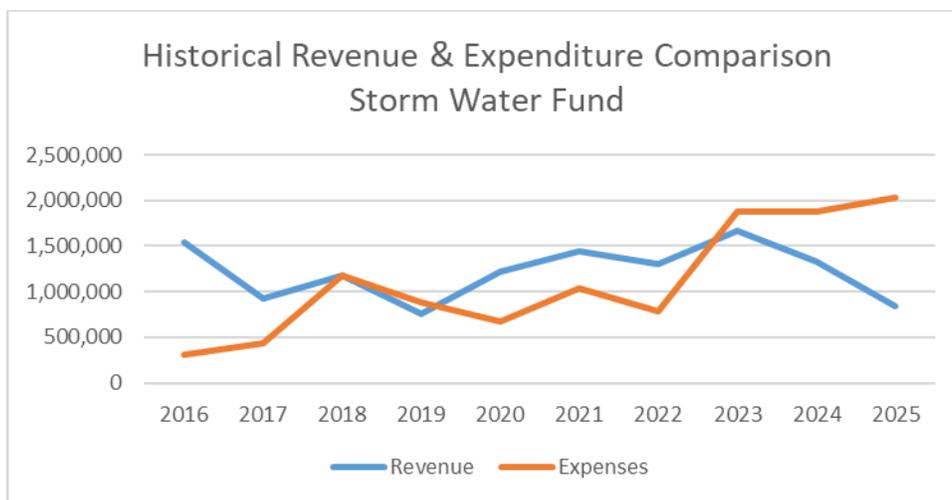
The Storm Water Fund is also responsible for the design and construction of capital improvements and the costs of capital equipment for the utility. Planned capital improvements are needed to serve new development and growth in the town. Funding for new capital projects comes mainly from impact fees 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 and adoption of new storm water capital improvement fees in 2025, current fees were set at \$4,429 per single-family residential unit and \$3,139 per multi-family residential unit. Non-residential fees vary per square foot, with Retail & Commercial at \$2.80, Office at \$2.27, Public & Institutional at \$2.10, Industrial and Warehouse at \$2.62. 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 occurred from 2016 thru 2022. Beginning in 2023, Drainage Impact Fees have consistently declined, driven by building permits, as a result of slowed residential growth.



Note: This graph reflects all revenues and expenses.

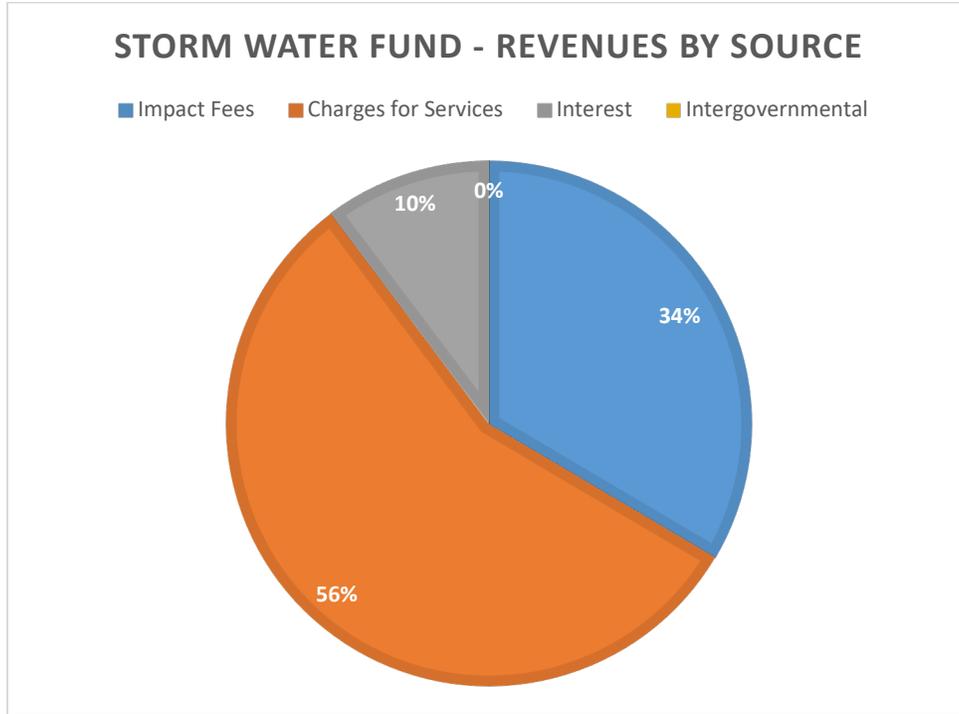
The 2026 budget for the Storm Water Fund includes total revenues of \$1,466,000, of which \$830,000 are operating revenues. This amount is \$119,000 less than what was budgeted in 2025, due to a slight reduction in anticipated charges for services and interest income. The utility drainage fee charged to customers will be analyzed in 2026, as it has not been amended in over 15 years. Planned expenditures are \$1,934,250, which is \$332,110 less than what was budgeted in 2025 due to a planned reduction in operating activity in order to mitigate another year of expected net loss.

Storm Water Fund Budget

Storm Water Fund	2024 Actuals	2025 Actuals Jan - Oct	2025 Adopted Budget	2025 Year-End Estimates	2026 Proposed Budget
Beginning Fund Balance	7,835,084	7,451,068	7,451,068	7,451,068	6,739,560
<u>Revenues:</u>					
Charges for Services	1,322,659	696,389	870,000	835,667	825,000
Miscellaneous Revenue	8,985	6,578	5,000	7,894	5,000
Total Operating Revenues	1,331,644	702,967	875,000	843,560	830,000
<u>Expenses:</u>					
Operations & Maintenance	1,625,087	1,557,474	2,101,360	1,868,969	1,684,250
Capital Outlay	-	-	-	-	30,000
Depreciation	224,458	-	165,000	165,000	220,000
Transfer Out	24,349	-	-	-	-
Total Operating Expenses	1,873,894	1,557,474	2,266,360	2,033,969	1,934,250
Operating Income (Loss)	(542,250)	(854,507)	(1,391,360)	(1,190,408)	(1,104,250)
<u>Non-Operating Revenues (Expenses):</u>					
Capital Revenues	-	206,750	480,000	248,100	481,000
Miscellaneous Revenue	-	-	5,000	5,800	5,000
Interest Income	158,234	-	225,000	225,000	150,000
Transfer In	-	-	-	-	-
Total Non-Operating Revenues (Expenses)	158,234	206,750	710,000	478,900	636,000
Excess (Deficiency) of Revenues and Other Sources over Expenses	(384,016)	(647,757)	(681,360)	(711,508)	(468,250)
Ending Fund Balance	7,451,068	6,803,311	6,769,708	6,739,560	6,271,310

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 2026.

Storm Water Fund Revenue Sources		
Source	Amount	% of Total
Impact Fees	491,000	33%
Charges for Services	825,000	56%
Interest	150,000	10%
Intergovernmental	0	0%

Storm Water Fund Expenditures

Storm Water expenditures for the 2026 budget are both operating and capital in nature. The Storm Water Fund has \$30,000 budgeted for capital outlay, which is a carry-over cost for the upfitting of two Plow Hook Trucks.

**TOWN OF FREDERICK
ANNUAL BUDGET
FY 2026**

STORM WATER FUND | EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Engineering	---	100,400	4,300	2,200	106,900	---	---	106,900
Public Works	---	136,700	24,750	---	161,450	30,000	---	191,450
General Operations	1,409,400	6,500	---	220,000	1,635,900	---	---	1,635,900
Totals	\$1,409,400	\$243,600	\$29,050	\$222,200	\$1,904,250	\$30,000	\$0	\$1,934,250

Total Cash Available \$8,205,560

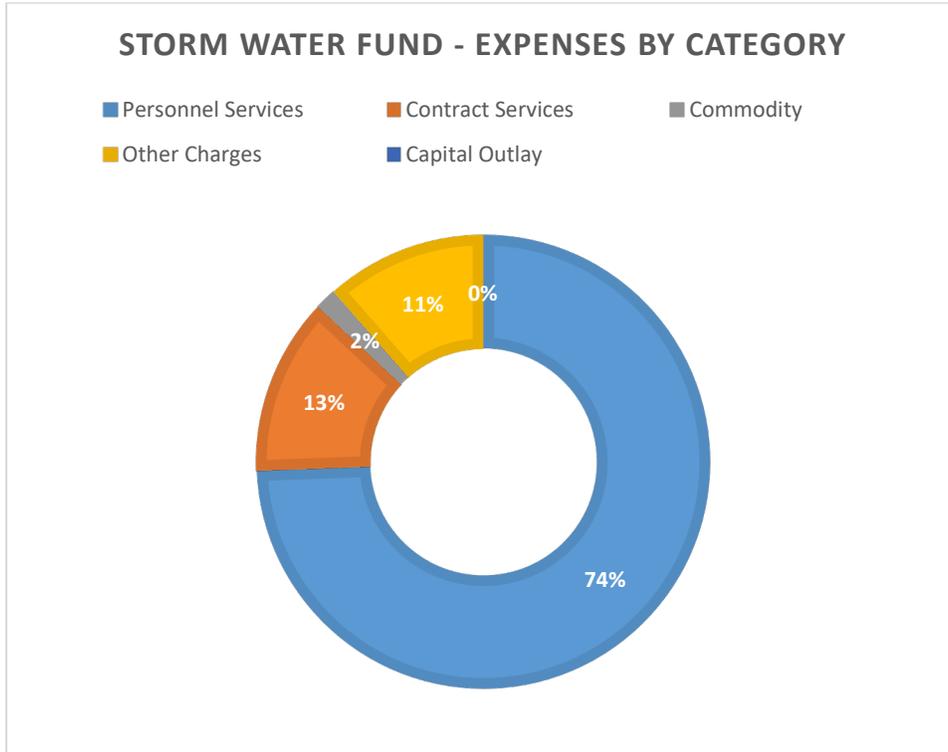
Ending Fund Balance \$6,271,310

% of Total Budget	72.87%	12.59%	1.50%	11.49%	98.45%	1.55%	0.00%	100.00%
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Projects Funded in 2026 Budget

- Plow Hook Truck(s) - Upfitting

The chart below details the expenditures for the Storm Water Fund by category. This fund is fairly labor intensive as reflected in the 2026 cost categories.



Storm Water Fund - Full Time Employees

Department	No. of Full Time Employees
Administration	6.90
Operations	6.55
Total	13.45

Storm Water Fund Goals and KPIs

In addition to the projects that have been funded in the 2026 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

Strategic Foundation: Safe & Secure

Goal:

Provide and maintain public safety in our community.

Objective:

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

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of calls/emails from the public concerning drainage.	27	120	70	
<i>Performance:</i>				
Percentage of drainage related calls/emails responded to in 48 hour period.	98%	95%	95%	Goal: 100%

Strategic Foundation: Strategic, Reliable & Sustainable Infrastructure

Objective:

Provide high quality services that manages drainage appropriately.

Strategy:

Ensure new development provides system improvements that meet Town standards.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of floodplain permit applications.	6	5	9	
<i>Performance:</i>				
Percentage of floodplain permits reviewed in 2 week period.	100%	85%	100%	Goal: 100%

Strategic Foundation: Fiscal Responsibility Governance and Operational Excellence

Objective:

Provide high quality services that manage drainage funding appropriately.

Strategy:

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

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Public Funds encumbered for capital drainage projects.	\$1,890,000	\$2,423,979	\$446,000	
<i>Performance:</i>				
Percentage of dollars budgeted versus dollars spent on capital drainage projects.	25%	82%	70%	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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Lane miles of streets to be serviced by street sweeper.	220	222	225	Fall season extended sweeper service
<i>Performance:</i>				
Average number of times each street is swept per year.	10	12	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.

Measure:	2023	2024	2025	Comments
<i>Workload:</i>				
Number of retention ponds and trickle channels.	19	19	19	
<i>Performance:</i>				
Percentage of assignments completed.	90	100	100	Goal: 100%

FIDUCIARY FUND



OIL ROYALTY TRUST FUND



OIL ROYALTY TRUST FUND

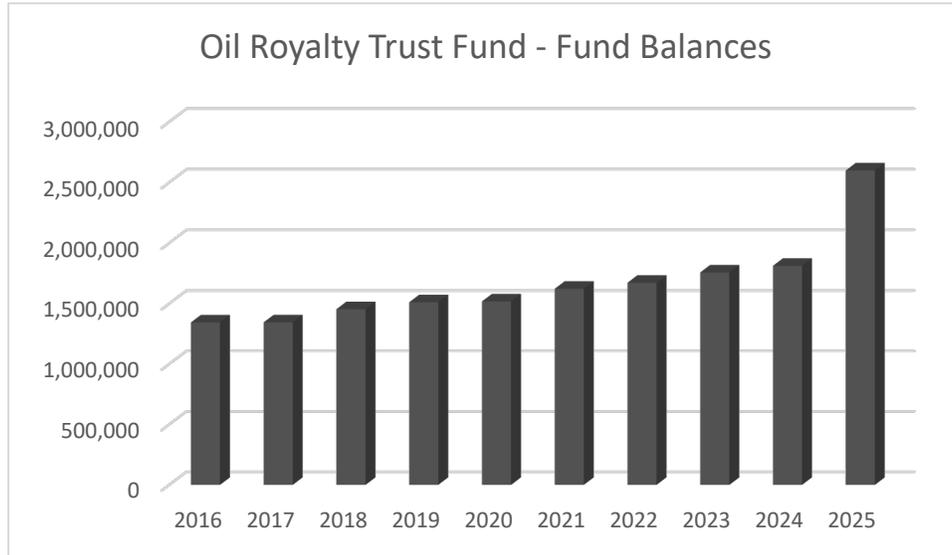
The Oil Royalty Trust Fund was established to receive revenues from oil royalties. The funds are then used for capital improvements, economic development purposes, and other community-beneficial programs, including donations to non-profit organizations and the Frederick Scholarship Program.

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.

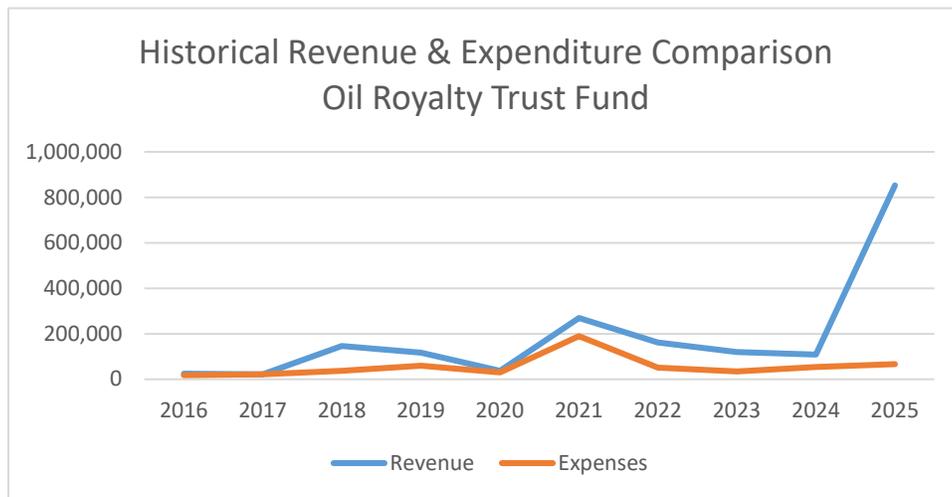
The Community Funding Program is administered by the Board of Trustees, which oversees any and all requests for donations from non-profit organizations. This program allows these organizations to request support for initiatives, events, and programming that contribute to the positive image of Frederick. 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. Due to the efforts of a dedicated Oil & Gas Liaison, additional royalties have been received through increased well inspections in 2025.



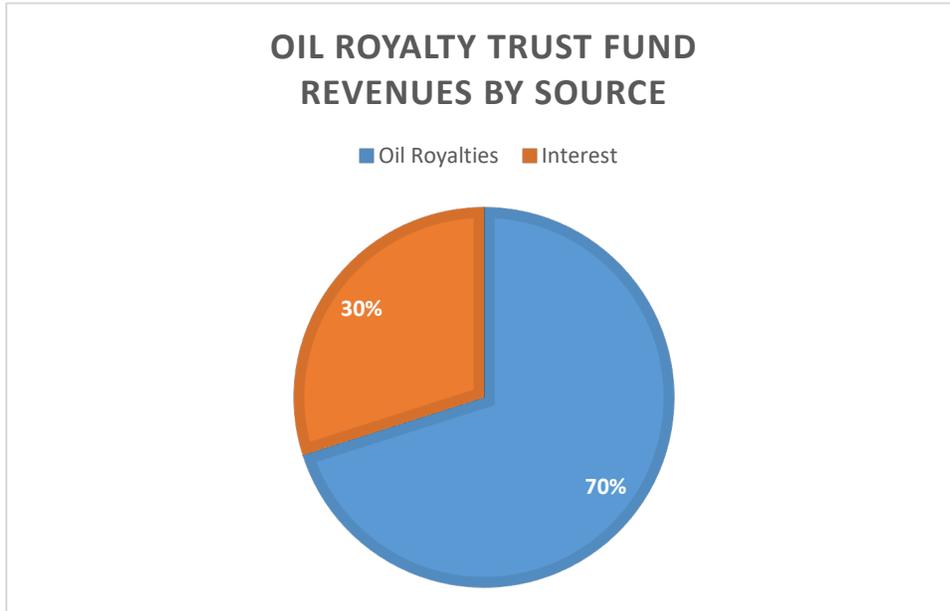
The 2026 Oil Royalty Trust Fund budget includes total revenues of \$107,000, reflecting a \$15,000 increase from the 2025 budget due to a higher projection in royalties. One-time payments were received in 2025, accounting for the large spike in the intergovernmental category. The 2026 budget also features total expenditures of \$73,000, indicating no change from the 2025 budget with similar expected donations and scholarship applications.

Oil Royalty Trust Fund Budget

Oil Royalty Trust Fund	2024 Actuals	2025 Actuals Jan - Oct	2025 Adopted Budget	2025 Year-End Estimates	2026 Proposed Budget
Beginning Fund Balance	1,757,555	1,812,163	1,812,163	1,812,163	2,598,902
<u>Revenues:</u>					
Intergovernmental	76,711	683,949	60,000	820,739	75,000
Earnings on Investment	32,397	-	32,000	32,000	32,000
Transfer In	-	-	-	-	-
Total Operating Revenues	109,108	683,949	92,000	852,739	107,000
<u>Expenditures:</u>					
Operations & Maintenance	-	-	-	-	-
Donation & Scholarship	54,500	55,000	73,000	66,000	73,000
Transfer Out	-	-	-	-	-
Total Expenditures	54,500	55,000	73,000	66,000	73,000
Excess (Deficiency) of Revenues and Other Sources over Expenditures	54,608	628,949	19,000	786,739	34,000
Ending Fund Balance	1,812,163	2,441,112	1,831,163	2,598,902	2,632,902

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 2026.

Oil Royalty Trust Fund Revenue Sources		
Source	Amount	% of Total
Oil Royalties	75,000	70%
Interest	32,000	30%
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
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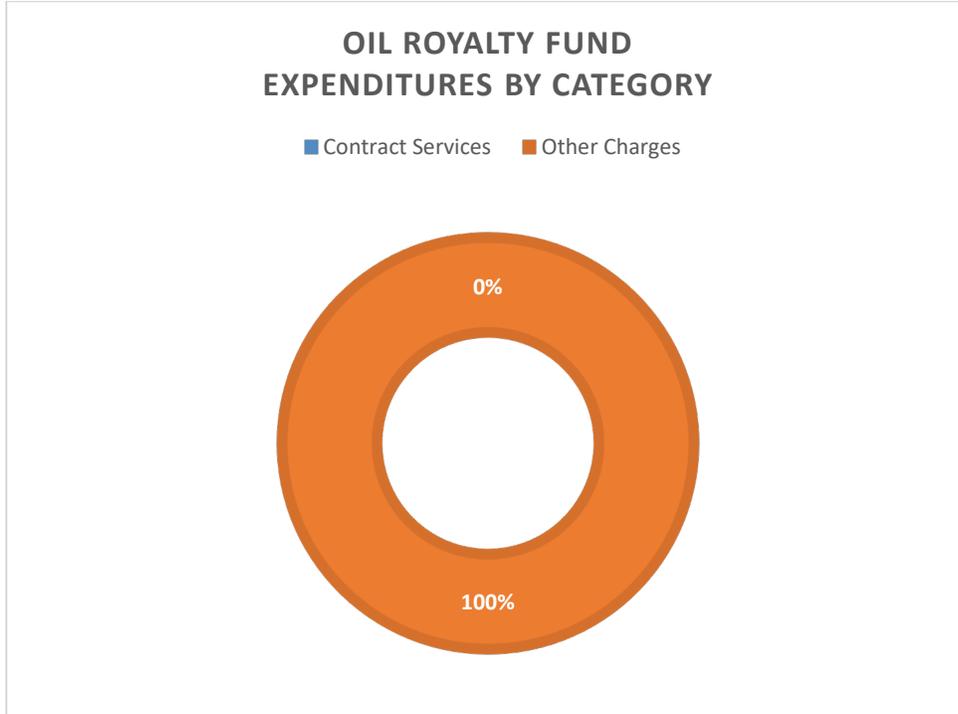
OIL ROYALTY TRUST FUND | EXPENSE SUMMARY

	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								\$2,705,902
Ending Fund Balance								\$2,632,902
% of Total Budget	0.00%	0.00%	0.00%	100.00%	100.00%	0.00%	0.00%	100.00%

Projects Funded in 2026 Budget

- Scholarships
- Donations to local programs

The chart below details the expenditures for the Oil Royalty Trust Fund by category. In 2026, 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
Total	0

Oil Royalty Trust Fund Goals and KPIs

In addition to the projects that have been funded in the 2026 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.

Measure:	2023	2024	2025	Comments
Workload:				
Number Scholarship recipients.	2	8	7	
Performance:				
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 objectives.

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

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

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

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

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

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

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

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

IT: Information technology.

LEAF: Law Enforcement Assistance Fund.

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

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

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

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

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

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

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

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

PBB: Program Based Budgeting.

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

PROJECTION: Estimation of future revenues and/or expenditures.

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

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

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

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

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

TRANSFERS: Amounts transferred from one fund to another.

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

TRANSFER SUMMARY

	Transfers In	From	Transfers Out	To
GENERAL FUND				
	\$89,000	Public Safety Fund		
	\$288,500	URA Admin Allocation	\$2,281,700	Capital Facilities Fund
			\$119,275	Event Fund
			\$1,500,000	Street & Alley Fund
SPECIAL REVENUE FUNDS				
		Public Safety Fund	\$89,000	General Fund
Events Fund	\$119,275	General Fund		
Street & Alley Fund	\$1,500,000	General Fund		
Art in Public Places Fund	\$50,000	Street and Alley Fund	\$50,000	Art in Public Places Fund
Capital Facilities Fund	\$2,281,700	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 a primary streets intersection improvement, with the \$1,500,000 cost residing in the Street & Alley Fund. The General Fund also supported the first year of debt service associated with the new Public Works Facility, with the cost housed in the Capital Facilities Fund. Finally, the General Fund will receive an allowable administrative allocation from Frederick Urban Renewal Authority, which is a separate entity or blended component unit of the Town. As such, the matching Transfer Out is not listed since the budget of FURA is not addressed in this budget publication.

STAFFING SUMMARY

Fund/Department	2024	2025	2026
	Actual	Budget	Budget Proposal
Governmental Funds			
General Fund:			
Administration	11.45	8.15	8.15
Economic Development-Admin	1.80	1.80	1.80
Economic Development-Planning	4.00	4.30	4.30
Economic Development-Buildings	3.60	3.60	3.60
Economic Development-GIS	2.80	1.70	1.70
Economic Development-Neighborhood Services	1.00	1.00	1.00
Finance Dept	2.20	1.95	1.95
Municipal Court	1.00	1.00	1.00
Police Dept	44.00	46.00	46.00
Parks & Open Space (prior Golf Fund)	4.20	4.80	4.80
Public Works-Admin	1.35	0.20	0.20
Public Works-Engineering	0.55	0.50	0.50
General Fund Total:	77.95	75.00	75.00
Street & Alley Fund	11.50	10.85	10.85
Public Safety Fund	0.00	0.00	0.00
Conservation Trust Fund	0.00	0.00	0.00
Parks & Open Space Fund	15.05	20.00	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
Proprietary Funds			
Water Fund	13.70	15.70	15.70
Storm Water Fund	11.80	13.45	13.45
Fiduciary Funds			
Oil Royalty Fund	0.00	0.00	0.00
Total FTEs:	136.00	141.00	141.00

Changes to FTEs in 2026

There were no additional full-time positions approved in the 2026 budget. All positions are allocated across town funds based on the amount of time and effort spent on fund activities. The table above reflects the allocations of all employees.