



BUDGET 2021

TOWN OF JOHNSTOWN

The Community That Cares

Table of Contents

Letter of Transmittal	1
Introduction	12
Town Government	13
Town Management	14
Organizational Chart	15
Boards and Commissions	16
Town Map	17
General Information	18
Financial Policies	26
Budget Overview	33
Fund Accounting	34
Fund Structure/Department Involvement by Fund	35
Governmental Funds	37
Proprietary Funds	39
Fiduciary Funds	39
Component Units	39
Notes and Assumptions	39
Total Combined Budget	40
Analysis of Fund Balance Changes	41
Summary of Capital Expenditures	43
Revenue Overview	46
Expenditure/Expense Overview	53
Debt Service and Financial Obligations	55
Long-Range Plan	56
Fund Summaries	60
General Fund	61
General Fund Department Summaries	67
Town Manager	68
Town Clerk	70
Legislative	72
Finance	74

Table of Contents

Building Inspections	76
Planning	78
Police	80
Public Works	82
Buildings	84
Special Revenue Funds	86
Street and Alley Fund	87
Conservation Trust Fund	94
Parks & Open Space Fund	101
Tax Allocation Fund	108
Capital Projects Fund	112
Library Fund	118
Recreation Center Fund	124
Fiduciary Funds	130
Cemetery Perpetual Fund	131
Proprietary Funds	135
Water Fund	136
Drainage Fund	143
Sewer Fund	150
Appendix	157





Town of Johnstown

January 1, 2021

The Citizens of the Town of Johnstown
The Honorable Mayor Gary Lebsack and
Johnstown Town Councilmembers

Dear Citizens, Mayor Lebsack and Councilmembers of the Town of Johnstown:

It is my pleasure to present to you the January 1, 2021 – December 31, 2021 fiscal year budget approved and adopted by the Johnstown Town Council. The fiscal year budget is one of the most important processes and decisions the Town Council undertakes each year. The budget, which is compliant with state statute and follows the modified accrual method, outlines the direction, and presents the goals and outcomes that are to be achieved during the 2021 fiscal year. This document is a result of the clear direction provided by the Council and the hard work and diligence of both the Council 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.

Reflections of 2020

For the global community, 2020 was one of the most emotionally and mentally difficult years in recent memory. For some it may have been the most difficult year ever in their respective lives. The year began optimistically. Johnstown presented three (3) ballot measures – an exemption from Senate Bill 152 (SB 152) which requested the ability for the municipality to explore and if deemed both necessary and financially feasible, the authorization for fiber broadband improvements in our community, a request to the citizens for a new ½ percent sales and use tax for the purposes of transportation (roads, sidewalks, equipment, capital projects, etc.), and minor changes to the Town's Home Rule Charter. All three (3) ballot initiatives passed overwhelmingly in April 2020 which indicates a strong support and trust by the Community of its local government.

This occurred in spite of the onset of the Coronavirus Disease (COVID-19) two weeks prior, that caused local governments to closed its doors to the general public in an abundant caution and public health concerns. As a result, for the past nine (9) months local businesses, residents, and the local government have been on an eventful rollercoaster navigating the do's and don'ts of a pandemic. The biggest concerns beyond the primary issue of health and wellness of individuals and citizens has been the potential effects the pandemic would have on families and businesses in our Community. Leaders of all types have been forced to step up – even those unsuspecting or not intending to be leaders – healthcare workers, first responders, families helping families, businesses helping businesses, and local governments.

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Everybody has been forced to run and act on pure adrenaline for the benefit of both each other and themselves. While what we have experienced has been tragic, difficult to effectively formulate into meaningful words that express the challenges we have faced, and paralyzing when compared to our normal and daily routine of life, what I have witnessed and experienced due to the pandemic was a support and active engagement from our local government to do whatever they could to help.

This call to action was led by our elected officials when they declared a local emergency and allocated \$1 million toward supporting our local businesses during this extended period of economic impact. The Town Council supported suspending water and sewer utility shut-offs, as well as waiving late fees for our families and businesses. They provided funding to our local food banks when demands due to unemployment were at their highest level in years. This list goes on about the selfless acts displayed by our Council, the Community and the Staff all with a focus of what are we doing to help and what else can we be doing to help. It is with pride and with a clear conscience that I can assert that our local governments are in good hands, prepared for any challenge, and recognize the symbiotic relationship we must have between the local government and Community for our communities to be successful. Certainly there was a financial impact due to the pandemic for the local governments, businesses, and families in our Community, the fabric and core values of who Johnstown is as a Community was never frayed or compromised.

As the vaccine begins distribution to millions around the world, my hope is we charge forward together, unified, because the past nine months have taught us and illuminated the fact that we are stronger working and collaborating together on local, regional, and global levels. As a Community and as your local government, we would be remiss if we didn't thank everyone for their efforts, support, and acknowledge the commitments made by everyone during COVID-19.

Budget Development and Purpose

The Town of Johnstown Budget is developed through continued cooperation between the Citizens, Town Council, and Town Staff. All three are instrumental in the process and its success. The primary objectives of developing the budget are to progress in a direction that achieves the mission of the organization and to provide and deliver the core services expected by the Citizens. Engagement and conversations with the Community help us to understand if we are meeting the mission and delivering the core services at the levels expected. To this extent, whenever possible, we want to implement Citizen ideas and desires for the betterment of the Community. It is under this premise that we develop the budget and make allocations with an assertive effort to achieve the mission and exceed Citizens' expectations.

In 2021, Council introduced and adopted a new Mission, Vision and Values for the organization. These are the foundational elements by which the Town operates for the benefit of the Community, its Citizens, and the Businesses. The new Mission, Vision, and Values for the organization are as follows:

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Mission: *Enhancing the quality of life of our residents, businesses, and visitors through community focused leadership.*

Vision: *Johnstown will be known for connecting community with opportunity.*

Values:

Communication
Accountability
Respect
Excellence
Stewardship

The 2021 budget includes goals and objectives that are broadly described in each of the fund and departmental overviews. These goals and objective should always strategically link directly back to the mission, vision, and values of the organization. We also evaluate the goals and objectives to ensure they are focused to achieve one of four (4) primary objectives for the community and/or the organization:

1. Improve the core services
2. Expand the core services
3. Strategically plan for the future objectives of the organization for the Citizen's benefit
4. Improve the quality of life for the community

Finally, the goals and objectives also provide the Town Council, Department Heads, and Staff with a measuring tool of how we are performing as an organization and what short and long-range goals we should be concerning ourselves with for the betterment of the community and the organization.

Described below is an overview of some of the more notable funds with a narrative that includes the anticipated revenues, approved expenditures, and highlights projects to be addressed within the respective funds.

General Fund

The general fund is the primary fund from which most departments operate and includes, but is not limited to: administrative, financial, planning, public works and public safety departments. The general fund budget is balanced and does not require the use of the unreserved fund balance to match operating expenditures for 2021. In 2021, while we anticipate that economic conditions will continue to be positive, we are also anticipating a drop in total revenue in the general fund when compared to 2020. The reduction in revenue is estimated to be -9.8%. We are attributing this revenue reduction to the anticipation of conditions created by COVID-19 changing and personal spending and commerce habits throughout the State returning to pre-COVID-19 norms. Currently, unaudited revenues for

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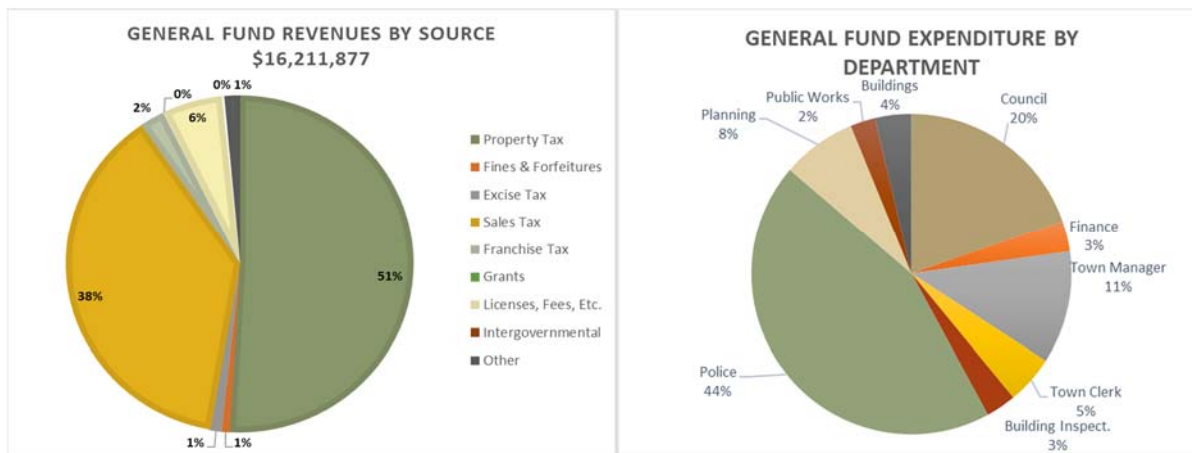
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2020 have exceeded our projections by more than 27%, primarily due to sales and use tax revenue. While specific services and brick and mortar businesses were significantly impacted by the pandemic, personal shopping patterns shifted to online retailers. This resulted in sales tax for those online purchases to be paid to the Town based on the point of delivery rather than the typical purchase locations of the brick-and-mortar facilities. Businesses such as grocery stores, outdoor recreational and hobby retailers, home improvement, and liquor stores experienced above average sales for the year which contributed significantly and rounded out the additional revenues in 2020.

Our continued optimistic outlook for sustainable revenues in the short term also includes the fact that development inquiries still continue and there is strong evidence that there is still low inventory of available housing in the Northern Colorado region which continues to grow. Finally, while the State unemployment rate is higher than normal at 8.4%, we are optimistic that as the region continues to open up with the availability of vaccinations, that there will be a decline to unemployment rates. Specifically, in our general region, unemployment is at 6.4%.

The total revenue for the general fund is generated from many different sources. It is critical to be as diversified as possible so that if one of the revenue items declines significantly, the overall impact does not extend into the Town's key operations. As a total, property and sales taxes collected by the Town represent approximately 88.6% of the Town's general fund revenue. This represents an increase of 4.6% compared to the approved FY 2020 budget. While the total percentage of these two revenue sources is high compared to the balance of other revenue sources, we believe the proportionate share of each of these revenue sources provide for a secure financial position if the economy changes. All of the revenue sources are critical to maintaining the high level of core services and operations, which are provided to the Community. The chart below shows the general fund revenue by source and the expenditures by department.



Staffing-up has been and continues to be a priority of the Council to ensure that we are more timely and responsive to the needs of the community and businesses in Johnstown. At the end of 2020 we

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had 65 FTE's. With a population of approximately 17,500 on a regular basis, the strain on the resources to respond in an adequate and timely manner can be difficult. To meet this need, four (4) additional team members in the general fund have been approved.

We anticipate at the end of 2021 to have a healthy reserve fund balance, that in future years will be utilized for community enhancements. Staff anticipates the programs and projects will be identified in the Council's upcoming retreat in April/May 2021.

- Revenues:
 - Total Revenues – \$16,211,877
- Expenditures:
 - Total Expenditures – \$8,515,553
 - Additional Transfers
 - Water Fund Loan – \$5M
 - Library Mill Levy – \$1,137,657
 - Recreation Center – \$750K
 - Tax Reimbursement – \$354,800
 - Total Expenditures (including transfers) – \$15,758,010
- Staffing:
 - Human Resources Director – 1 FTE
 - Deputy Public Works Director – 1 FTE
 - Economic Development Manager– 1 FTE
 - Police Officers – 1 FTE
- Capital and Other Notable Projects:
 - 2 Police Vehicles
 - Upgrades to Council Chamber Technology
 - Upgrades to Town Hall HVAC System
 - Seal Coating and Carpet Replacement at Police Department
 - Broadband Financial Feasibility and Marketing Study

Water Fund

The Water Fund is one of three enterprise funds we have established at the Town. The difference between an enterprise fund and other funds is how it operates and generates revenues. To be defined as an enterprise based on the Tax Payer's Bill of Rights (TABOR), the fund must be a government-owned business authorized to issue its own revenue bonds and receives under 10% of its annual revenues from state and local grants combined. Additionally, an enterprise derives its revenue to operate from the service it provides, in this case, the sale of water service to the customer. This fund does not receive any revenue from property or sales tax.

While the water fund has a relatively healthy fund balance, it also has a number of challenges and capital projects in the coming years. The biggest challenge is based on the feedback the Town

receives during the summer months, related to the odor and taste of the water. While the taste and odor issue do not impact the water quality based on standards set by the Colorado Department of Health and Environment (CDPHE), they do impact the quality, aesthetics and overall enjoyability of the drinking the water. To begin addressing this issue, the Town has included in the 2021 budget installation of a Granular Activated Carbon (GAC) system to control the nutrients that contribute to taste and odor issues.

The planned improvements to the water system will consist of several capital projects and cost 10's of millions of dollars. In 2015, a rate structure was adopted and effective beginning in 2016. The fee structure established had a uniform base fee for all customers, regardless of the tap size most recently set at \$15.38, which included the first 3,000 gallons of water. This has caused a lack of consistent revenue to meet the demands of the system for the current residents, make incremental capital improvements to the system over time, and compromised the ability to receive reliable water service that meets both the Community and the Town's expectations. In fact, illustrating this inadequate service level is during Summer 2020, the Town requested that residents irrigate during specific times of the day to minimize water demands on the system that were exceeding the volumes we could treat (produce) on a daily basis.

To meet the current demands on the system, improve water taste and odor issues, increase fire flow capabilities, and ensure appropriate water system distribution; water base rates were increased by 40%, as well as increases for base rates based on tap size classification. Also, the first 3,000 gallons of water that were previously at no cost were included into the first tier of the rate structure. This change to the water rate schedule provides the Town with the ability to make the necessary capital improvements described below in 2021 as well as other future planned improvements to meet the demands and needs of the current population including current peak water demands.

The capital projects included in the fiscal year 2021 budget include the items shown below. While there is an obvious variance between revenues and expenditures in 2020, the majority of the variance is due to necessary capital improvements to the water system. We do plan to utilize reserves in the Water Fund to finance these expenditures and the fund does end with a positive fund balance.

- Revenues:
 - Total Revenues \$10,245,844 (includes loan from General Fund)
- Expenditures:
 - Total Expenditures \$22,310,773
- Staffing:
 - Collection & Distribution Operator - 0.5
- Capital and Other Notable Projects:
 - New Water Town Construction with Water Trunk Line
 - Granular Activated Carbon Installation for Taste and Odor Issues
 - Generator at Lone Tree Reservoir
 - Water Treatment Plant Expansion (Design Only)

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- Waterline Expansion Projects

Sewer Fund

The Sewer Fund is the second enterprise fund in the Town and is responsible for the collection and treatment of the Town's wastewater. The Town operates two wastewater treatment plants and three lift stations in the system. The sewer fund also has many significant challenges in the future. These challenges include the need to expand the treatment capacity of the Low Point Wastewater Treatment Plant (WWTP), replacement of the Central WWTP due to the lagoon system not being capable of meeting current and future discharge treatment requirements, and expansion of the collection (interceptor) system, which is at or near capacity.

To afford some of these critical improvements that serve the current residents, at the end of 2020, Staff recommended an increase to sewer monthly fees which have not increased since 2015. This increase was to ensure proper maintenance of equipment, repair of equipment, and retainage of our employee talent. The increase also will be used for the purposes of replacing the existing Central WWTP that was first constructed in 1951 and upgrades to this plant were most recently made in 2004. Unfortunately, as previously mentioned the treatment method is not sufficient to meet permit requirements throughout the year, predominantly during the winter months when wastewater temperatures are too cold the bugs do no process the waste effectively. As a result, violations with the state discharge permits occur.

To accommodate new growth, the Town embarked on an aggressive project to install interceptors that are normally constructed by developers based on their planned expansions. To recover these costs, the Town also implemented a new Regional Impact Fee in the Central Plant Sewer Service Area. The newly established fee, is an additional \$9,500 in addition to the current sewer tap fee. This additional fee will be used to recover the costs of the interceptor improvements with the intent to not burden the existing customers with this financial obligation. To finance these improvements, an estimated \$55 M revenue bond will be issued for this project with debt service financed by the Regional Impact Fee (new development). To be clear, existing customers will not be expected to cover or be burdened by this cost.

The Town Council and Staff are committed to addressing these issues and realities of our sanitary sewer system. These projects, with defined outcomes, have been in the planning stages since 2019. Construction will begin in 2021 on both the collection/interceptor project and the Low Point WWTP Expansion. These critical projects, some of which are mandated by the state due to permitting requirements, will help to ensure acceptance and management of future growth in our community. A short overview of these and other projects are listed below for fiscal year 2021.

- Revenues:
 - Total Revenues \$57,774,700 (\$54.45 M, Revenue Bond Issuance)
- Expenditures:

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- Total Expenditures \$29,741,022
- Staffing:
 - Collection & Distribution Operator - 0.5
- Capital and Other Notable Projects:
 - Phase 1 Central Collection Line to Central WWTP
 - Phase 1 North Interceptor Line (Design Only)
 - Phase 2 Central Interceptor Line (Design & Construction)
 - Low Point WWTP Expansion Construction Phase 1
 - Central WWTP Expansion (Design Only)

Storm Water Fund

The Storm Water Fund is the third and final enterprise fund in the Town and is responsible for the maintenance, expansion, and capital improvements of the storm water system. The storm water fund is an enterprise fund and receives its funding exclusively from monthly fees on storm water maintenance and impact fees from new development to manage newly introduced impervious surfaces. Expenditures planned in 2021 will be focused on areas of localized flooding in Downtown and the repair to the Johnstown Lake Dam which failed inspection last year.

- Revenues:
 - Total Revenues \$537,600
- Expenditures:
 - Total Expenditures \$2,626,930
- Capital and Other Notable Projects:
 - Curb and Gutter Improvements
 - Estes Avenue & N. 1st Area Drainage Improvements
 - Johnstown Lake Dam Reconstruction
 - Municipal Storm Sewer Separation System Permit (MS4)

Street and Alley Fund

The Street and Alley Fund is responsible for the maintenance, expansion, and capital improvements of the transportation network. In April 2020, the community was asked to consider approval of a ½ percent sales and use tax increase for the purpose of street maintenance, trail development, roadway capital project, and street equipment to better maintain our roadway infrastructure. Even in lieu of the pandemic, the Citizens supported this initiative and we thank them for this support. As a result of the support, the street maintenance in 2021 has doubled from \$350,000 to \$700,000 and we anticipate financial allocations to the street maintenance program to increase in future years. The addition of the ½ percent sales and use tax will also provide financial support to begin design for roadway capital projects – one specifically will begin in 2021. In 2020, we completed our street pavement assessment. This critical document will enable the Town to be more proactive and better prioritize our pavement maintenance program to ensure a better Road Service Life (RSL) of our transportation

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network.

One of the more notable items is the fact that our solid waste contract will end in September 2021. It is our intention to issue a Request for Proposal for this service. We anticipate this RFP will be for a 5-year term. Detailed below is an overview of project and funding revenues and expenditures.

- Revenues:
 - Total Revenues \$5,210,093
 - Includes \$1M Grant Estes Ave. & N. 1st Street Improvements
- Expenditures:
 - Total Expenditures \$4,068,400
- Capital and Other Notable Projects:
 - New Embankment Mower
 - Estes Ave. & N. 1st Street Improvements
 - Charlotte Street (Design Only)
 - Pavement Maintenance Program (includes striping)
 - Solid Waste Contract Services (Trash) – Issuance of RFP

Park & Open Space Fund

The Park & Open Space Fund exists for the purposes of maintenance of the park, open space and trails system which includes both the neighborhood pocket parks and the regional park system. Revenues generated for this fund are very limited as parks are free services provided to citizens and they are designed to enhance the overall quality of life in the community. The funding to maintain the parks predominantly is provided through franchise fees charged to our enterprise funds and a 1/8 percent open space and trails sales tax charged by Larimer County; a portion which is provided to the Town through an Intergovernmental Agreement (IGA). The Town currently has in place a shared Park & Trail Master Plan. Our intention is to continue implementing its recommendations this year and if necessary, update the plan in either 2022 or 2023.

- Revenues:
 - Total Revenues \$850,910
- Expenditures:
 - Total Expenditures \$1,854,410
- Capital and Other Notable Projects:
 - Little Thompson River Trail Project
 - Cemetery Irrigation System Upgrade and Maintenance/Garage Unit
 - A Trail Project – To be Determined

Capital Projects Fund

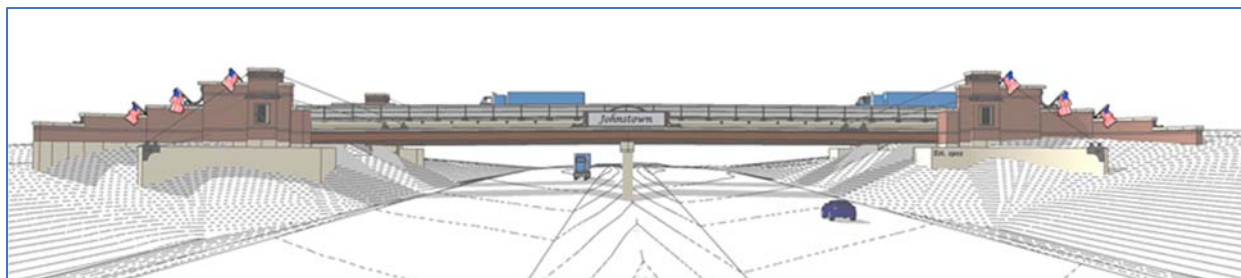
The Capital Projects Fund derives its revenues from 1 percent use tax for all capital projects in the

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Town of Johnstown. In the past, this revenue has been utilized for construction of the Library, a Senior/Community Center, and most recently the Recreation Center construction. The fund has a healthy fund balance and will continue to contribute to improving the Town with new amenities and capital projects in perpetuity. Two significant projects are being financially appropriated this year in this fund as detailed below. The aesthetic improvement at I-25 and Highway 60 will be a key community project to establish a welcoming gateway to our community and will also provide itself as a catalyst for economic development opportunities at the interchange. A rendering of this design is shown below.



- Revenues:
 - Total Revenues \$62,840
- Expenditures:
 - Total Expenditures \$4,410,200
- Capital and Other Notable Projects:
 - Aesthetic Improvements at I-25 and Highway 60 Interchange
 - Replacement/Construction of 2nd Street Bridge

Future Plans and Conclusion

As we move forward as an organization, it is critical to recognize and be responsive to the expectations and desires of the Citizens of Johnstown. Recognizing the mission, vision, and values as well as the goals and objectives established by the Mayor and Town Council, we have established a clear framework to meet the demands and expectations for both the community, its citizens, and the organization. With the budget document as a plan, we will continue to build upon our existing presence as a desired destination, to retain and recruit businesses, value family, and create a quality of life in our community unmatched in Northern Colorado.

Special thanks should go to all department heads and their supervisors who were critical in evaluating revenues and budgeting expenses accordingly. As they exhibited during the budget season, they recognize that we need to be accountable with the funds provided by the taxpayers and they have established operations, proposed improvements, and defined objectives that work within these limitations.

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One selected individual, our Finance Director, Mitzi McCoy, should be commended and recognized for her dedication, preparation, and outstanding work on this budget in her first year with Johnstown. Her tireless work does not go unnoticed by me and I know the Mayor and Town Council for Johnstown.

I look forward to working with the Community, the Council and Staff to identify future direction, policy, and community betterment objectives desired by the Council throughout the fiscal year and I am confident this budget reflects your desired outcomes for the Citizens.

Best regards,

A handwritten signature in blue ink, appearing to read "Matthew S. LeCerc", with a large, stylized flourish extending from the end of the signature.

Matthew S. LeCerc
Town Manager

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INTRODUCTION

INTRODUCTION

TOWN GOVERNMENT



Mayor Gary Lebsack



Mayor Pro Tem Chad Young



Councilmember Damien Berg



Councilmember Kevin Lemasters



Councilmember Troy Mellon



Councilmember Jesse Molinar, Jr.



Councilmember Amy Tallent

INTRODUCTION

TOWN MANAGER AND DEPARTMENT DIRECTORS

Matthew LeCerf

Town Manager

Marco Carani

Public Works Director

Mitzi McCoy

Finance Director

Kim Meyer

Planning Director

Brian Phillips

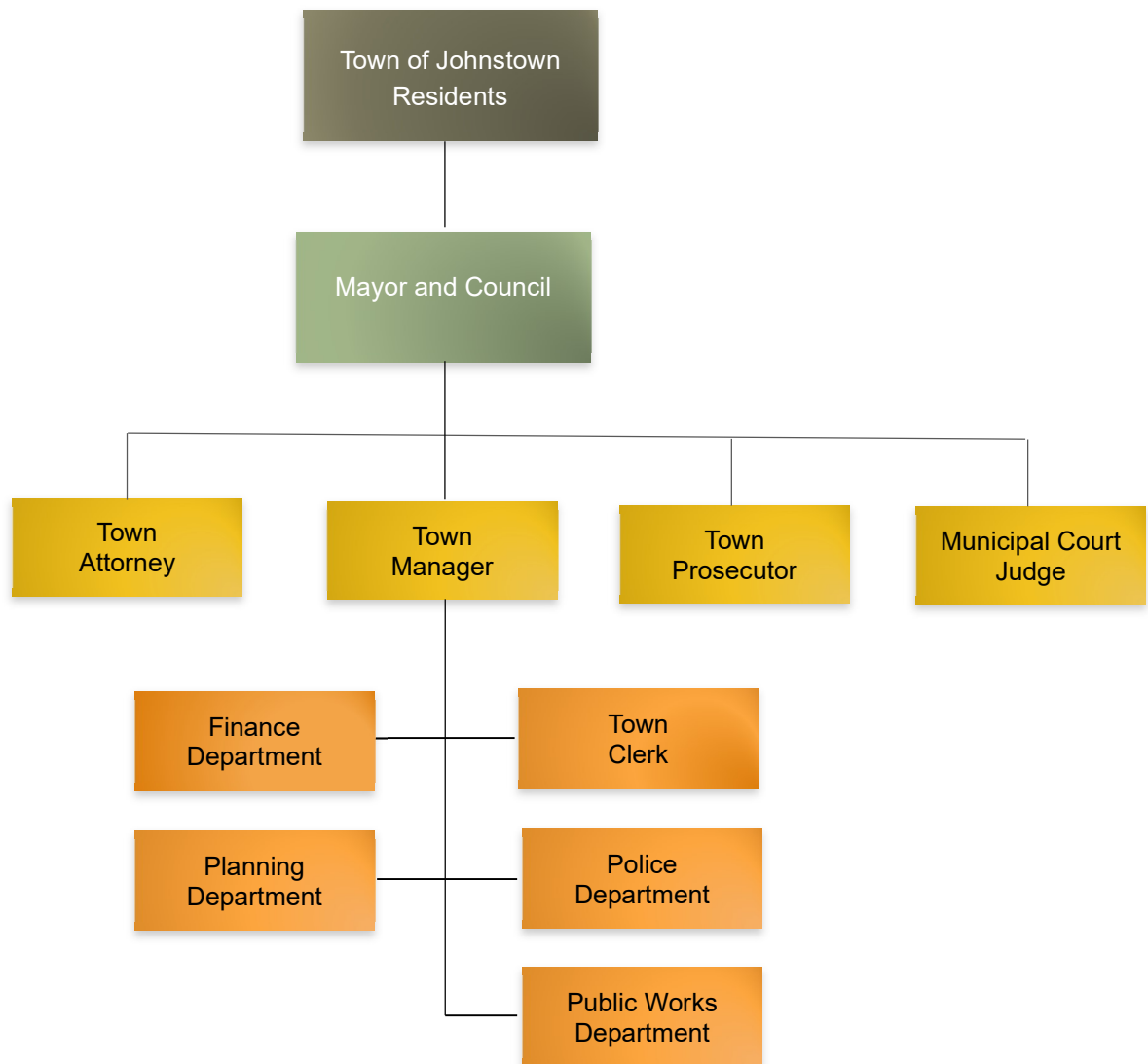
Police Chief

Diana Seele

Town Clerk

INTRODUCTION

ORGANIZATIONAL CHART



Elected
Positions

Appointed
Positions

Staff Positions

INTRODUCTION

BOARDS AND COMMISSIONS

Commissions at the Town of Johnstown serve in an advisory capacity to the Town Council.

Commissions have been established for the primary topics critical to the operation of Johnstown town government. Current Boards and Commissions for the Town of Johnstown include the following:

Cemetery Committee

Building Board of Appeals

Planning and Zoning Commission

Housing Authority

CITIZEN PARTICIPATION

Commissioners are appointed by the Town Council 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 Johnstown.

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

STAFF REPRESENTATION

Most of the commissions are staffed by at least one designated member of the Town's professional staff. That staff member acts as a liaison and is responsible for providing information to the commission and overseeing and maintaining membership on the respective commission.

LOCATION – TOWN MAP



INTRODUCTION

Johnstown at a Glance

ESTABLISHED

March 21, 1907

GOVERNMENT

Johnstown is a Home Rule Town operating under a Council-Manager form of government

COUNTY

Weld and Larimer Counties

SCHOOL DISTRICTS

Weld County School District RE-5J and Thompson School District R2-J

LOCATION

Along Interstate 25 approximately 50 miles north of Denver, Colorado; 25 miles south of Fort Collins, Colorado; bordering Loveland, Windsor, Milliken, Berthoud and Greeley, Colorado

AREA

13.9 square miles

CLIMATE

Arid Steppe (cold) climate with a summer lasting approximately four months with an average daily high temperature above 79 degrees Fahrenheit. The winter season lasts for approximately three months with an average daily high temperature below 50 degrees Fahrenheit.

POPULATION

16,800 estimated



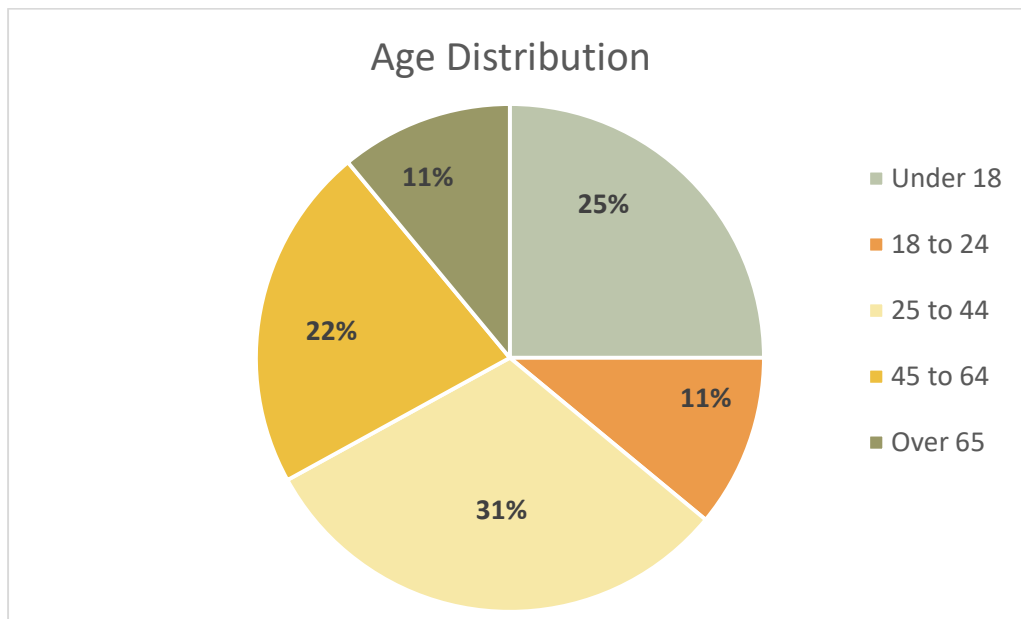
INTRODUCTION

HISTORY AND LOCATION

The Town of Johnstown was platted in 1902 and incorporated in 1907 and is located alongside of the majestic Rocky Mountains in northern Colorado. Johnstown is part of the Front Range Urban Corridor that stretches along Interstate 25 from Pueblo, Colorado north to Cheyenne, Wyoming. The Town is a Home Rule municipality comprised of 13.9 square miles of area, both east and west of Interstate 25, south of State Highway 34, and north and south of State Highway 60. Its current population of over 17,500 residents enjoy the town's central location which allows for easy access to shopping, dining, entertainment, hiking, biking, water sports, golf and numerous other outdoor activities.

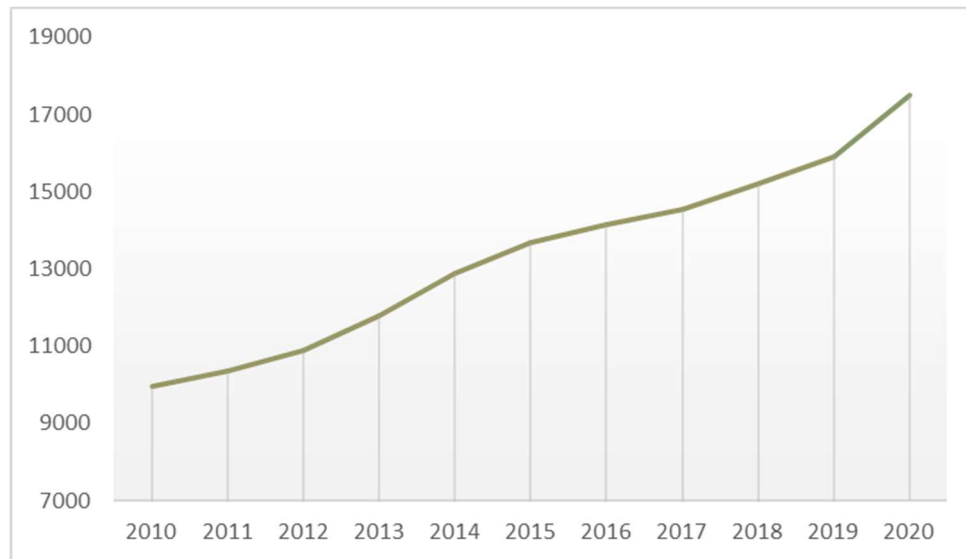
DEMOGRAPHICS

With a median age of 35.3, Johnstown has a young population that has grown substantially in the past ten years. The current population is approximately 17,500. 95.84% of persons over age 25 are high school graduates. 32.96% have a Bachelor's degree or higher, and 8.23% have a Graduate/Professional degree. The median income for a household is \$90,240.



INTRODUCTION

POPULATION



EMPLOYMENT BY INDUSTRY

Occupation	% of Workforce
Management, business, science and arts	36.80%
Service occupations	26.81%
Natural resources, construction, and maintenance	14.58%
Production, transportation and material moving	21.81%

MAJOR EMPLOYERS IN THE AREA

EMPLOYER	PERCENT OF TOTAL TOWN EMPLOYMENT
Scheels All Sports	2.6%
Johnson's Corner	1.0%
Swire Coca Cola	1.0%
High Country Beverage	.9%
Northern Colorado Rehab Hospital	.8%
Weld County School District RE5J	.7%

INTRODUCTION

SCOPE OF SERVICES

The Town of Johnstown provides the following major services:

- Public Safety
- Parks, Trails and Open Space
- Street Construction and Maintenance
- Municipal Court
- Town Facilities
- Administration and Finance
- Economic Development
- Community Development and Engineering
- Support Services
- Water Utility
- Sewer Utility
- Drainage Utility

EMPLOYEES AND BENEFITS

The Town currently has approximately 60 regular, full-time positions (exempt and non-exempt) for 2020. In addition, a varying number are employed on a seasonal/part-time basis. The Town of Johnstown neither recognizes nor bargains with any employee union.

The Town operates under a Performance-Based Pay System. A benchmark survey is conducted every two 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 and as provided and approved in the budget. Actual salaries and benefits are calculated into the budget system assuming each authorized position is filled for the entire budget period.

Other benefits provided to Town employees include vacation leave, sick leave and paid holidays. Health care benefits include medical, dental, vision, 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. Employees are encouraged to make contributions up to the maximum allowed by law of the base wage under the plan. Employees of the Town that serve as sworn police officers are required to participate in a police pension plan.

INTRODUCTION

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 Johnstown prepares its budget on a calendar-year basis although a bi-annual budget is allowed in the home rule charter. 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 Johnstown’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

Generally, 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. This year, due to a restructuring of funds in 2020, the funds used prior to 2020 are not presented and the new fund structure is.

INTRODUCTION

BUDGET DEVELOPMENT PROCESS

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

Note: This table does not include monthly Civic Engagement processes such as the Home Owner Association meetings, Chamber of Commerce meetings, etc.

INTRODUCTION

BUDGET PREPARATION

The budget process starts early each year at the Town Council goal setting sessions. During the goal setting sessions, the Town Council 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 Council 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 Council no later than the first Council meeting in October with work sessions as requested and determined necessary by the Council 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 Council shall adopt a balanced budget by ordinance for the ensuing year. The Council 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 Council 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.

INTRODUCTION

SUPPLEMENTAL APPROPRIATION

The Town Council 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, and Council 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 Council 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

FINANCIAL POLICIES

REVENUE POLICIES

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

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 or divisions, consisting of Town Council, Town Manager, Town Clerk, Finance, Building Inspections, Planning, Police, Public Works and Buildings. Each department can be further broken down into a variety of divisions and/or programs. Expenditures are classified as the following:

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

Personnel Services includes salaries for full-time and part-time employees, overtime pay, insurance, retirement, and other 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 the K-9, and National Night Out, 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.

FINANCIAL POLICIES

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" (Electric, Storm Water and Water) are exempt from the imposed limits.

On November 7, 2000, voters within the Town approved the collection, retention and expenditure of the full revenue generated by the Town commencing on January 1, 1999 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 Council is to maintain 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 Council 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 minimum is equal to 150 days of approved General Fund operating expenditures.

FINANCIAL POLICIES

CAPITAL PROJECT FUNDS

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

DEBT POLICIES

The Town of Johnstown 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 may use 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, in effect a purchase rather than a rental. For purposes of securing credit ratings and monitoring annual debt service as a percentage of operating expenditures, lease purchase financing is considered a long-term liability of the Town, although subject to annual appropriation, and therefore will be issued under the same conditions as long-term debt.

CASH MANAGEMENT AND INVESTMENT 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 Johnstown 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.

FINANCIAL POLICIES

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

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

- U.S. Treasury Obligations: Treasury Bills, Treasury Notes, Treasury Bonds and Treasury Strips with maturities not exceeding five years from the date of purchase.
- Federal Instrumentality Securities: Debentures, discount notes, callable securities, step-up securities, and stripped principal or coupons with maturities not exceeding five years from the date of trade settlement. If a Federal Instrumentality Security carries a rating lower than the highest category by any NRSRO, the security is eligible for purchase subject to the following limitations: the final maturity (from the date of trade settlement) may not exceed the statutory limit stated in C.R.S. 24-75-601 and the security must be rated at least AA- or the equivalent by at least two Nationally Recognized Statistical Rating Organization (NRSRO), 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

FINANCIAL POLICIES

corporate debt shall not exceed 50% of the Town's investment portfolio, and no more than 5% of the Town's investment portfolio may be invested in the obligations of any one issuer.

- Corporate Debt with a maturity not exceeding three years from the date of trade settlement, issued by any corporation or bank organized and operating within the United States. The debt must be rated at least AA- or the equivalent by at least two NRSROs, and rated not less by any NRSRO that rates it. The aggregate investment in corporate debt, commercial paper, and banker's acceptances shall not exceed 50% of the Town's investment portfolio, and no more than 5% of the Town's investment portfolio may be invested in the obligations of any one issuer.
- Local Government Investment Pools Pursuant to CRS 24-75-702 that 1) are "no-load" (no commission or fee shall be charged on purchases or sales of shares); 2) have a constant net asset value of \$1.00 per share; 3) limit assets of the pool to those authorized by state statute; 4) have a maximum stated maturity and weighted average maturity in accordance with Rule 2a-7 of the Investment Company Act of 1940; and 5) have a rating of AAA or the equivalent by one or more NRSROs.
- Repurchase Agreements with a termination date of 180 days or less collateralized by U.S. Treasury obligations or Federal Instrumentality securities listed in a. and b. above with a final maturity not exceeding ten years. The purchased securities shall have a minimum market value including accrued interest of 102% of the dollar value of the transaction. Collateral shall be held by the Town's third-party custodian bank, and the market value of the collateral securities shall be marked-to-the market daily. Repurchase Agreements shall be entered into only with broker/dealers recognized as Primary Dealers by the Federal Reserve Bank of New York, or with firms that have a Primary Dealer within their holding company structure. Approved Repurchase Agreement counterparties if rated, shall have a short-term credit rating of at least A-1 or the equivalent and a long-term credit rating of at least A or the equivalent by each NRSRO that rates them.
- Non-Negotiable Certificates of Deposit with a maturity not exceeding one year in any FDIC insured state or national bank located in Colorado that is an eligible public depository as defined in CRS 11-10.5-103. Certificates of deposit that exceed FDIC insurance limits shall be collateralized as required by the Public Deposit Protection Act. In addition, at the time of purchase, issuing banks shall meet the credit criteria set forth in the section of this investment policy, "Selection of Banks".
- Eligible Banker's Acceptances with maturities not exceeding 180 days, issued by FDIC insured state or national banks. Banker's Acceptances shall be rated at least A-1, or the equivalent at the time

FINANCIAL POLICIES

of purchase by at least two NRSROs and rated not less by all NRSROs that rate the instrument. If the issuing bank has senior debt outstanding, it must be rate at least AA or the equivalent oat the time of purchase by at least two NRSROs and rated not less by all NRSROs that rate the bank. The aggregate investment in banker's acceptances, commercial paper, and corporate debt shall not exceed 50% of the Town's investment portfolio, and no more than 5% of the Town's investment portfolio may be invested in the obligations of any one issuer.

- Money Market Mutual Funds registered under the Investment Company Act of 1940 that: 1) are "no-load" (no commission or fee shall be charged on purchases or sales of shares); 2) have a constant net asset value of \$1.00 per share; 3) limit assets of the fund to those authorized by state statute; 4) have a maximum stated maturity and weighted average maturity in accordance with Rule 2a-7 of the Investment Company Act of 1940; and 5) have a rating of AAA or the equivalent by one or more NRSROs.

RISK MANAGEMENT

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

- Delivering loss control programs such as defensive driving education, confined space entry education, safe lifting education, blood borne pathogens education, and a variety of other safety education measures to prevent or at least lessen the severity of workplace injuries, which saves money. Loss control also includes random audits of Town facilities to detect safety hazards in order to make services safe for the public.
- Reviewing Town contracts for the proper insurance requirements and to ensure the Town is properly designated on the contractor insurance policy.
- Monitoring changes in the law at the federal and state level to determine if any changes affect the way the Town delivers services, which in turn create a liability for the Town.
- Developing the financial resources to pay for expected and unexpected losses. At some point in the future, 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.

BUDGET OVERVIEW

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 Council 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 Council 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 Johnstown funds require appropriations before money can be expended.

It is important to note that beginning in 2020 the budget reflects a fund restructure in an effort to increase transparency and simplify functions. Consequently, for the 2021 budget cycle, comparisons with years prior to 2020 do not provide users with an accurate representation of fund changes, so they are not included. In future budgets, more lengthy comparisons, and analysis will be provided.

TOWN FUND TYPES

GOVERNMENTAL

- General Fund
- Special Revenue Funds

PROPRIETARY

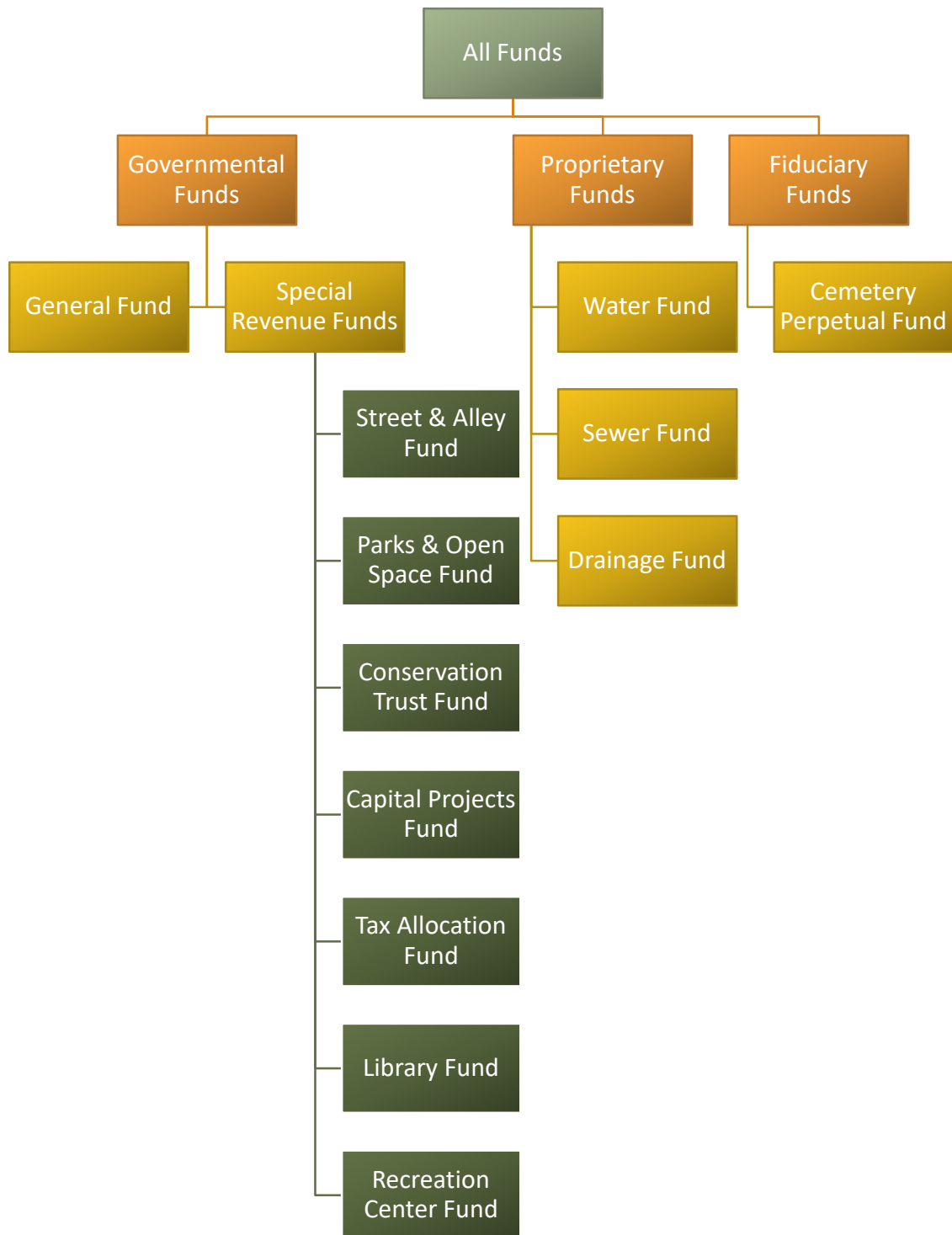
- Enterprise Funds
- Internal Service Funds

FIDUCIARY

- Trust and Agency Funds

BUDGET OVERVIEW

FUND STRUCTURE



BUDGET OVERVIEW

DEPARTMENT INVOLVEMENT BY FUND

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

	Legislative	Town Mgr	Town Clerk	Finance	Planning	Public Works	Police	Buildings
Governmental Funds								
General Fund	X	X	X	X	X	X	X	X
Special Revenue Funds								
Conservation Trust Fund					X			
Park and Open Space Fund		X			X	X		
Street and Alley Fund		X		X		X		
Capital Projects Fund								
Tax Allocation Fund								
Library Fund								
Recreation Center Fund								
Proprietary Funds								
Water Fund		X		X		X		
Sewer Fund		X		X		X		
Drainage Fund		X		X		X		
Fiduciary Fund								
Cemetery Perpetual Fund								

BUDGET OVERVIEW

GOVERNMENTAL FUNDS

GENERAL FUND

The General Fund accounts for all transactions of the Town of Johnstown not accounted for in other funds and is the Town's primary operating fund. This fund represents an accounting for the Town's ordinary operations financed from taxes and other general revenues and is the Town's most significant fund in relation to overall expenditures. Special Revenue Funds are established for the purpose of accounting for monies received by the Town of Johnstown that are restricted in nature and can only be utilized for specific purposes. 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 Johnstown 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 Johnstown. The revenues in this fund are primarily derived from motor vehicle related taxes, impact fees and grants.

CONSERVATION TRUST FUND

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

PARK AND OPEN SPACE FUND

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

BUDGET OVERVIEW

TAX ALLOCATION FUND

The Tax Allocation Fund has been established to account for sales and use taxes that have been received from specific development areas where, written agreements exist between the Town and developer/s, and the Town has agreed to reimburse the developer/s for certain public improvements.

CAPITAL PROJECTS FUND

Created in 1989, the Capital Projects 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. Revenue for this fund comes primarily from 1% of the use tax collected on building materials and construction materials utilized within the Town.

LIBRARY FUND

The Library Fund, provides a dedicated source of funds for construction, operation, maintenance, materials, equipment, programming, and outreach for the Library. The revenues for this fund are primarily from transfers from the Town of Johnstown General Fund and the High Plains Library District, user fines and fees, grants and contributions.

RECREATION CENTER FUND

In 2019, construction on the Johnstown Community Recreation Center started. The Town of Johnstown has partnered with the YMCA to operate the facility once construction is complete. This fund allows the Town to easily account for the transactions that are related to the operations and maintenance of this major asset. Revenue for this fund consists of transfers from the General Fund.

BUDGET OVERVIEW

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 Council has decided that periodic determination of net income is appropriate for accountability purposes. The Town has three qualified Enterprise Funds including Water, Sanitary Sewer, and Drainage. These funds provide different combinations of utility services to 5,563 customers.

FIDUCIARY FUNDS

CEMETERY PERPETUAL CARE FUND

The Cemetery Perpetual Care Fund was formed by Council to keep the principal funds safe and invested while allowing the investment income to be used to offset the maintenance costs of the cemetery. Fifteen percent of the monies and proceeds derived from the sale of lots and grave spaces, are what constitute the revenues in this fund.

COMPONENT UNITS

NONE

The Town of Johnstown does not currently have any authorities that are reported as component units.

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 Council. 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.

BUDGET OVERVIEW

TOTAL COMBINED TOWN BUDGET

The 2021 Proposed Budget is balanced as defined in the introduction section of this document, with a “balance between total estimated expenditures and total anticipated revenues, including surpluses.” This means that the appropriated expenditures cannot exceed the sum of the revenues and beginning fund balance.

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

	General Fund	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Trust and Agency Funds	Total All Funds	% of Total Rev. & Exp.
2021 BUDGET - ALL FUNDS							
BEGINNING BALANCE:	42,569,509	19,481,146	12,956,724	40,165,306	142,214	115,314,899	
REVENUES:							
CHARGES FOR SERVICES	6,350	732,727	-	5,484,700	900	6,224,677	7.17%
FINES AND FORFEITURES	122,000	-	-	-	-	122,000	0.14%
PROPERTY TAXES	8,255,602	-	-	-	-	8,255,602	9.51%
SALES TAXES	6,116,425	1,894,500	147,940	-	-	8,158,865	9.40%
LICENSES AND PERMITS	910,500	930,450	-	3,063,844	-	4,904,794	5.65%
MISCELLANEOUS	619,000	121,200	-	54,684,600	400	55,425,200	63.83%
OTHER TAXES	172,000	1,044,100	-	-	-	1,216,100	1.40%
GRANTS	10,000	2,184,421	-	325,000	-	2,519,421	2.90%
TOTAL REVENUES	16,211,877	6,907,398	147,940	63,558,144	1,300	86,826,659	100.00%
OTHER SOURCES/USES:							
TRANSFERS IN	-	2,547,557	-	5,000,000	-	7,547,557	
TRANSFERS OUT	7,242,457	-	85,100	220,000	-	7,547,557	
TOTAL OTHER SOURCES/USES	(7,242,457)	2,547,557	(85,100)	4,780,000	-	-	
EXPENDITURES:							
PERSONNEL SERVICES	4,494,953	1,177,060	-	1,586,600	-	7,258,613	9.63%
CONTRACT SERVICES	1,591,180	3,192,490	10,200	2,198,630	-	6,992,500	9.28%
COMMODITY	356,060	355,760	-	628,190	-	1,340,010	1.78%
OTHER CHARGES	1,692,010	479,000	-	1,252,386	-	3,423,396	4.54%
CAPITAL OUTLAY	255,000	2,015,000	4,400,000	46,790,350	-	53,460,350	70.96%
IMPACT OUTLAY	126,350	738,000	-	-	-	864,350	1.15%
DEBT SERVICE	-	-	-	1,998,069	-	1,998,069	2.65%
TOTAL EXPENDITURES	8,515,553	7,957,310	4,410,200	54,454,225	-	75,337,288	100.00%
ENDING BALANCE:	43,023,376	20,978,791	8,609,364	54,049,225	143,514	126,804,270	

BUDGET OVERVIEW

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 10% or more.

	Anticipated FY 2021 Beginning Balance	Anticipated FY 2021 Ending Balance	Increase (Decrease)	Percent Change
--	---	--	------------------------	-------------------

Conservation Trust Fund				
Fund Balance Available for Appropriation	10,900	88,100	77,200	708.3%

Discussion:

This fund's revenues are lottery funds from the state. The fund is restricted in both revenues and qualified expenditures. This fund was restructured in 2020. There are no budgeted projects in this fund in 2021 to allow the fund balance to grow so that a more substantial project can be completed in 2022.

	Anticipated FY 2021 Beginning Balance	Anticipated FY 2021 Ending Balance	Increase (Decrease)	Percent Change
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Parks and Open Space Fund				
Fund Balance Available for Appropriation	6,506,725	5,503,225	(1,003,500)	-15.4%

Discussion:

The fund balance decrease in this fund is associated with large capital outlays in 2021. Budgeted outlays include: \$1.05 million budgeted for trail projects, \$85,000 for a headwall for the Town Lake, \$35,000 for a garge in the cemetery, and \$45,000 for an irrigation upgrade in the cemetery.

	Anticipated FY 2021 Beginning Balance	Anticipated FY 2021 Ending Balance	Increase (Decrease)	Percent Change
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Street and Alley Fund				
Fund Balance Available for Appropriation	8,138,340	9,280,032	1,141,692	14.0%

Discussion:

The revenues and expenditures for this fund contain substantial grant revenues (\$1,066,666), as well as capital project costs associated with those grant revenues (\$800,000). Additional large outflows include a \$150,000 plow truck, \$44,000 embankment mower, \$25,000 digital signals, and \$350,000 Charlotte design. Revenues associated with the recent sales tax increase are expected to be substantially higher than the repealed street maintenance fee. Generally speaking, all other recurring revenues and expenses are relatively stable.

	Anticipated FY 2021 Beginning Balance	Anticipated FY 2021 Ending Balance	Increase (Decrease)	Percent Change
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Capital Projects Fund				
Fund Balance Available for Appropriation	12,956,724	8,609,364	(4,347,360)	-33.6%

Discussion:

The decrease in fund balance in this fund is due to a budgeted \$3,400,000 expenditure for improvements to I-25, and \$1,000,000 for the 2nd Street bridge. This fund is utilized for construction and financing of capital projects. When there are no active projects, this fund's fund balance will steadily increase as the primary funding source is 1% of use taxes collected.

BUDGET OVERVIEW

	Anticipated FY 2021 Beginning Balance	Anticipated FY 2021 Ending Balance	Increase (Decrease)	Percent Change
Water Fund				
Fund Balance Available for Appropriation	19,887,883	7,823,454	(12,064,429)	-60.7%

Discussion:

In 2021, this fund anticipates and budgeted for substantial loan revenues (\$5,000,000). Capital expenditures for this fund include a \$16,000,000 for the construction of a south water tank, \$450,000 water plant expansion design, \$585,000 for the installation of a waterline to the Central Wastewater Plant, \$425,000 for a Hwy 60 water loop, \$150,000 tank roof repair, \$310,000 generators, \$625,000 carbon feeder, \$40,000 VFD's.

	Anticipated FY 2021 Beginning Balance	Anticipated FY 2021 Ending Balance	Increase (Decrease)	Percent Change
Sewer Fund				
Fund Balance Available for Appropriation	17,195,549	45,229,227	28,033,678	163.0%

Discussion:

The increase in fund balance is primarily attributed to the planned issuance of approximately, \$55 million of bonds in 2021. Major outlays included in the 2021 budget include: \$370,000 pond dredging, \$100,000 Ridgeview pipe upsizing, \$86,500 engineering design, \$250,000 utility plan, \$8,232,000 construction a new lift station, force main and gravity line to Central, \$8,000,000 Low Point expansion Ph1, \$5,000,000 design and construction of gravity line from Clearview, \$1,800,000 Central Wastewater Treatment Plant design, \$150,000 line design, \$150,000 aerator, and \$1,500,000 north interceptor design.

	Anticipated FY 2021 Beginning Balance	Anticipated FY 2021 Ending Balance	Increase (Decrease)	Percent Change
Drainage Fund				
Fund Balance Available for Appropriation	3,081,874	996,544	(2,085,330)	-67.7%

Discussion:

The decrease in fund balance in this fund is associated with capital expenditures. The 2021 budget includes expenditures of \$1,693,750 for old town drainage improvements, \$50,000 for Charlotte design and \$425,000 for the dam rebuild at Johnstown Lake.

	Anticipated FY 2021 Beginning Balance	Anticipated FY 2021 Ending Balance	Increase (Decrease)	Percent Change
Library Fund				
Fund Balance Available for Appropriation	4,825,181	5,857,433	1,032,252	21.4%

Discussion:

The increase in fund balance in this fund can be attributed to a decrease in capital spending in the 2021 budget.

	Anticipated FY 2021 Beginning Balance	Anticipated FY 2021 Ending Balance	Increase (Decrease)	Percent Change
Recreation Center Fund				
Fund Balance Available for Appropriation	0	250,000	250,000	

Discussion:

This is was a new fund for the 2019 Budget year. Expenditures in 2021 are operations related.

BUDGET OVERVIEW

SUMMARY OF CAPITAL EXPENDITURES

The following summary includes capital expenditures of Town funds that exceed \$250,000.

Street & Alley Fund

Project Description	Capital Expenditure Amount	Recurring?
Drainage Project - Old Town	\$800,000	No

Discussion:

Improvements to Old Town area including drainage improvement and road reconstruction in and around the area of N. 1st Place and Estes Avenue. Ongoing financial impacts of this project are limited to maintenance.

Charlotte Design

\$350,000

No

Discussion:

This project is the design phase of a project that will ultimately consist of a complete reconstruction of all infrastructure in this area as it is beginning to fail. The long term financial impact is reduced maintenance

Parks and Open Space Fund

Project Description	Capital Expenditure Amount	Recurring?
Trail Projects	\$1,050,000	No

Discussion:

This project consists of new trails around CR46.5 and CR19 that will join the communities of Johnstown and Milliken. Since it is a new asset, maintenance costs associated with the trails will increase.

Capital Projects Fund

Project Description	Capital Expenditure Amount	Recurring?
I-25 Interchange Construction	\$3,400,000	No

Discussion:

This project consists of aesthetic improvements to the I-25 and Hwy 60 intersection. This project when completed will provide a key gateway to the Town and serve as a significant economic node for the region. The financial impact to the Town on a long-term basis will be maintenance related.

2nd Street Bridge

\$1,000,000

No

Discussion:

The bridge over 2nd Street adjacent to downtown is scheduled for replacement in 2021 as the current structure is not sufficient. The new bridge will widen the roadway and improve access to the area. Long term financial costs are limited to general maintenance of the asset.

BUDGET OVERVIEW

Water Fund

Project Description	Capital Expenditure Amount	Recurring?
Hwy 60 Water Line Loop	\$425,000	No
<u>Discussion:</u> This project is part of a CDOT improvement to the area. The water loop will improve supply options and water quality.		
Generators at Lone Tree	\$310,000	No
<u>Discussion:</u> New generators at Lone Tree will allow the Town to continue to produce water during power interruptions, thus improving reliability of the system.		
Carbon feeder system	\$625,000	No
<u>Discussion:</u> Installation of a granular activated carbon system will improve taste and odor issues of the Town's water. This project will increase operational costs moving forward as the supply of carbon will have to be frequently replenished.		
Water plant expansion	\$450,000	No
<u>Discussion:</u> This project is the design phase of the water plant expansion project, which, when completed, will allow the Town to better meet peak flow requirements.		
South tank construction	\$16,000,000	No
<u>Discussion:</u> This project will provide additional water storage that will help mitigate the stress on the system during peak demand periods and will improve water pressures in some areas of Town. As this is a new structure, operational and maintenance costs are expected to increase when this asset is functional.		

Sewer Fund

Project Description	Capital Expenditure Amount	Recurring?
Utility Plan	\$250,000	No
<u>Discussion:</u> A utility plan is necessary in growing communities to ensure that the needs of that community are planned and met. There are no ongoing financial costs associated with this project.		
Central - Ph. 1	\$8,232,000	No
<u>Discussion:</u> This project consists of the installation of a sewer interceptor complete with new lift station on south side of town. This infrastructure expansion will allow for continued growth and development in the area.		
Clearview	\$5,000,000	No
<u>Discussion:</u> This is phase II of a project expanding sewer infrastructure into the south part of town to accommodate growth in that area.		

BUDGET OVERVIEW

Central Wastewater Treatment Plant design	\$1,800,000	No
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Discussion:

The current sewer plant and infrastructure is nearing capacity. This project consists of the design for a new upgraded plant that can accommodate future growth and environmental requirements.

North Interceptor	\$1,500,000	No
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Discussion:

This project is the design phase of a new sewer interceptor along the north side of Town that will allow for continued growth and development in that area.

Drainage Fund

Project Description	Capital Expenditure Amount	Recurring?
Old Town Drainage	\$1,693,750	No

Discussion:

This project is intended to improve storm drainage in the area of Estes and N. 1st Place. The project should eliminate storm water surface runoff when complete. Long term financial impacts of this project are minimal and maintenance related.

Johnstown Lake dam rebuild	\$425,000	No
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Discussion

The dam at Johnstown lake has damage that requires structural repairs that this project will address. There are no long term operational costs increases associated with this project.

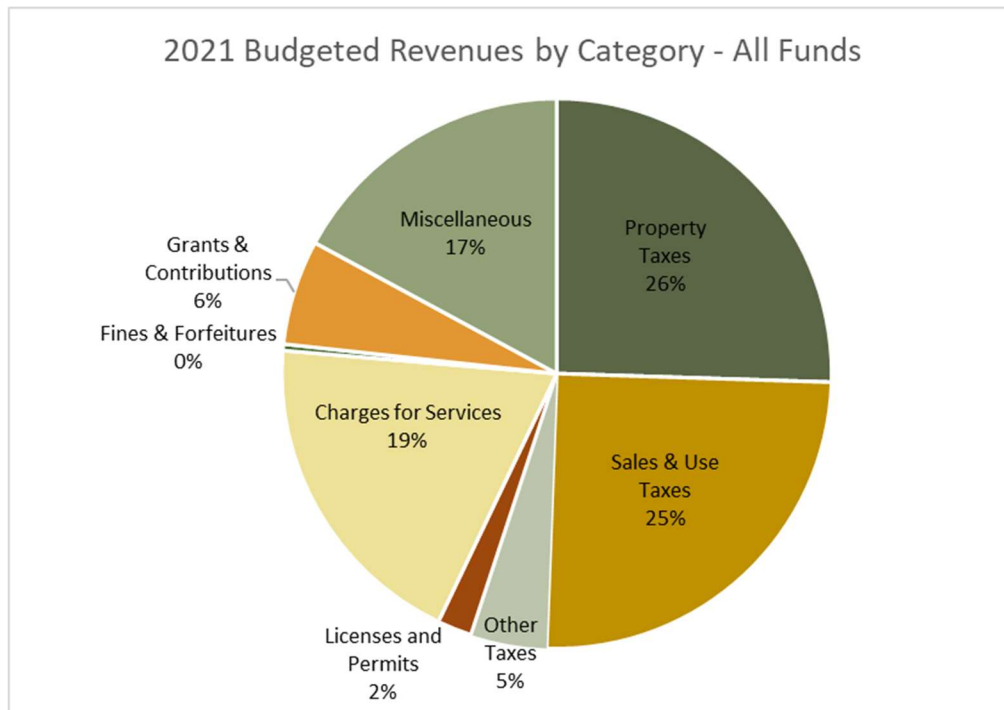
BUDGET OVERVIEW - REVENUES

REVENUE OVERVIEW

The Town strives to maintain a strong, diverse revenue base recognizing that a dependence upon any individual revenue source would make revenue yields more vulnerable to economic cycles. All revenues are conservatively projected and are monitored and updated as necessary. The Town utilized the Colorado Legislative Council as the primary source for forecasted Denver-Boulder-Greeley Consumer Price Index (CPI). Additionally, the Town considers reports published by economists in the Colorado State Office of Planning and Budgeting. The methodology used for each revenue type is further explained under each revenue type. The following table identifies the CPI for each year from 2016 to 2020 that were used in forecasting:

Year	2016	2017	2018	2019	2020
Consumer Price Index (CPI)	2.772%	3.386%	2.731%	1.924%	2.2%

The following chart consolidates and summarizes the Town's revenue by source:

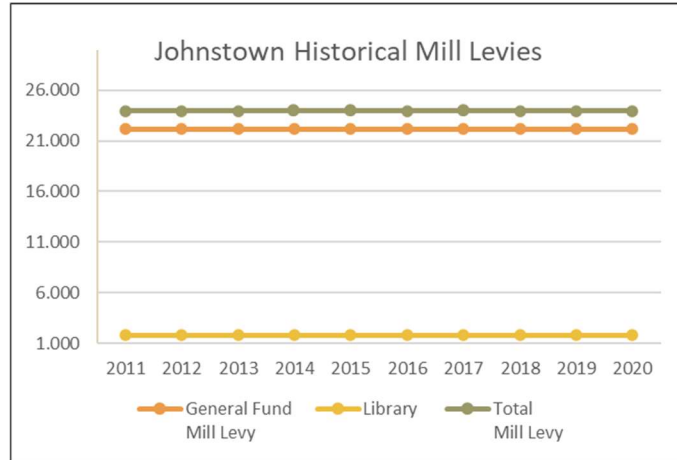


The following are descriptions of the Town's revenue resources, associated forecasting assumptions, and revenue trends.

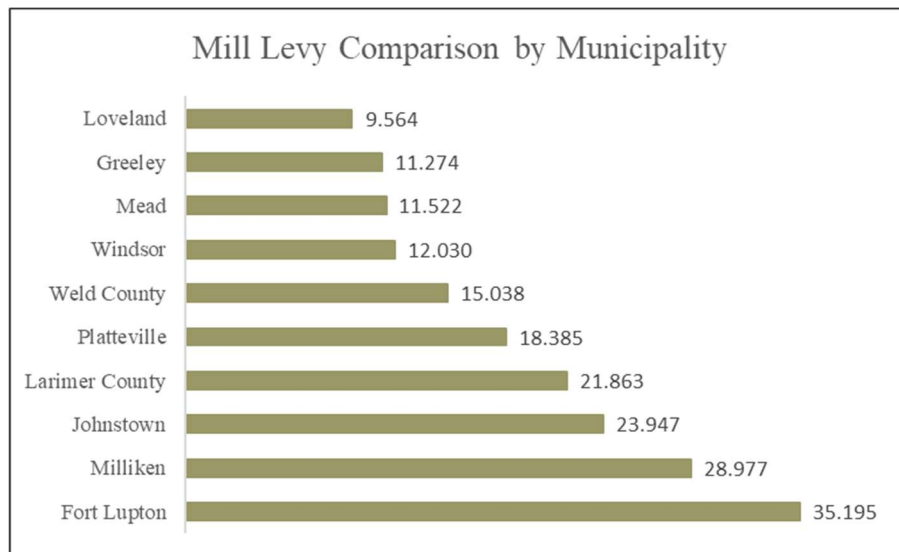
BUDGET OVERVIEW - REVENUES

PROPERTY TAX

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



The mill levy rate for Johnstown in 2021 will remain at 23.947 mills. One mill represents \$1 for every \$1,000 in assessed property value. Property tax is calculated by multiplying the mill levy by the assessed valuation of a property. Property Tax revenue is forecast each year based on assessed valuations as determined by the County Assessors and applying the Town's current mill levy rate.



BUDGET OVERVIEW - REVENUES

Property Tax Revenues by Category - Larimer and Weld Counties				
Category	2019 Budget Taxes Levied	2020 Budget Taxes Levied	2021 Budget Taxes Levied	% Change 2020 to 2021
Vacant Land	180,963	220,838	183,708	-16.81%
Residential	2,855,453	3,404,994	3,311,843	-2.74%
Commercial	1,870,653	2,339,529	2,421,334	3.50%
Industrial	411,932	475,172	421,134	-11.37%
Agricultural	33,386	29,475	26,831	-8.97%
Oil & Gas	896,094	3,085,066	1,138,973	-63.08%
State Assessed	122,831	132,525	131,239	-0.97%
Total Revenue	6,371,312	9,687,599	7,635,062	-21.19%

The changes in property tax revenues can vary substantially by category. One of the most volatile categories is Oil & Gas because the valuation depends on well production, which is calculated annually. Oil & Gas had substantial decreases in valuation in 2020 with most of the decrease being attributed to those wells located in Larimer County. As property taxes are collected in arrears, the decreased 2020 valuations impact the 2021 budget. In addition to the substantial decrease in Oil and Gas, most other categories experienced at least a modest drop in valuation resulting in a substantial decrease in overall property tax revenues for the Town in 2021. The budget projections for property tax revenues are based on the Certification of Valuation which is provided annually by Weld and Larimer Counties. The Town does not make any adjustments to the calculations that they provide.

SALES TAX

The Town of Johnstown collects a three and one-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 Johnstown's portion of the sales taxes and remits it to the Town monthly. Three percent (3.0%) of the Town's sales tax goes into the General Fund and one-half percent (.5%) goes into the Street and Alley 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. Generally speaking, this trend projection approach is effective, however, with the current ongoing COVID 19 pandemic, sales tax revenues are far less predictable and the stability of several of the businesses in Johnstown is somewhat questionable. Since sales tax revenue is often one of the first indicators when there is a downward shift in the economy, sales tax revenues are conservatively projected and actual sales tax revenues are monitored closely so that the Town can respond quickly in an effort to eliminate any serious shortfall.

BUDGET OVERVIEW - REVENUES

USE TAX

A use tax is levied as a complement to the Town sales tax at three and one-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 collected by the Town or is collected and distributed by Weld and Larimer County. 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. The Town based the 2021 budgeted figures on 150 new homes expected to be built in the community during the year.

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 Johnstown, there are two such taxes, tobacco and severance.

Tobacco Products Tax - State of Colorado taxes wholesale distributors of tobacco products at the rate of 9.7 cents per cigarette or \$1.94 per pack for non-modified risk products and 6.45 cents per cigarette or \$1.29 per pack for modified risk products. 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. 70% of the tax money collected is used by the State to fund grant programs. The remaining 30% is divided and distributed to counties and local governments. The division is based on the residence of certain mineral and energy industry workers. 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.

BUDGET OVERVIEW - REVENUES

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 three percent (3%) of the gross revenues. Revenue projection is completed using trend analysis.

Gas/Electric Franchise Charge - The Town currently has a franchise agreement with gas and electric service companies for the right to furnish, sell, and distribute electric and 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 companies pay the Town a sum equal to three 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. 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 most significant license 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.

BUDGET OVERVIEW - REVENUES

UTILITY CHARGES

Utility charges are user-based fees that are charged for the participation with the Town's utility services. Those services include water, sewer 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 is used for system improvements and maintenance of existing infrastructure. The 2021 budget includes restructuring of the rate classifications and an increase in the base rate and an increase in the usage rate. The increase to the base rate for residential, single family homes is 40%.

Sewer Charges – The sewer rate for residential customers is billed at a flat rate. Commercial customers rates are calculated annually based on average usage from the months of December, January and February. The 2021 budget includes restructuring of the rate classifications and a 25% increase in the sewer base rates for 2021.

Drainage Charges – 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. The residential drainage rate is a flat rate that was calculated based on the average quantity of impermeable surface for each dwelling. Commercial properties are billed based on the impermeable surface directly related to their property. A rate increase is to be considered in spring 2021.

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 and open space, drainage and streets among others. Impact fees are forecast using the current year's activities. Impact fees in all funds were calculated based on an anticipated 150 new homes in the community in 2021.

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.

BUDGET OVERVIEW - 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. Grant funds are budgeted based on knowledge of upcoming grant applications that have been submitted or awarded to the Town.

ROAD AND BRIDGE

Weld and Larimer Counties impose 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 USER'S TAX

The Highway User's Tax Funds (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 User's Tax is forecast based on information provided by the state.

MOTOR VEHICLE REGISTRATION FEES

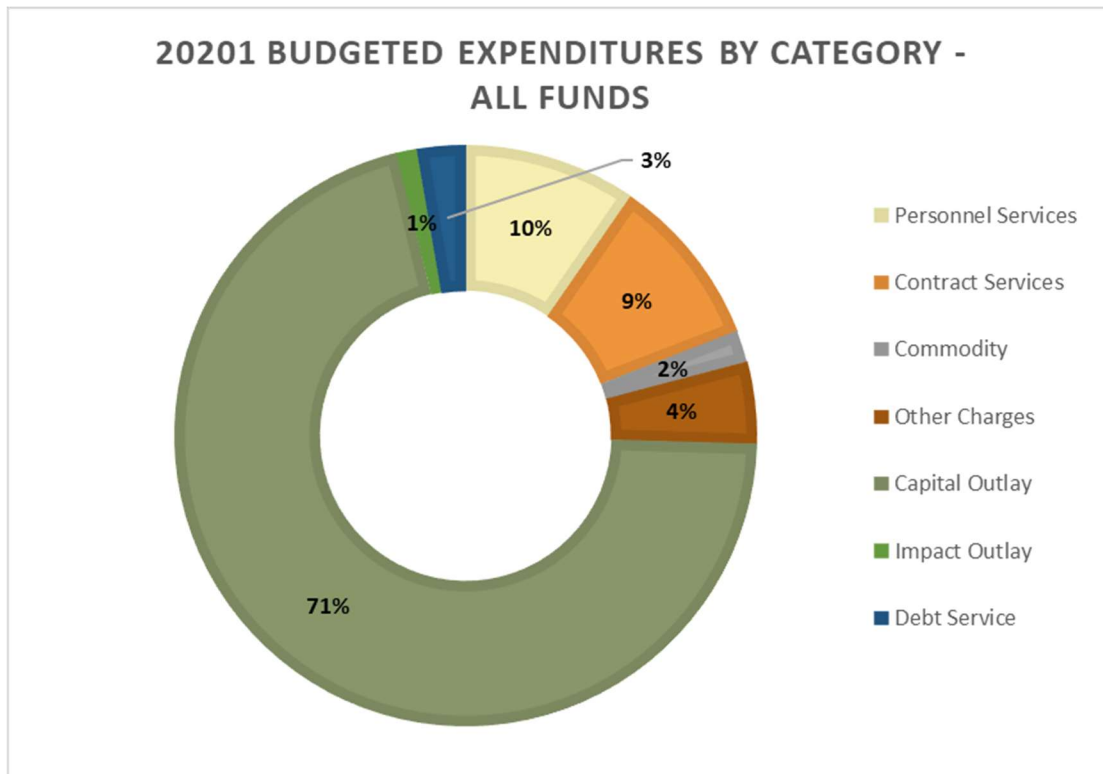
Motor Vehicle Registration Fees are state imposed on the registration of a vehicle. Fees are primarily based on the weight of the vehicle (as published by the manufacturer) and the age of the vehicle. In addition to the base fees, there are numerous add-on fees that are imposed. The revenue received 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.

BUDGET OVERVIEW - EXPENDITURES

EXPENDITURES/EXPENSE OVERVIEW

The Town of Johnstown 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 2021 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 employee's 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.

BUDGET OVERVIEW - EXPENDITURES

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, general liability insurance, professional memberships, election expenses, community outreach, depreciation, plant investment fees, tax rebates, 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, 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.

BUDGET OVERVIEW - DEBT

DEBT SERVICE AND FINANCIAL OBLIGATIONS

All of the Town of Johnstown's debt service and financial obligations will be appropriated each budget year.

LEGAL DEBT LIMIT

The Town of Johnstown is a Home Rule Municipality and as such, Section 13.6 of the Home Rule Charter states "Except as provided in this Charter, there shall be no limitation on the total amounts or other terms of securities the Town may issue or on the incurring of other debts or payment obligations by the Town." Comparatively, statutory municipalities are bound by the Colorado Revised Statutes which provide 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, 2020, the Town has no general obligation debt outstanding.

LONG RANGE PLAN

LONG RANGE PLAN

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

FORECAST ASSUMPTIONS

- **Revenues**
 - Property Tax Revenues have been projected using a conservative growth pattern for the next ten years. Revenues associated with Oil and Gas production have been estimated knowing normal trends for well production.
- **Expenditures**
 - The inflation factor used in the model for expenditures is 4.0% for all years.
 - 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. One full-time police officer position has been added in each of the following years: 2021, 2023, 2025, 2026 and 2028. Additionally, one full-time planner was added in 2023, a full-time accountant was added in 2024 and a full-time deputy clerk was added in 2025.

ANALYSIS

The projections as presented, depicts stable revenues in the foreseeable future and expenditures increasing modestly each year. In 2021, no existing fund balance will be utilized to balance the budget. In the 2021 budget, the Council's objective of maintaining a minimum of 150 days of operating costs in reserves is being met. Large transfers have been projected in 2021 as there is a great deal of infrastructure work that needs to occur in other funds and internal loans may be the most cost-effective way of approaching these needs. This long-term projection helps to show the potential resources that may be available and identify areas where additional resources are likely needed if the local residential growth trends remain the same as they have been in the recent past.

LONG RANGE PLAN

General Fund	2021 Projected	2022 Projected	2023 Projected	2024 Projected
Beginning Fund Balance*	42,569,509	43,023,376	48,624,874	54,856,875
<u>Revenues:</u>				
Taxes & Fees	14,917,027	12,453,202	12,652,060	12,854,783
Licenses & Permits	892,150	641,161	543,821	553,774
Fines & Forfeitures	122,000	166,000	168,000	162,000
Earnings on Investment	112,000	192,000	105,311	59,718
Miscellaneous Revenue	158,200	211,397	220,259	235,827
Grants & Contributions	10,500	19,333	22,759	26,597
<i>Transfers In</i>	0	0	0	0
Total Operating Revenues	16,211,877	13,683,093	13,712,210	13,892,698
<u>Operating Expenditures:</u>				
Town Manager	953,280	1,413,851	1,462,204	1,512,287
Town Clerk	413,885	273,774	282,609	291,744
Legislative	1,621,200	238,802	245,175	251,722
Finance	265,230	1,005,481	1,041,776	1,079,425
Planning	641,740	605,210	624,896	685,257
Building Inspections	259,350	298,267	307,714	317,476
Police	3,567,343	683,401	704,881	795,074
Public Works & Buildings	412,175	265,609	273,294	281,214
<i>Transfers Out</i>	7,242,457	2,154,000	2,240,160	2,329,766
Total Operating Expenditures	15,376,660	6,938,395	7,182,709	7,543,965
Net Operating Revenues (Loss)	835,217	6,744,698	6,529,501	6,348,733
<u>Capital Expenditures:</u>				
Administration	15,000	10,000	10,000	0
Finance	0	0	0	0
Courts Division	54,000	0	0	0
Legislative	0	0	0	0
Engineering	0	85,000	15,000	15,000
Planning	0	0	0	0
Police	197,850	1,048,200	272,500	246,000
Public Works & Buildings	114,500	0	0	0
Total Capital Expenditures	381,350	1,143,200	297,500	261,000
Net Change in Fund Balance	453,867	5,601,498	6,232,001	6,087,733
Ending Fund Balance	43,023,376	48,624,874	54,856,875	60,944,608

LONG RANGE PLAN

2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
60,944,608	66,855,836	72,518,544	78,160,543	83,769,211	89,344,704
13,071,447	13,292,130	13,516,910	13,746,081	13,979,555	14,217,321
571,004	586,229	599,563	613,939	627,927	641,660
164,500	158,993	145,365	146,247	136,141	137,002
60,912	62,131	65,987	67,307	68,653	70,026
246,141	256,247	278,192	299,137	313,964	331,075
30,743	35,016	39,126	42,644	44,966	45,266
0	0	0	0	0	0
14,144,747	14,390,745	14,645,143	14,915,355	15,171,207	15,442,351
1,564,163	1,682,898	1,744,179	1,807,731	1,873,638	1,941,989
371,190	383,759	397,552	411,850	426,672	442,037
258,451	265,365	273,640	282,175	290,980	300,063
1,118,479	1,158,992	1,202,464	1,247,589	1,294,429	1,343,050
707,315	795,123	823,180	852,247	882,360	913,559
397,566	410,794	425,398	440,531	456,214	472,465
820,724	847,246	876,827	907,461	939,188	972,046
289,374	297,784	307,533	317,607	328,017	338,774
2,422,957	2,519,875	2,620,670	2,725,497	2,834,517	2,947,898
7,950,220	8,361,837	8,671,443	8,992,688	9,326,013	9,671,880
6,194,528	6,028,908	5,973,699	5,922,668	5,845,194	5,770,471
10,000	10,000	0	0	0	10,000
0	10,000	0	0	0	10,000
0	0	0	0	0	0
0	0	0	0	150,000	0
15,000	75,000	15,000	15,000	15,000	15,000
0	0	0	0	0	0
258,300	271,200	284,700	299,000	104,700	317,000
0	0	32,000	0	0	0
283,300	366,200	331,700	314,000	269,700	352,000
5,911,228	5,662,708	5,641,999	5,608,668	5,575,494	5,418,471
66,855,836	72,518,544	78,160,543	83,769,211	89,344,704	94,763,175

FUND SUMMARIES

GENERAL FUND

FUND SUMMARIES

General Fund

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

The 2021 Budget includes revenues of \$16,211,877, transfers out of \$7,242,457 and \$8,515,553 in expenditures. The most notable increase in revenues is the sales tax revenues as a result of increased local shopping habits related to the COVID 19 pandemic that began in 2020 and has continued into 2021. While an increase has been projected in sales tax revenues, the projected revenues are still conservative when compared to the 4th quarter 2020. The transfers to other funds include a \$5,000,000 loan to the Water Fund for infrastructure expansion, \$1,137,657 for the Library support, \$750,000 for Recreation Center support, and \$354,800 to meet contractual obligations in the Tax Allocation Fund.



FUND SUMMARIES

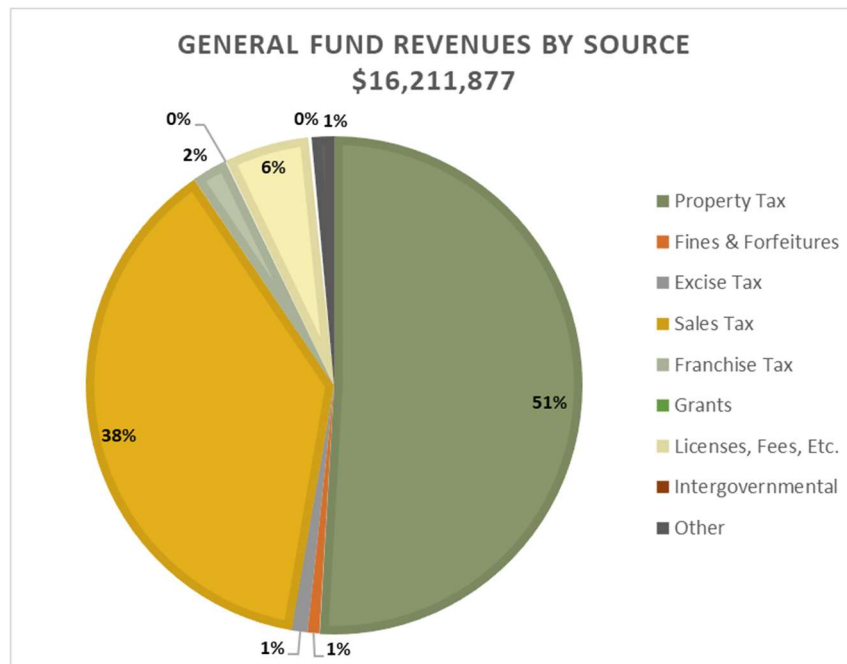
GENERAL FUND BUDGET

General Fund	2020 Actuals Jan - Sept	2020 Year-End Estimates	2021 Adopted Budget
Beginning Fund Balance	44,232,367	44,232,367	42,569,509
<u>Revenues:</u>			
Taxes & Fees	13,262,236	15,146,896	14,917,027
Licenses & Permits	1,756,679	1,808,900	892,150
Fines & Forfeitures	110,939	132,700	122,000
Earnings on Investment	140,687	160,000	112,000
Miscellaneous Revenue	22,156	25,200	18,200
Grants & Contributions	290,646	701,275	150,500
<i>Transfers In</i>	-	-	-
Total Operating Revenues	15,583,343	17,974,972	16,211,879
<u>Expenditures:</u>			
Legislative	474,676	1,732,783	1,675,200
Town Manager	274,905	657,884	968,280
Town Clerk	219,845	324,100	413,885
Finance	127,780	225,850	265,230
Planning	462,507	711,011	641,740
Bldg Inspections	147,955	235,981	259,350
Police	2,293,263	3,380,450	3,765,193
Public Works & Buildings	243,367	326,750	526,675
<i>Transfers Out</i>	883,394	12,043,021	7,242,457
Total Expenditures	5,127,692	19,637,830	15,758,010
Excess (Deficiency) of Revenues and Other Sources over Expenditures	10,455,651	(1,662,858)	453,869
Ending Fund Balance	54,688,018	42,569,509	43,023,378

FUND SUMMARIES

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. Property taxes and sales taxes make-up nearly 89 percent of the total revenues projected for 2021. 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 2021.

General Fund Revenue Sources		
Source	Amount	% of Total
Property Tax	8,255,602	50.9%
Fines & Forfeitures	122,000	0.8%
Excise Tax	172,000	1.1%
Sales Tax	6,116,425	37.7%
Franchise Tax	373,000	2.3%
Grants	10,000	0.1%
Licenses, Fees, Etc.	892,150	5.5%
Intergovernmental	40,000	0.2%
Other	230,700	1.4%

FUND SUMMARIES

GENERAL FUND EXPENDITURES

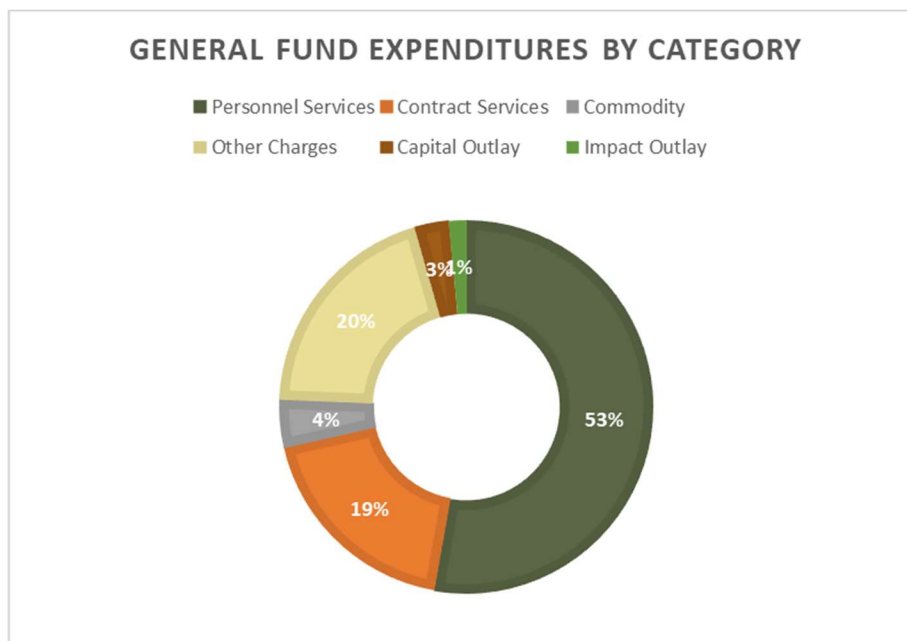
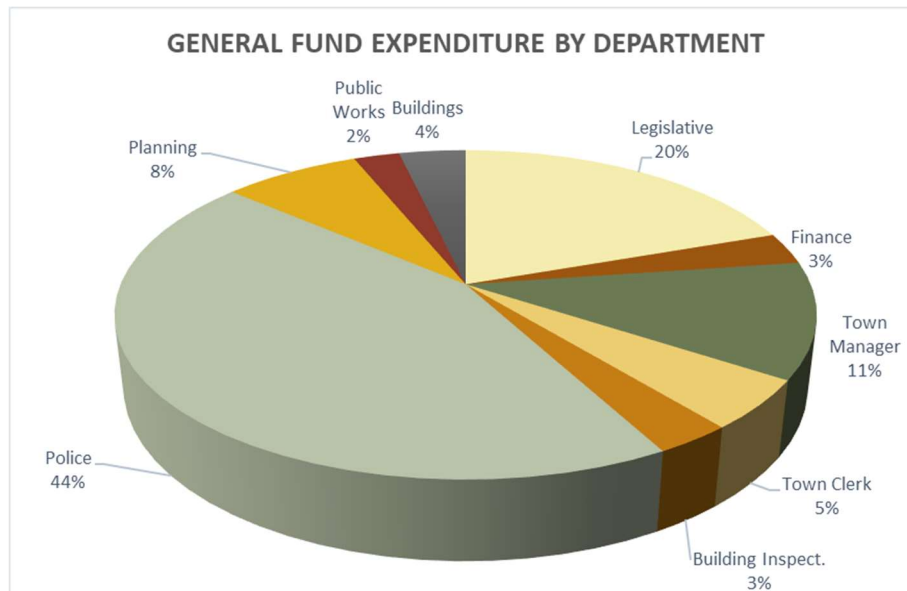
Expenditures in the General Fund are separated by department and/or division and then by category. The departments/divisions that exist in the General Fund are the Legislative, Town Manager, Town Clerk, Finance, Building Inspection, Police, Planning, Public Works and Buildings. The expense categories that are used include Personnel Services, Contract Services, Commodity, Other Charges, Capital Outlay and Debt Service. Capital outlay for the 2021 Budget includes an expense of \$54,000 for AV Council chamber upgrades, \$15,000 for sign replacement, \$64,000 for new police vehicles, \$7,500 citation module, \$12,000 to seal parking lot a police department, \$9,000 to seal parking lot at the Senior Center, \$7,500 for roof repairs at the police department, \$20,000 for carpet replacement at the police department, \$60,000 HVAC rework at Town Hall, and \$6,000 booking area improvements at police department.

GENERAL FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Impact Outlay	Debt Service	Total
Legislative	25,800	197,800	9,000	1,388,600	1,621,200	54,000	-	-	1,675,200
Town Manager	541,750	226,810	28,420	156,300	953,280	15,000	-	-	968,280
Town Clerk	292,040	81,440	32,025	8,380	413,885	-	-	-	413,885
Finance	127,580	121,750	8,900	7,000	265,230	-	-	-	265,230
Planning	281,720	332,190	21,600	6,230	641,740	-	-	-	641,740
Bldg Inspections	67,000	185,180	5,970	1,200	259,350	-	-	-	259,350
Police	2,985,553	265,340	219,250	97,200	3,567,343	71,500	126,350	-	3,765,193
Public Works	173,510	16,170	18,395	6,300	214,375	-	-	-	214,375
Buildings	-	164,500	12,500	20,800	197,800	114,500	-	-	312,300
Totals	\$4,494,953	\$1,591,180	\$356,060	\$1,692,010	\$8,134,203	\$255,000	\$126,350	\$0	\$8,515,553
Total Cash Available									\$ 51,538,929
Ending Fund Balance									\$ 43,023,376
% of Total Budget	52.79%	18.69%	4.18%	19.87%	95.52%	2.99%	1.48%	0.00%	100.00%

FUND SUMMARIES

The services that are provided by the General Fund are very labor intensive, especially with regard to police services and the expenditure reflect this with personnel costs making up nearly 53% of the costs. The charts below detail the expenditures for the General Fund by department and by category.



FUND SUMMARIES

GENERAL FUND DEPARTMENT SUMMARIES

FUND SUMMARIES

TOWN MANAGER



Overview and Description

The Town Manager's Department consists of the Town Manager, Economic Development Specialist, Communications Manager and the Executive Assistant. Together in the Town Manager's Office they are responsible for managing and coordinating the day-to-day operations of the Town and for the enforcement of all policies, laws, and ordinances. The Town Manager Department implements the Town Council's goals and objectives, and is responsible for the coordination of all municipal programs and services, as well as economic development and communications. In addition, the Town Manager makes recommendations to the Mayor and Council as appropriate during Council meetings concerning current and future needs of the Town, without the right to vote.

The 2021 Adopted Budget includes funding for one, new full-time positions, a Human Resources Manager. In addition to those positions, funding was provided for branding activities, fiber analysis, and an economic strategic plan.

TOWN MANAGER STAFFING – 3.95 FTE'S

Title	Allocation
Town Manager	.35
Executive Secretary	.60
Community Relations Manager	1.0
Economic Development Specialist	1.0
Human Resources Manager	1.0

FUND SUMMARIES

TOWN MANAGER BUDGET

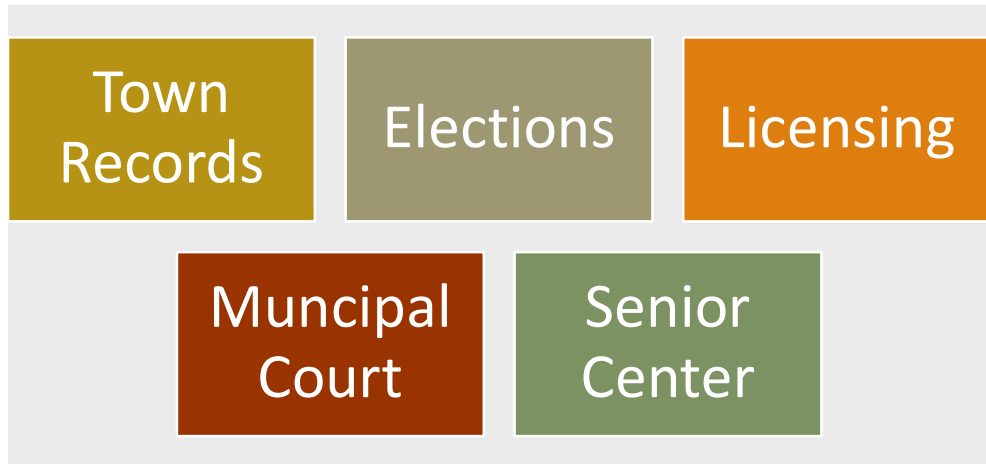
Town Manager	2021 Budget
Personnel Services	541,750
Contract Services	226,810
Commodity	28,420
Other Charges	156,300
Total Operating	953,280
Capital Outlay	15,000
Total Expenditures	968,280

TOWN MANAGER GOALS & ACCOMPLISHMENTS

<u>2020 Accomplishments</u>	<u>2021 Goals</u>
Finalize design for I-25 & Highway 60 aesthetic improvements	Evaluate alternatives and determine appropriate solution for LCR3 and Highway 34 intersection
Beginning water court change case	Completion of a Strategic Plan
Managed function, activities and programs related to the COVID 19 pandemic.	Complete fiber option feasibility and financing study
Transportation sales tax increase passage	Identify method to access and treat critical water types not currently used in the Town's water Treatment System
Adoption of new Water and Sewer Ordinance	

FUND SUMMARIES

TOWN CLERK



Overview and Description

The Town Clerk is the historian of the community and is responsible for recording Council proceedings, keeping all ordinances, motions and resolutions set forth by the Council. It is the mission of the Town Clerk's Office to provide excellent customer service. The clerk's office is responsible for completing all open records requests in a timely manner. The Town Clerk is also responsible for preparing Council agenda and packets; legal publishing and recording of documents and cemetery administration. The Town Clerk administers all municipal regular and coordinated elections as well as handles all business and liquor licensing for the Town. The Town Clerk also supervises the Municipal Court Clerk, Building Permit Tech and Senior Coordinator.

Notable items that were included in the 2021 Adopted Budget include new Laserfiche software and an intern position to assist with implementation.

TOWN CLERK STAFFING – 2.85 FTE'S

Title	Allocation
Town Clerk	1.00
Municipal Court Clerk	.70
Receptionist	.25
Receptionist	.30
Senior Coordinator	.50
Intern	.10

FUND SUMMARIES

TOWN CLERK BUDGET

Town Clerk	2021 Budget
Personnel Services	292,040
Contract Services	81,440
Commodity	32,025
Other Charges	8,380
Total Operating	413,885
Capital Outlay	-
Total Expenditures	413,885

TOWN CLERK GOALS & ACCOMPLISHMENTS

<u>2020 Accomplishments</u>	<u>2021 Goals</u>
Implemented new meeting and agenda management software	Implement Laserfiche software
Implemented new business license software	Cross-train within the department
Oversaw the 2020 election process	Implement cemetery administration software
Updated the Municipal Code from 2015 - 2019	Continue to improve customer service levels

FUND SUMMARIES

LEGISLATIVE



Overview and Description

The Legislative body in the Johnstown is the Town Council who is elected by the citizens of Johnstown and serves at the pleasure and with honor as the elected body representing the Citizen's and the Town's best interests. The Council is comprised of a Mayor and six (6) Trustees who are elected from the Town at large. Terms are four (4) years for each position and are staggered to ensure continuity and transfer of knowledge from previous Councils to standing Councils. The Town Council is responsible for setting the direction of the Town and adoption of the laws and policies of the Town.

Notable items in the 2021 Adopted Budget include a contribution for BBQ Day, continued funding for COVID expenses, Council chamber upgrades, funds for the downtown façade program, and a loan to Johnstown Housing Authority.

LEGISLATIVE STAFFING – 0 FTE'S

Title	Allocation
Mayor	0
Mayor Pro Tem	0
Councilmember	0
Councilmember	0
Councilmember	0
Councilmember	0
Councilmember	0

FUND SUMMARIES

LEGISLATIVE BUDGET

Legislative	2021 Budget
Personnel Services	25,800
Contract Services	197,800
Commodity	9,000
Other Charges	1,388,600
Total Operating	1,621,200
Capital Outlay	54,000
Total Expenditures	1,675,200

LEGISLATIVE GOALS & ACCOMPLISHMENTS

<u>2020 Accomplishments</u>	<u>2021 Goals</u>
Identified community needs and pursued ballot measures	Approval of bond issuance for sewer collection and treatment upgrades
Secured additional water resources	Completion of 2020 Home Supply Water Court Change case
Identified growth areas and proactively addressed infrastructure concerns	Approval of Town's Comprehensive Plan
Passed exemption from SB-152	Begin Hillsborough Ditch Water Court Change case
Approval of micro-grant programming in response to COVID 19 pandemic	Issue loan to Johnstown Housing Authority
Completion of Recreation Center Construction	Continue to ensure financial strength of Town

FUND SUMMARIES

FINANCE



Overview and Description

The Finance Department provides financial support services throughout the Town including accounting, financial management and reporting, fiscal planning, treasury services, cash receipting, utility billing, purchasing, accounts payable, accounts receivable, debt management, development and monitoring of the annual operating budget, establishing and monitoring internal controls, operation of the call center for customer inquiries, preparing the Financial Reports, facilitating external audits and independent reviews and grant management.

FINANCE STAFFING – .95 FTE'S

Title	Allocation
Finance Director	.45
Accounting Clerk	.00
Accountant	.50

FUND SUMMARIES

FINANCE BUDGET

Finance Budget	2021 Budget
Personnel Services	127,580
Contract Services	121,750
Commodity	8,900
Other Charges	7,000
Total Operating	265,230
Capital Outlay	-
Total Expenditures	265,230

FINANCE GOALS & ACCOMPLISHMENTS

<u>2020 Accomplishments</u>	<u>2021 Goals</u>
Developed, mapped and implemented an accounting software that utilizes new fund and account structure	Review and amend existing Red Flag Rules
Revised accounts payable process, introducing a paperless approach	Prepare necessary documents for bond issues for infrastructure improvements
Compiled and organized a comprehensive fee schedule	Complete COVID grant filings and reporting requirements
Completed 1099 audit and improved compliance	Complete a utility audit
Revised utility billing process including a review and updates to Chapter 13 of the Municipal Code	Continue collection of data sets to build CAFR, including KPI's

FUND SUMMARIES

BUILDING INSPECTIONS



Overview and Description

The Building Inspection department ensures that construction in the Town is in compliance with the Town adopted building codes and manages tasks that include; conducting plan reviews, issuing building permits, conducting building inspections both during and after construction, issuing Certificates of Occupancy, and building code enforcement.

The Adopted 2021 Budget provides for contractual building inspection services and one-full time existing administrative employee.

BUILDING INSPECTION STAFFING – 1.0 FTE

Title	Allocation
Town Clerk (Supervisor)	0
Building Permit Technician	1.0

FUND SUMMARIES

BUILDING INSPECTION BUDGET

Building Inspections	2021 Budget
Personnel Services	67,000
Contract Services	185,180
Commodity	5,970
Other Charges	1,200
Total Operating	259,350
Capital Outlay	-
Total Expenditures	259,350

BUILDING INSPECTION GOALS & ACCOMPLISHMENTS

<u>2020 Accomplishments</u>	<u>2021 Goals</u>
Worked closely with planning to design and implement new building permit software	Begin digitalizing building permit files
Promote building safety and education	Continue to monitor building codes for needed updates
Monitor building codes for needed updates	Continue to coordinate with planning for development review

FUND SUMMARIES

PLANNING



Overview and Description

Planning & Development provides guidance to the Johnstown Town Council, staff, businesses, citizens, and those interested in developing land on all matters of growth and development. The department meets with prospective and active developers to facilitate the review process and ensure compliance with Town plans, codes, and standards. The department coordinates the Planning & Zoning Commission and Board of Adjustment, by providing professional review and analysis, and administrative support for all land use cases. Staff performs daily services to respond to and research a wide variety of land use and community planning questions, inquiries, and requests for information from residents, developers, brokers, financial institutions, and similar. Planning & Development works closely with other Town departments, neighboring jurisdictions, and external agencies to further the long-term vision and mission of the Town.

PLANNING STAFFING – 2.90 FTE'S

Title	Allocation
Planning Director	.9
Planner II	1.0
Planner I	1.0

FUND SUMMARIES

PLANNING BUDGET

Planning Budget	2021 Budget
Personnel Services	281,720
Contract Services	332,190
Commodity	21,600
Other Charges	6,230
Total Operating	641,740
Capital Outlay	-
Total Expenditures	641,740

PLANNING GOALS & ACCOMPLISHMENTS

<u>2020 Accomplishments</u>	<u>2021 Goals</u>
Outreach for and draft of the 2020 Comprehensive Plan	Begin Land Use Code audit and revisions
Configuration and implementation of CentralSquare/Trakit software	Continue process improvement with CentralSquare/Trakit
Continued Development Process Improvement	Begin annual Comp Plan action audit
Functional GIS and mapping system	Historical data research & upload to populate database
	Participate in updated parks, open space & trails, and transportation master planning

FUND SUMMARIES

POLICE



Overview and Description

The Johnstown Police Department (JPD) is responsible for general public safety, prevention of crime, responding to and investigating crime, apprehension of those who commit crime, public order, traffic safety, criminal justice records, and safety education. The department is service oriented and serves the community by building partnerships to address crime and crime-related problems, which is commonly referred to as a community-oriented policing philosophy. JPD has two divisions, the Police Operations Division which oversees patrol services, oversight of investigations, and delivery of special operations support. The second component of JPD is the Police Administration Division. The administrative division provides executive leadership and management, maintains professional integrity through financial management of department resources, policy review and implementation services, planning, research and technical support to the department as a whole.

Important features of the 2021 Budget for the Police Department include the addition of 1 full-time police officer, 1 new police vehicle, 1 vehicle replacement, and an expansion design for the existing Police Department building. The Police budget also includes funding for the substation up at the intersection of I-25 and Hwy 34, and community events such as National Night Out and BBQ days.

FUND SUMMARIES

POLICE STAFFING – 28.0 FTE'S

Title	Allocation
Police Chief	1.0
Commander	1.0
Lieutenant	1.0
Sergeant (4)	4.0
Officers (18)	18.0
Secretary	1.0
Records Clerk	1.0
Admin Part-time (2)	1.0

POLICE BUDGET

Police Budget	2021 Budget
Personnel Services	2,985,553
Contract Services	265,340
Commodity	219,250
Other Charges	97,200
Total Operating	3,567,343
Capital Outlay	197,850
Total Expenditures	3,765,193

POLICE GOALS & ACCOMPLISHMENTS

<u>2020 Accomplishments</u>	<u>2021 Goals</u>
Implement a paperless FTO program	Develop a case management system
Implement a dedicated traffic unit	Solidify the CPC program
Updated School Resource Officer agreement	Begin implementation of radio program to prepare for 2023 state mandates
Implemented a new body camera program	Increase the number of CIT officers in the department
K9 program received certifications and is operational	

FUND SUMMARIES

PUBLIC WORKS



Overview and Description

The Public Works Department is committed to providing the highest level of service while maintaining a safe and reliable infrastructure for all members of the community. We strive to always seek innovative ways to improve, maintain and enhance public facilities in a cost-effective manner. The department supports the Town's strategic plan, and considers itself a developing partner in the growth and prosperity of the community.

The 2021 budget includes a new full-time Deputy Public Works Director position.

PUBLIC WORKS STAFFING – 1.30 FTE

Title	Allocation
Public Works Director	.30
Deputy Public Works Director	1.0

FUND SUMMARIES

PUBLIC WORKS BUDGET

Public Works Budget	2021 Budget
Personnel Services	173,510
Contract Services	16,170
Commodity	18,395
Other Charges	6,300
Total Operating	214,375
Capital Outlay	-
Total Expenditures	214,375

PUBLIC WORKS GOALS & ACCOMPLISHMENTS

<u>2020 Accomplishments</u>	<u>2021 Goals</u>
Completion of CR 50 construction project	Improve road maintenance and patching
Installation and repair of inlet pipe at lake	Utilize proper safety applications
Improved organization and communication within department	Adhere to road master plan for planned improvements
Road condition survey	Complete Charlotte Street design
	Oversee Capital improvement projects

FUND SUMMARIES

BUILDINGS



Overview and Description

The Building Department is designed to manage the administrative, maintenance and utility costs for all of the Town facilities. This includes services such as HVAC maintenance and repairs, irrigation maintenance and repairs, custodial services, utilities, elevator maintenance and repair, fire system inspections, grounds maintenance, furniture for community center, flags, parking lot maintenance and sealing, and other miscellaneous building needs.

BUILDINGS BUDGET

Buildings	2021 Budget
Personnel Services	-
Contract Services	164,500
Commodity	12,500
Other Charges	20,800
Total Operating	197,800
Capital Outlay	114,500
Debt Service	-
Total Expenditures	312,300

FUND SUMMARIES

BUILDINGS GOALS & ACCOMPLISHMENTS

<u>2020 Accomplishments</u>	<u>2021 Goals</u>
Seal Town Hall parking lot and Ace parking lot	Seal Police Department and Senior Center Parking lots
Patch Senior Center parking lot	Repair roof on Police Department
HVAC system review Town Hall	Replace carpet in Police Department
Review contracts and agreements related to buildings	Complete HVAC rehabilitation at Town Hall

SPECIAL REVENUE
FUNDS

STREET AND ALLEY FUND

FUND SUMMARIES

Street and Alley Fund

The Street and Alley Fund is responsible for the maintenance and preservation of over 85 centerline miles of paved roadways, Manual on Uniform Traffic Control Devices (MUTCD) compliance of regulatory and street signs, snow plowing, street sweeping, pest control, and gravel road maintenance. The Street and Alley Fund is a newly formed fund and 2020 was its first budget year. Formerly, street functions were layered across multiple funds.

The Street and Alley Fund receives the majority of its funding from the collection of taxes and fees by Weld and Larimer Counties and the State of Colorado including the Highway User Tax Funds and the locally collected street maintenance fee. Taxes and fees that are collected by the Counties are 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. These fees are used for the widening of arterial streets, improving intersections, installing traffic signal controls, or other improvement to Johnstown's transportation system driven by the increased demand of customers and areas served by Johnstown.

The Town is excited that, in 2020, residents voted in favor of a .5% increase in sales taxes to be dedicated to transportation needs. In 2021, this increase will provide funding for road maintenance, a plow truck and improvements to Estes Avenue



FUND SUMMARIES

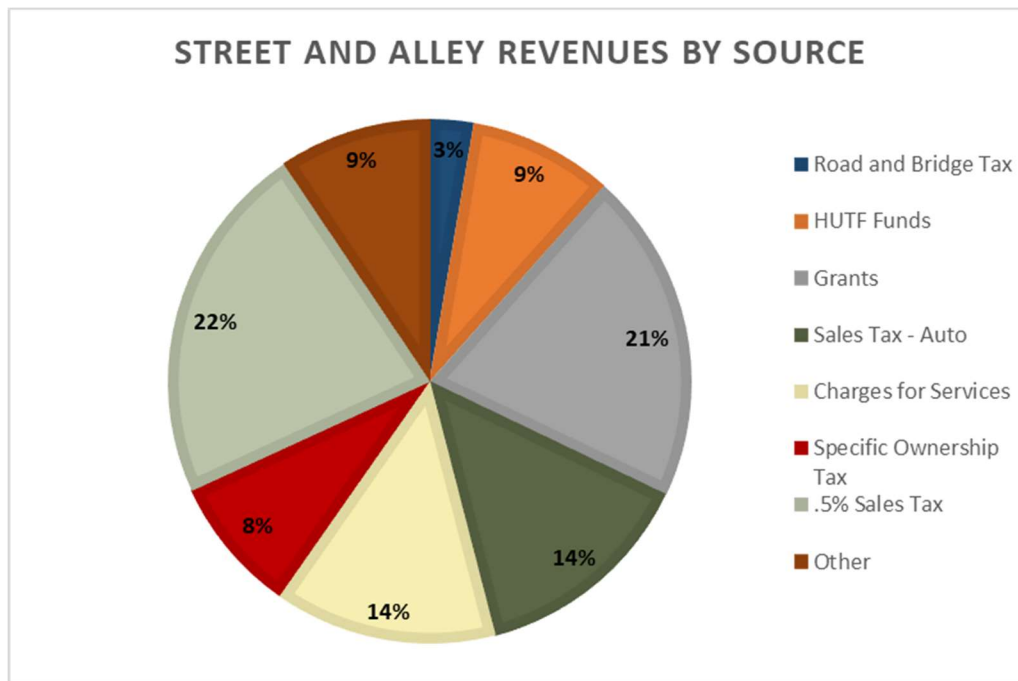
STREET AND ALLEY FUND BUDGET

Street & Alley Fund	2020 Actuals Jan - Sept	2020 Year-End Estimates	2021 Adopted Budget
Beginning Fund Balance	9,763,088	9,763,088	8,138,339
<u>Revenues:</u>			
Taxes & Fees	4,202,754	5,338,053	3,399,950
Charges for Services	533,297	708,393	715,477
Earnings on Investment	52,186	60,630	28,000
Miscellaneous Revenue	671,205	1,226,650	1,066,666
Total Operating Revenues	5,459,442	9,333,726	5,210,093
<u>Expenditures:</u>			
Operations	2,234,050	2,169,975	2,699,400
Capital	8,734,500	8,788,500	1,369,000
Debt Service	-	-	-
Transfers Out	-	-	-
Total Expenditures	10,968,550	10,958,475	4,068,400
Excess (Deficiency) of Revenues Over Expenditures	(5,509,108)	(1,624,749)	1,141,693
Ending Fund Balance	4,253,980	8,138,339	9,280,032

FUND SUMMARIES

STREET AND ALLEY FUND REVENUES

Street and Alley Fund revenues are projected at \$5,210,093 in 2021 and are primarily made up of motor vehicle related taxes, sales and use taxes, impact fees, and grants. The new .5% sales tax passed by voters in 2020, is expected to generate revenues of \$1,170,000 in 2021. 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 2021.

Street and Alley Fund Revenue Sources		
Source	Amount	% of Total
Road and Bridge Tax	141,000	3%
HUTF Funds	463,100	9%
Grants	1,066,666	20%
Sales Tax - Auto	724,500	14%
Charges for Services	715,477	14%
Specific Ownership Tax	440,000	8%
.5% Sales Tax	1,170,000	22%
Other	489,350	9%

FUND SUMMARIES

STREET AND ALLEY FUND EXPENDITURES

The Street and Alley Fund contains operating expenses of \$2,699,400, no debt expense, and capital outlay of \$1,369,000 with all of that being non-recurring. Public works is the only department that currently operates in the Street and Alley Fund. The 2021 Budget does not include for the addition of any new employees.

STREET AND ALLEY FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Impact Outlay	Debt Service	Total
Streets Fund	411,760	1,987,640	145,800	10,200	2,555,400	800,000	713,000	-	4,068,400
Totals	\$ 411,760	\$ 1,987,640	\$ 145,800	\$ 10,200	\$ 2,555,400	\$ 800,000	\$ 713,000	\$ -	\$ 4,068,400

Total Cash Available \$ 13,348,433

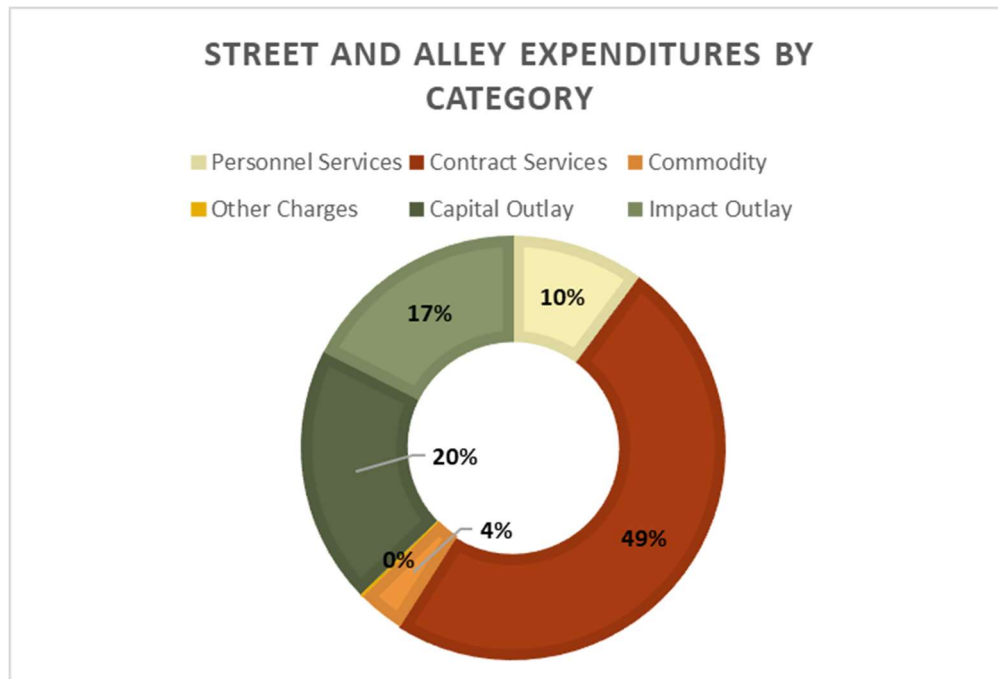
Ending Fund Balance \$ 9,280,032

PROJECTS FUNDED IN 2021 BUDGET

- Improvements to Estes Ave.
- Charlotte project design
- Embankment mower
- 3-ton plow truck

FUND SUMMARIES

The chart below details the expenditures for the Street and Alley Fund by category. Clearly in 2021 the biggest expenditure will be contract services which includes the costs for road maintenance programs including crack and slurry sealing, gravel, and winter road upkeep.



STREET AND ALLEY FUND FULL TIME EMPLOYEES

Department	No. of Full Time Employees
Administration	.80
Operations	4.20
Total	5.00

FUND SUMMARIES

STREET AND ALLEY FUND GOALS AND ACCOMPLISHMENTS

<u>2020 Accomplishments</u>	<u>2021 Goals</u>
Complete the improvements to WCR 50	Complete design of Charlotte Avenue
Increase sign maintenance for safety and visibility	Purchase new plow truck
Develop and implement a street sweeping schedule	Improvements to Estes Avenue
Continue to develop a street maintenance program	Continue with street sign program
	Continue road maintenance program



CONSERVATION
TRUST
FUND

FUND SUMMARIES

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. 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 Conservation Trust Fund is not newly created, but it was restructured beginning with the 2020 Budget. Prior to 2020 these funds were used for general park maintenance. Beginning in 2020, the funds have been used primarily for capital expenditures like new playground equipment, ADA compliant playground surfaces, replacement equipment, new park development, additional trees, landscaping improvements, etc.



FUND SUMMARIES

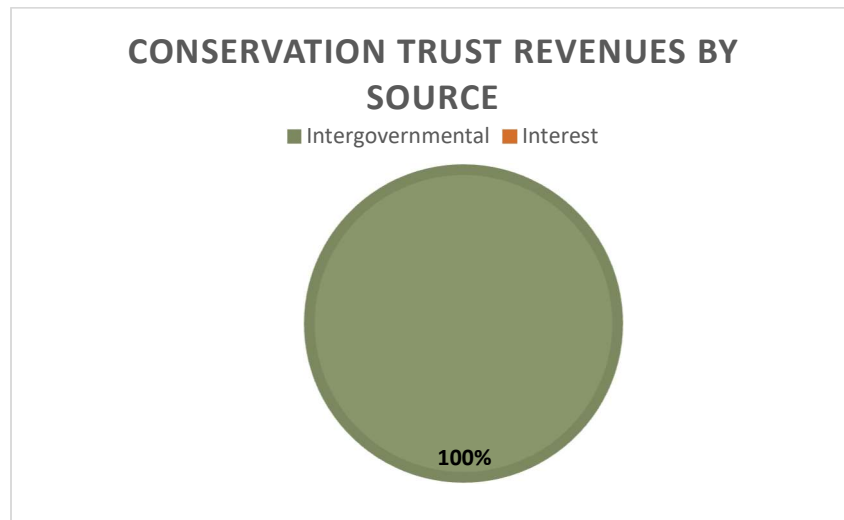
CONSERVATION TRUST FUND BUDGET

Conservation Trust Fund	2020 Actuals Jan - Sept	2020 Year-End Estimates	2021 Adopted Budget
Beginning Fund Balance	0	0	10,900
<u>Revenues:</u>			
Intergovernmental	38,559	84,800	77,100
Earnings on Investment	-	100	100
Total Operating Revenues	38,559	84,900	77,200
<u>Expenditures:</u>			
Other	-	-	-
Capital Outlay	73,102	74,000	-
Total Expenditures	73,102	74,000	-
Excess (Deficiency) of Revenues and Other Sources over Expenditures	(34,543)	10,900	77,200
Ending Fund Balance	(34,543)	10,900	88,100

FUND SUMMARIES

CONSERVATION TRUST FUND REVENUES

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



The Conservation Trust Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2021.

Conservation Trust Fund		
Source	Amount	% of Total
Intergovernmental	77,100	99.87%
Interest	100	0.13%

FUND SUMMARIES

CONSERVATION TRUST FUND EXPENDITURES

The Conservation Trust Fund does not have any normal operating costs as this fund is primarily used for capital improvements. There are no expenses budgeted for this fund in 2021. Expenditures for this fund have been intentionally delayed in 2021 in an effort to save funds to complete bigger projects in the years ahead.

CONSERVATION TRUST FUND EXPENSE SUMMARY

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

Total Cash Available \$ 88,100

Ending Fund Balance \$ 88,100

PROJECTS FUNDED IN 2021 BUDGET

- None.

FUND SUMMARIES

The chart below details the expenditures for the Conservation Trust Fund by category. In 2021 there are no budgeted expenditures, but in general for this fund, the only category of expenditure will be capital outlay which includes the costs for playground and park improvements.

CONSERVATION TRUST FUND EXPENDITURES BY CATEGORY

■ Other Charges

CONSERVATION TRUST FULL TIME EMPLOYEES

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

FUND SUMMARIES

CONSERVATION TRUST FUND ACCOMPLISHMENTS AND GOALS

<u>2020 Accomplishments</u>	<u>2021 Goals</u>
Installation of new Pour in Place playground surface – Parish Park	Allow funds to build so that bigger projects can be planned in 2022



PARKS AND
OPEN SPACE
FUND

FUND SUMMARIES

Parks and Open Space Fund

The Parks and Open Space Fund was created for the purchase, development, and maintenance of parks, the cemetery and open space throughout the Town. Currently the Town maintains over 45 acres of parks, 3.7 miles of trails, and 31 acres of Open Space. The facilities/parks that the Town maintains are shown in the chart below.

Facility Name	Location	Amenities
Clearview Park	257 Hawthorne	Playground, Picnic Shelter, Benches
Eddie Aragon Park	Castle Pines Ave.	Playground, Picnic Shelter, Benches, Basketball Court, Skate Park, Hockey Rink, Soccer Field
Hays Park	Country Acres Subdivision	Playground, Tot Lot equipment, Basketball Court, Volleyball Court, Picnic Shelters (2)
Lake Park	Rocksbury Lane	Playgrounds (2), Picnic Shelters (5), Walking Path, Fishing
Parish Park	Charlotte & Raymond	Playground, Picnic Shelters (2), Volleyball Court
Pioneer Ridge Park	Stroh Farm Subdivision	Playground, Picnic Shelters (2)
Rolling Hill Ranch Park	Rolling Hills Ranch Subdivision	Playground, Picnic Shelters (2), Picnic Tables, Restrooms
Sunrise Park	N. 6 th Street	Playground, Picnic Shelters (3), Walking Path



FUND SUMMARIES

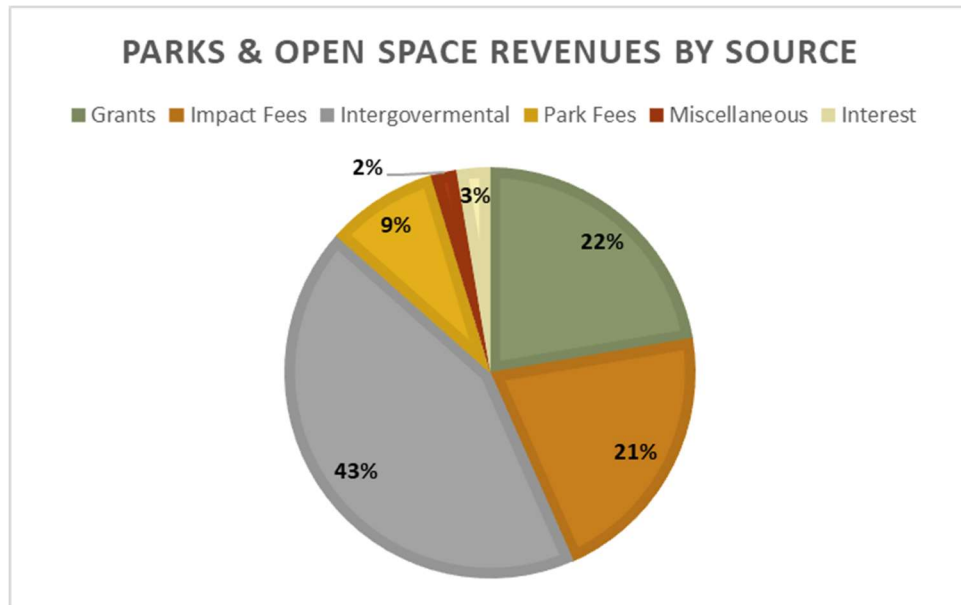
PARKS AND OPEN SPACE FUND BUDGET

Parks & Open Space Fund	2020 Actuals Jan - Sept	2020 Year-End Estimates	2021 Adopted Budget
Beginning Fund Balance	6,230,528	6,230,528	6,506,725
<u>Revenues:</u>			
Licenses and Permits	669,804	791,037	401,910
Earnings on Investment	21,315	25,012	22,000
Miscellaneous Revenue	37,891	37,900	207,000
<i>Transfers In</i>	-	220,000	220,000
Total Operating Revenues	729,010	1,073,949	850,910
<u>Expenditures:</u>			
Operations & Maintenance	291,316	441,752	614,410
Capital Lease	-	-	-
Capital Outlay	173,198	356,000	1,240,000
<i>Transfers Out</i>	-	-	-
Total Expenditures	464,514	797,752	1,854,410
Excess (Deficiency) of Revenues and Other Sources over Expenditures	264,496	276,197	(1,003,500)
Ending Fund Balance	6,495,024	6,506,725	5,503,225

FUND SUMMARIES

PARKS AND OPEN SPACE FUND REVENUES

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



The Park Improvement Fund Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2021.

Parks and Open Space Fund Revenue Sources		
Source	Amount	% of Total
Grants	190,000	22%
Impact Fees	179,100	21%
Intergovernmental	367,560	43%
Park Fees	75,000	9%
Miscellaneous	17,250	2%
Interest	22,000	4%

FUND SUMMARIES

PARKS AND OPEN SPACE EXPENDITURES

The Parks and Open Space Fund shows operating expenses of \$614,410 and capital outlay of \$1,240,000. The services provided by this fund are labor intensive as illustrated below. The non-recurring capital outlay of \$1,240,000 will primarily fund new trail design and construction.

PARKS AND OPEN SPACE FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Impact Outlay	Debt Service	Total
Parks Fund	312,300	229,850	57,960	14,300	614,410	1,215,000	25,000	-	1,854,410
Totals	\$ 312,300	\$ 229,850	\$ 57,960	\$ 14,300	\$ 614,410	\$ 1,215,000	\$ 25,000	\$ -	\$ 1,854,410

Total Cash Available \$ 7,357,635

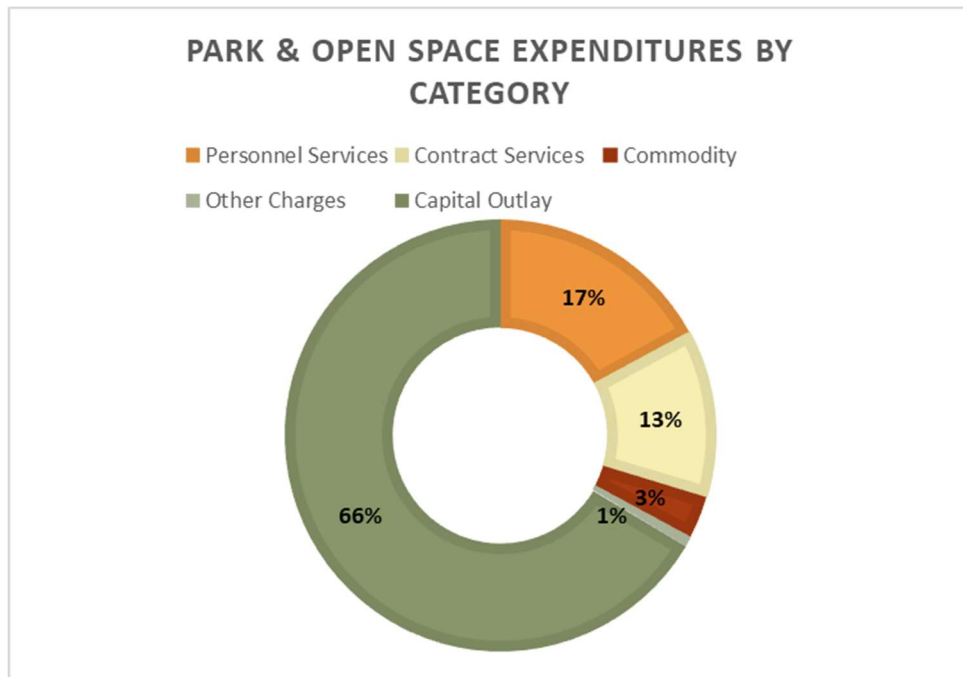
Ending Fund Balance \$ 5,503,225

PROJECTS FUNDED IN 2021 BUDGET

- Trails – design and construction
- Slipline/Headwall at lake
- Cemetery garage
- Cemetery irrigation upgrade

FUND SUMMARIES

The chart below details the expenditures for the Parks and Open Space Fund category. Clearly in 2021 the biggest expenditure will be capital outlay which includes costs for several projects including trails and a columbarium at the cemetery.



PARK AND OPEN SPACE FUND FULL TIME EMPLOYEES

Department	No. of Full Time Employees
Administration	.30
Operations	3.65
Total	3.95

FUND SUMMARIES

PARKS AND OPEN SPACE ACCOMPLISHMENTS AND GOALS

<u>2020 Accomplishments</u>	<u>2021 Goals</u>
Installation of trail and light at Hays Park	Improve cemetery grounds with new garage and irrigation system
Improved playground maintenance	Continue COVID disinfections
LED lighting in Aragon Park	Continue regular playground inspections
COVID disinfection of playground equipment	Complete needed lake maintenance projects



TAX
ALLOCATION
FUND

FUND SUMMARIES

Tax Allocation Fund

The Tax Allocation Fund was created by the Town Council in 2019 to be utilized beginning in 2020. The fund was created with the intent of tracking the revenues and rebates of sales taxes associated with specific development areas, where, pursuant to the terms of written agreements between the Town and developer(s), the Town has agreed to reimburse the developer(s) for the cost of public improvements.

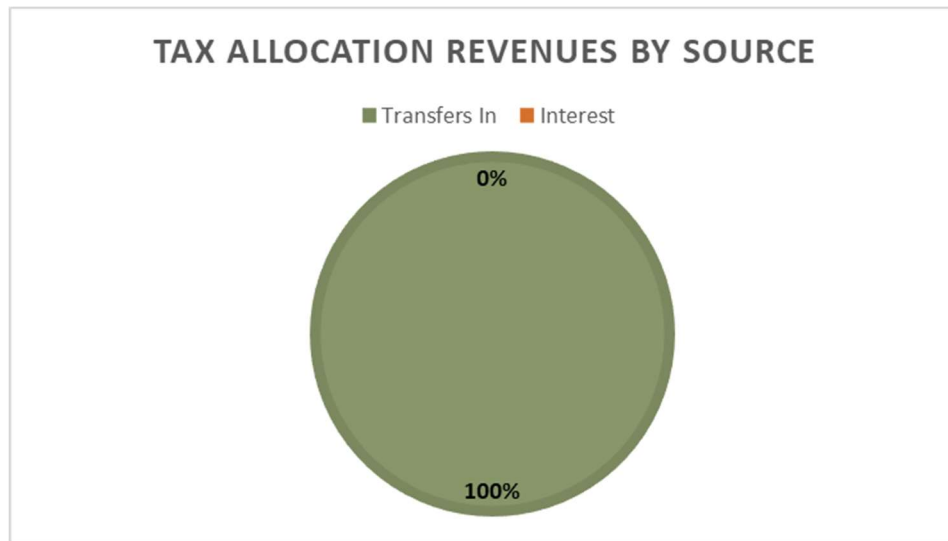
TAX ALLOCATION FUND BUDGET

Tax Allocation Fund	2020 Actuals Jan - Sept	2020 Year-End Estimates	2021 Adopted Budget
Beginning Fund Balance	95,951	95,951	0
<u>Revenues:</u>			
Miscellaneous Revenue	-	-	-
Earnings on Investment	-	100	100
Transfers In	115,117	555,000	439,900
Total Operating Revenues	115,117	555,100	440,000
<u>Expenditures:</u>			
Operations & Maintenance	114,706	651,051	440,000
Capital Outlay	-	-	-
Transfers Out	-	-	-
Total Expenditures	114,706	651,051	440,000
Excess (Deficiency) of Revenues and Other Sources over Expenditures	411	(95,951)	-
Ending Fund Balance	96,362	-	-

FUND SUMMARIES

TAX ALLOCATION FUND REVENUES

Revenues for this fund come from transfers from sales taxes from specific areas of development. The sales tax is originally received by the General Fund and then transferred into this fund for reimbursements.



The Tax Allocation Fund Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2021.

Tax Allocation Fund Revenue Sources		
Source	Amount	% of Total
Transfers In	439,900	100%
Interest	100	0%

FUND SUMMARIES

TAX ALLOCATION FUND EXPENDITURES

Expenditures in the Tax Allocation Fund include operating costs of \$440,000, capital outlay of \$0 and debt expenditures of \$0.

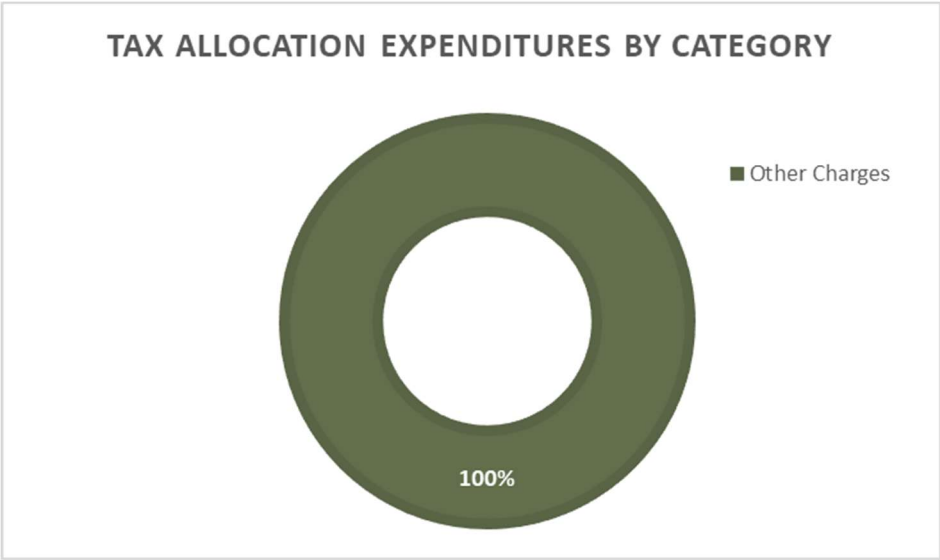
TAX ALLOCATION EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Tax Allocation	-	-	-	440,000	440,000	-	-	440,000
Totals	\$ -	\$ -	\$ -	\$ 440,000	\$ 440,000	\$ -	\$ -	\$ 440,000

Total Cash Available \$ 440,000

Ending Fund Balance \$ -

The chart below details the expenditures for the Tax Allocation Fund by category.

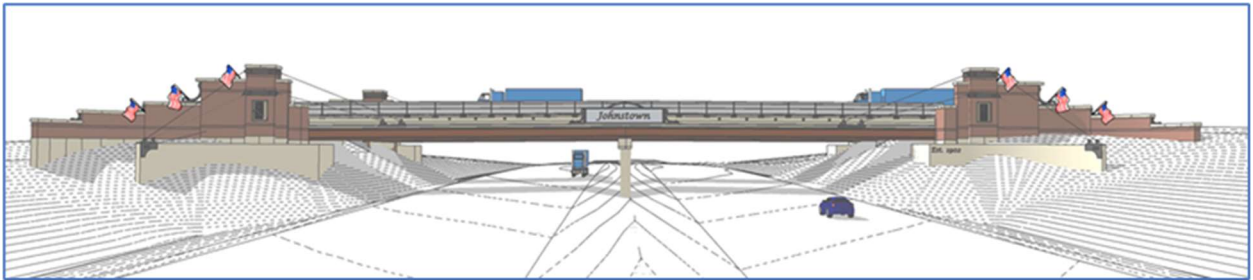


CAPITAL
PROJECTS
FUND

FUND SUMMARIES

Capital Projects Fund

The Capital Projects 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. Projects that may be included in this fund include streets, walkways, bridges, public buildings, public infrastructure and planning and engineering studies necessary to implement the above-mentioned capital facilities.



FUND SUMMARIES

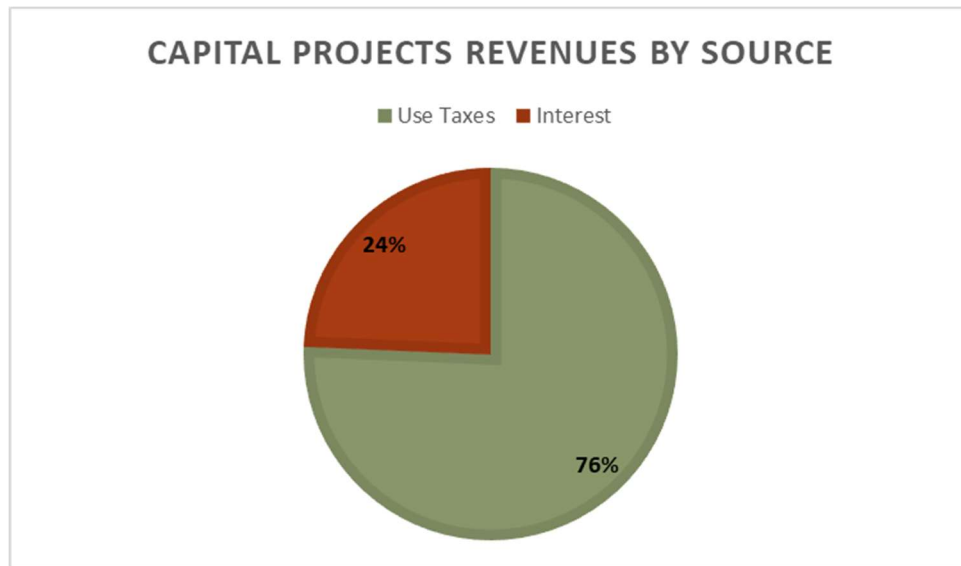
CAPITAL PROJECTS FUND BUDGET

Capital Projects Fund	2020 Actuals Jan - Sept	2020 Year-End Estimates	2021 Adopted Budget
Beginning Fund Balance	12,684,794	12,684,794	12,956,724
<u>Revenues:</u>			
Taxes and Fees	313,835	363,700	111,940
Grants & Contributions	-	-	-
Miscellaneous Revenue	68,124	79,230	36,000
<i>Transfers In</i>	-	-	-
Total Operating Revenues	381,959	442,930	147,940
<u>Expenditures:</u>			
Capital Outlay	22,155	106,000	4,410,200
<i>Transfers Out</i>	-	65,000	85,100
Total Expenditures	22,155	171,000	4,495,300
Excess (Deficiency) of Revenues and Other Sources over Expenditures	359,804	271,930	(4,347,360)
Ending Fund Balance	13,044,598	12,956,724	8,609,364

FUND SUMMARIES

CAPITAL PROJECTS FUND REVENUES

Revenues for this fund come from use taxes collected on building and construction materials utilized in the Town, and interest that is earned on those funds. The use tax rate that is committed to the Capital Projects Fund is one percent (1%).



The Capital Projects Fund Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2021.

Capital Projects Fund Revenue Sources		
Source	Amount	% of Total
Use Taxes	111,940	76%
Interest	36,000	24%

FUND SUMMARIES

CAPITAL PROJECTS FUND EXPENDITURES

The expenditures in this fund are related to capital outlay and debt service only. Capital expense for 2021 is related to the overpass improvements on I-25 and the replacement of 2nd Street bridge.

CAPITAL PROJECTS FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Capital Projects	-	10,200	-	-	10,200	4,400,000	-	4,410,200
Totals	\$ -	\$ 10,200	\$ -	\$ -	\$ 10,200	\$ 4,400,000	\$ -	\$ 4,410,200

Total Cash Available \$ 13,019,564

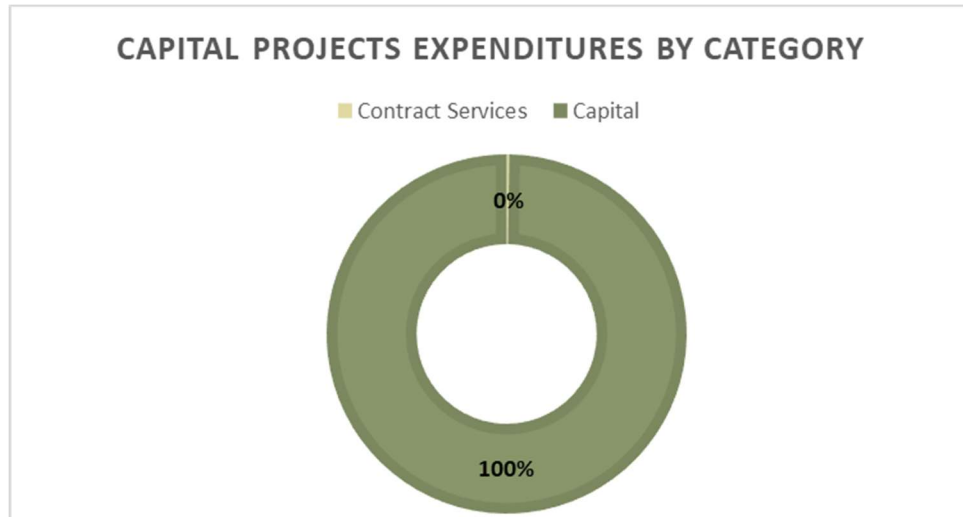
Ending Fund Balance \$ 8,609,364

ITEMS FUNDED IN 2021 BUDGET

- I-25 overpass improvements
- 2nd Street bridge replacement
- Use tax remittance to Larimer County
- Investment oversight of funds

FUND SUMMARIES

The chart below details the expenditures for the Capital Projects Fund by category.



CAPITAL PROJECTS FUND FULL TIME EMPLOYEES

The Capital Projects Fund does not have any labor costs allocated.

LIBRARY FUND

FUND SUMMARIES

Library Fund

The Library Fund was created to account for the operation of the Glenn A. Jones M.D. Memorial Library. The library delivers quality services reflecting the informational, educational and recreational needs of the community. There is a vast collection of materials, services and programs for all ages and stages of life. The library operates 6 days a week and is closed on Sundays.

The library does have its own Board of Directors who meet every third Tuesday of the month at 7:00 pm. The Board of Directors operates independently of the Town Council and is responsible for compiling, reviewing and adopting the annual operating budget for the facility.



FUND SUMMARIES

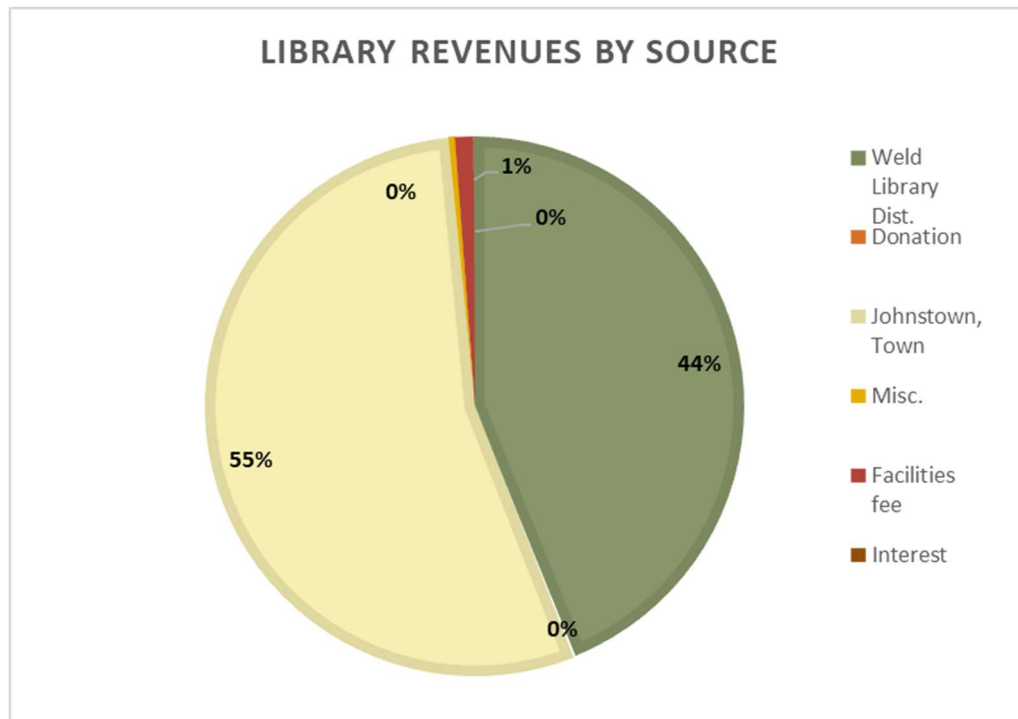
LIBRARY FUND BUDGET

Library Fund	2020 Actuals Jan - Sept	2020 Year-End Estimates	2021 Adopted Budget
Beginning Fund Balance	4,649,884	4,649,884	4,825,181
<u>Revenues:</u>			
Taxes and Fees	316,560	316,560	215,000
Donations	-	9,500	3,500
Grants & Contributions	145,599	1,849,237	1,840,752
Earnings on Investment	2,185	50,000	60,000
Miscellaneous Revenue	-	7,500	7,500
<i>Transfers In</i>	-	-	-
Total Operating Revenues	464,344	2,232,797	2,126,752
<u>Expenditures:</u>			
Operations & Maintenance	208,010	692,500	1,094,500
Capital Outlay	-	1,365,000	-
<i>Transfers Out</i>	-	-	-
Total Expenditures	208,010	2,057,500	1,094,500
Excess (Deficiency) of Revenues and Other Sources over Expenditures	256,334	175,297	1,032,252
Ending Fund Balance	4,906,218	4,825,181	5,857,433

FUND SUMMARIES

LIBRARY FUND REVENUE

Revenues for this fund come from facilities fees, donations, interest, property taxes from Weld Library District, property taxes from the Town of Johnstown and other miscellaneous sources.



The Library Fund Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2021.

Library Revenue Sources		
Source	Amount	% of Total
Weld Library Dist.	824,716	44%
Donation	3,500	0%
Johnstown, Town	1,022,660	54%
Misc.	7,500	0%
Facilities fee	20,000	1%
Interest	1,500	0%

FUND SUMMARIES

LIBRARY FUND EXPENDITURES

The expenditures in this fund are all related to the operation and maintenance of Glenn A. Jones M.D. Memorial Library.

LIBRARY FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Library Fund	453,000	475,000	152,000	14,500	1,094,500	-	-	1,094,500
Totals	\$ 453,000	\$ 475,000	\$ 152,000	\$ 14,500	\$ 1,094,500	\$ -	\$ -	\$ 1,094,500

Total Cash Available \$ 6,951,933

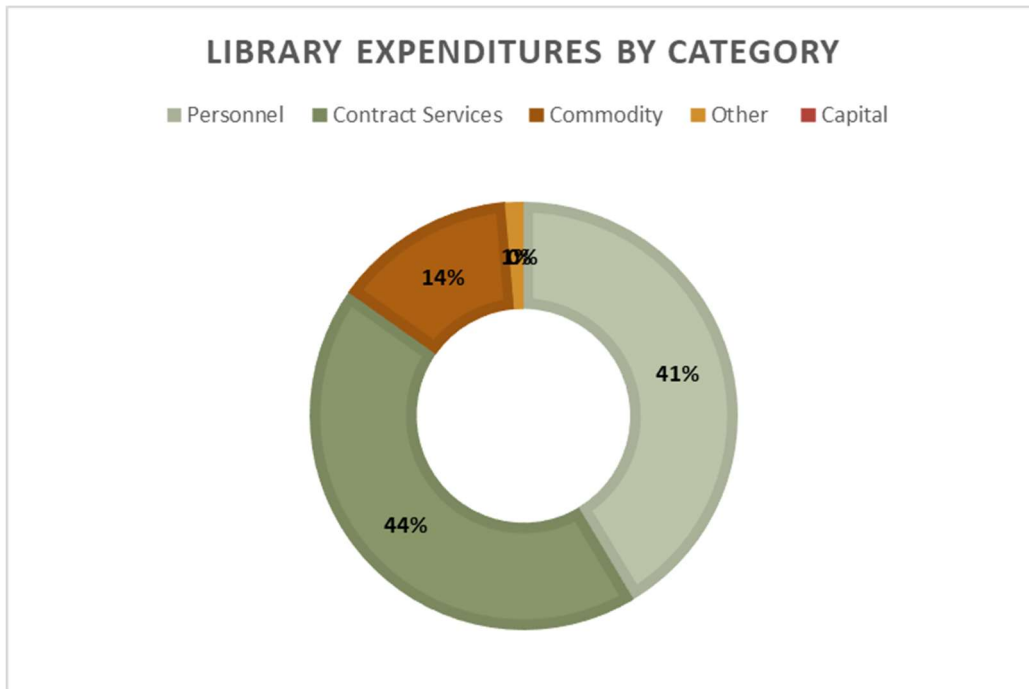
Ending Fund Balance \$ 5,857,433

PROJECTS FUNDED IN 2021 BUDGET

- General operations and maintenance

FUND SUMMARIES

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



LIBRARY FUND FULL TIME EMPLOYEES

The Library personnel are not Town Employees so the Town does not include their personnel count.

RECREATION
CENTER
FUND

FUND SUMMARIES

Recreation Center Fund

The Recreation Center Fund was created in 2019 to account for the construction and operational costs associated with the Johnstown Community YMCA. Construction of the new facility was completed in the spring of 2020. The facility is a 69,000 square foot fitness and community center. The facility is owned by the Town of Johnstown and operated by the YMCA of Northern Colorado.

As this is a new facility, there are no historical costs that can be utilized for comparisons. The 2021 Budget includes costs for an \$500,000 operating subsidy. The operating subsidy is a recurring expense.



FUND SUMMARIES

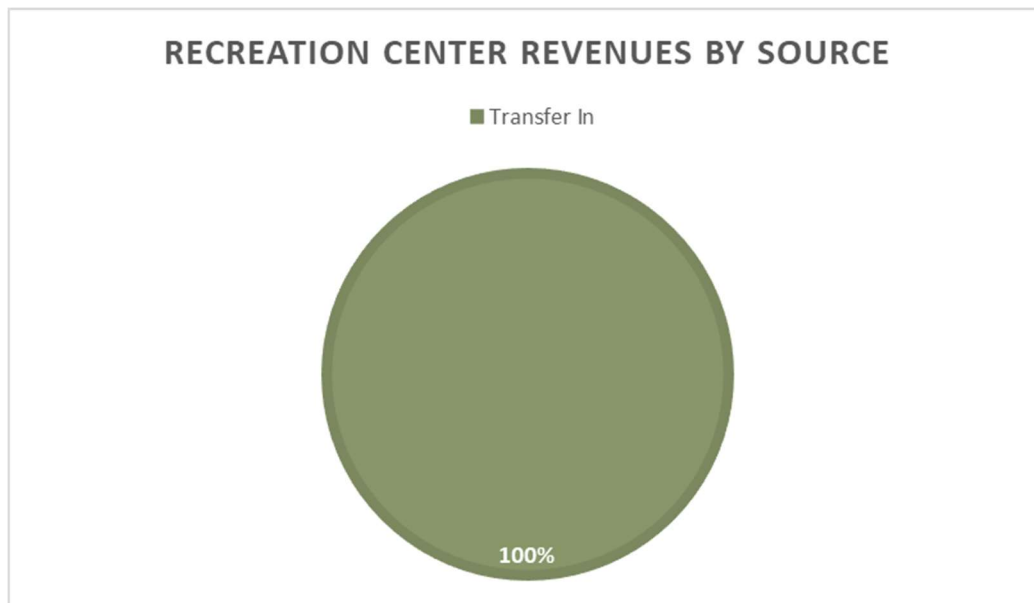
RECREATION CENTER FUND BUDGET

	2020 Actuals Jan - Sept	2020 Year-End Estimates	2021 Adopted Budget
Recreation Center Fund			
Beginning Fund Balance	10,536,360	10,536,360	0
<u>Revenues:</u>			
Grants & Contributions	-	-	-
Miscellaneous Revenue	-	-	-
<i>Transfers In</i>	-	600,000	750,000
Total Operating Revenues	-	600,000	750,000
<u>Expenditures:</u>			
Operations & Maintenance	-	-	-
Capital Outlay	8,340,589	11,136,360	500,000
<i>Transfers Out</i>	-	-	-
Total Expenditures	8,340,589	11,136,360	500,000
Excess (Deficiency) of Revenues and Other Sources over Expenditures	(8,340,589)	(10,536,360)	250,000
Ending Fund Balance	2,195,771	-	250,000

FUND SUMMARIES

RECREATION CENTER FUND REVENUE

Revenues for this fund come exclusively from transfers from the Town of Johnstown General Fund.



The Recreation Center Fund Revenue Sources table below lists the revenue sources, as well as the amounts that are projected for 2021.

Recreation Center Revenue Sources		
Source	Amount	% of Total
Transfer In	750,000	100%

FUND SUMMARIES

RECREATION CENTER FUND EXPENDITURES

This fund has expenditures that are related to the recreation center. The \$500,000 in expenditures is classified as recurring operational expense.

RECREATION CENTER FUND SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Rec Center Fund	-	500,000	-	-	500,000	-	-	500,000
Totals	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000

Total Cash Available \$ 750,000

Ending Fund Balance \$ 250,000

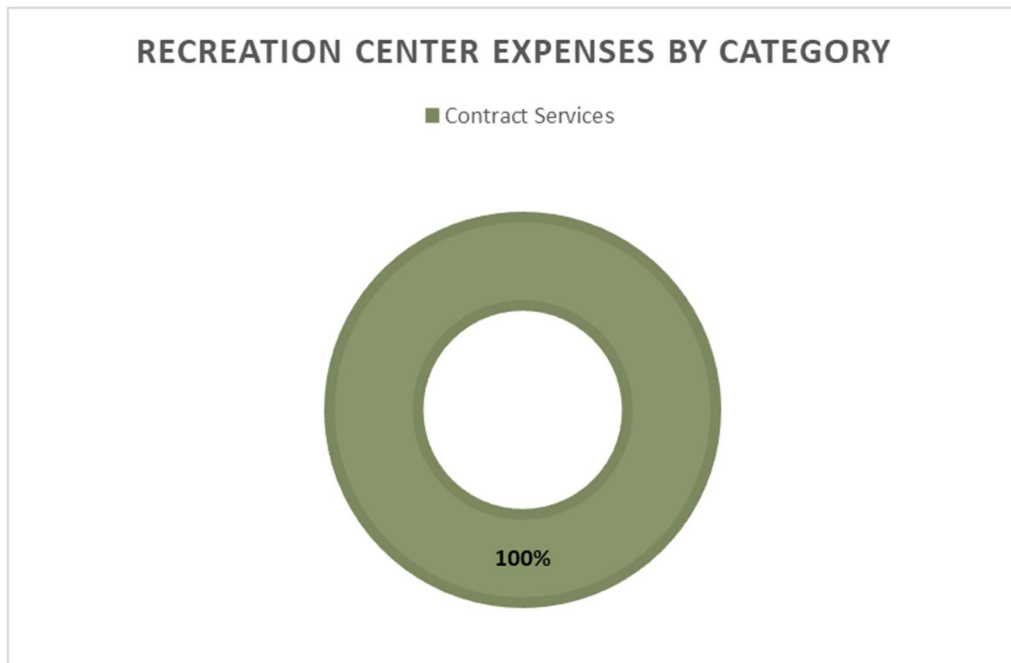
PROJECTS FUNDED IN 2021 BUDGET

- General operational subsidy



FUND SUMMARIES

The chart below details the expenditures for the Recreation Center Fund by category.



RECREATION CENTER FUND FULL TIME EMPLOYEES

The Recreation Center personnel are not Town Employees so the Town does not include their personnel count.

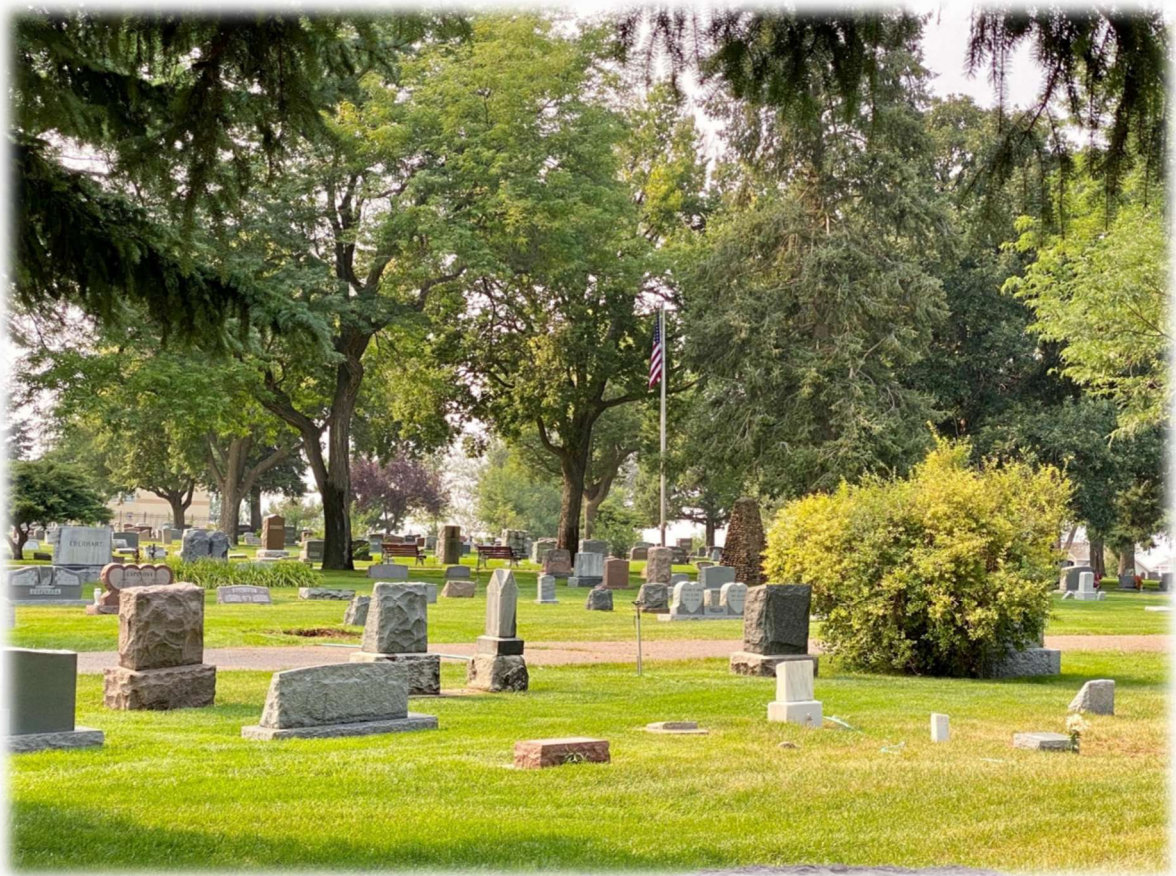
FIDUCIARY FUNDS

CEMETERY
PERPETUAL
FUND

FUND SUMMARIES

Cemetery Perpetual Fund

The Cemetery Perpetual Fund was established to conform with Chapter 11, Article VI, Section 107 of the Town's Municipal Code. The Municipal Code specifies that 15% of the funds received from the sale of lots and grave spaces shall be held in the Cemetery Perpetual Fund. The funds held in the Cemetery Perpetual Fund cannot be utilized unless the Town Council deems it necessary. Interest that is earned on the principal funds may be used for cemetery maintenance.



FUND SUMMARIES

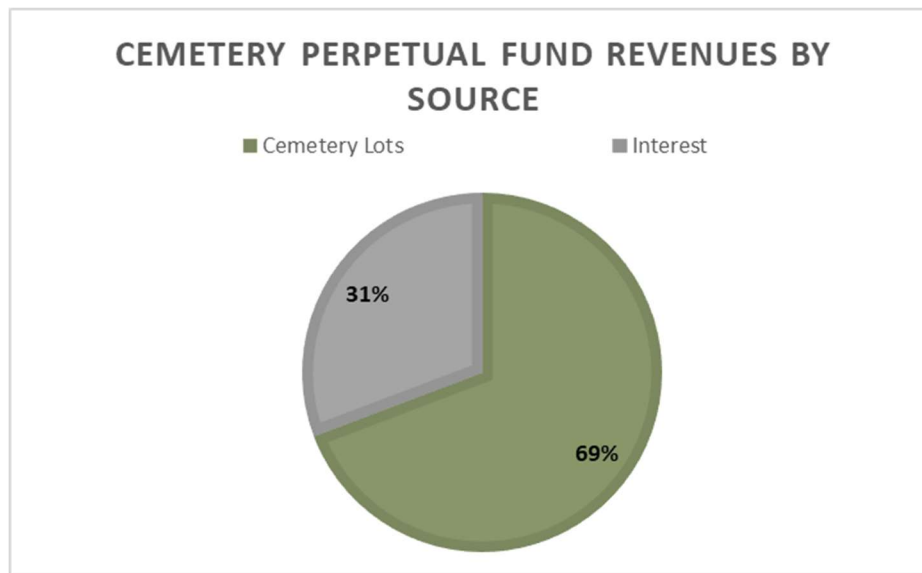
CEMETERY PERPETUAL FUND BUDGET

Cemetery Perpetual Fund	2020 Actuals Jan - Sept	2020 Year-End Estimates	2021 Adopted Budget
Beginning Fund Balance	133,339	133,339	142,214
<u>Revenues:</u>			
Intergovernmental	7,979	8,000	900
Earnings on Investment	870	875	400
Miscellaneous Revenue	-	-	-
Total Operating Revenues	8,849	8,875	1,300
<u>Expenditures:</u>			
Operations & Maintenance	-	-	-
Capital Outlay	-	-	-
<i>Transfers Out</i>	-	-	-
Total Expenditures	-	-	-
Excess (Deficiency) of Revenues and Other Sources over Expenditures	8,849	8,875	1,300
Ending Fund Balance	142,188	142,214	143,514

FUND SUMMARIES

CEMETERY PERPETUAL FUND REVENUES

Cemetery Perpetual Fund revenues are primarily made up of funds collected from sale of cemetery lots and interest. The chart below shows the proportion of each major revenue source to the total Cemetery Perpetual Trust Fund Revenues.



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

Cemetery Perpetual Revenue Sources		
Source	Amount	% of Total
Cemetery Lots	900	69%
Interest	400	31%

CEMETERY PERPETUAL FUND EXPENDITURES

There are no expenditures budgeted for 2020.

PROPRIETARY
FUNDS

WATER FUND

FUND SUMMARIES

Water Fund

The Town of Johnstown Water Fund is an enterprise fund responsible for the production, operations, maintenance, and capital related items of all of the Town water distribution system. This includes the water treatment, repair and installation of lines into the system, reading of all meters for billing purposes, and monitoring the testing and compliance of the distribution system. The fund includes water tap fees collected at the time builders apply for a building permit for a new residence or business. These fees are used for the extension of waterlines or other improvements to Johnstown's water system driven by the increased demand by customers and areas serviced in Johnstown. One role of this fund, in recent years, has been to plan the development of a raw water irrigation system. This will allow existing and future residents to use lower cost untreated water for outdoor irrigation and preserve high quality potable water for indoor needs.



FUND SUMMARIES

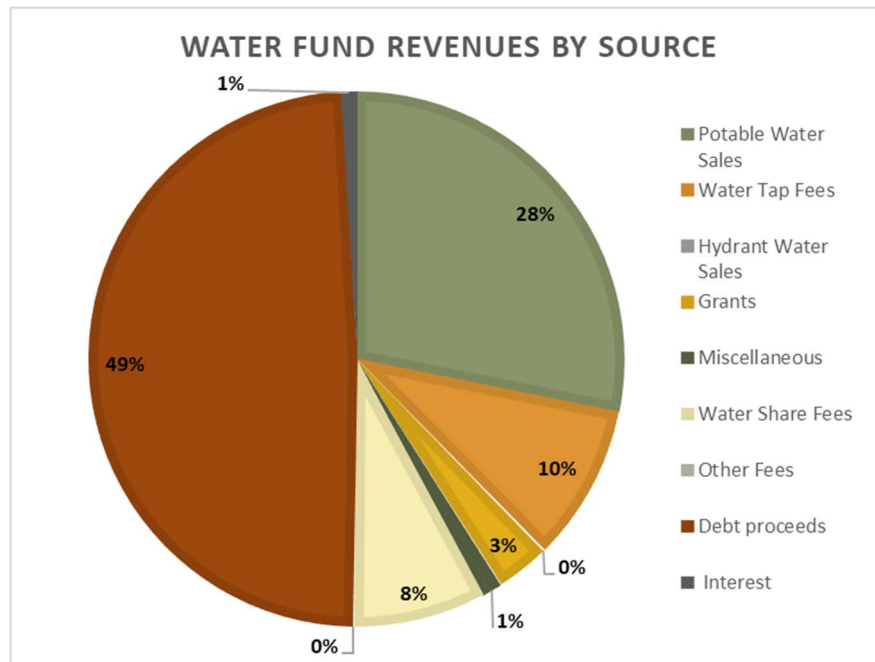
WATER FUND BUDGET

Water Fund	2020 Actuals Jan - Sept	2020 Year-End Estimates	2021 Adopted Budget
Beginning Fund Balance	19,765,629	19,765,629	19,887,883
<u>Revenues:</u>			
Charges for Services	2,774,145	2,971,825	2,902,500
Miscellaneous Revenue	276,650	282,799	221,500
Total Operating Revenues	3,050,795	3,254,624	3,124,000
<u>Expenses:</u>			
Operations and Maintenance	1,571,640	2,643,570	2,665,273
Capital	960,421	2,148,000	19,235,000
Depreciation	254,106	355,000	410,000
Debt	-	-	-
<i>Transfers Out</i>	-	-	-
Total Operating Expenses	2,786,167	5,146,570	22,310,273
Operating Income (Loss)	264,628	(1,891,946)	(19,186,273)
<u>Non-Operating Revenues (Expenses)</u>			
Tap Fees	879,033	882,000	965,550
Capital Investment Fees	810,984	837,200	831,294
Misc. Revenues	-	295,000	5,325,000
Interest Expense	-	-	-
Total Non-Operating Revenues (Expenses)	1,690,017	2,014,200	7,121,844
Excess (Deficiency) of Revenues and Other Sources over Expenses	1,954,645	122,254	(12,064,429)
Ending Fund Balance	21,720,274	19,887,883	7,823,454

FUND SUMMARIES

WATER FUND REVENUES

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



The Water Fund Revenue Sources table below lists the major revenue sources, as well as the amounts that are projected for 2021.

Water Fund Revenue Sources		
Source	Amount	% of Total
Potable Water Sales	2,884,500	28%
Water Tap Fees	965,550	9%
Hydrant Water Sales	18,000	0%
Grants	325,000	3%
Miscellaneous	125,000	1%
Water Share Fees	816,294	8%
Other Fees	16,500	0%
Debt proceeds	5,000,000	49%
Interest	95,000	1%

FUND SUMMARIES

WATER FUND EXPENDITURES

The expenditures in this fund include operational costs of \$2,665,273 and capital outlay of \$19,235,000. The \$19,235,000 capital is nonrecurring with all costs being associated with water infrastructure and water shares.

WATER FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Water Fund	676,850	1,094,580	379,900	923,943	3,075,273	19,235,000	-	22,310,273
Totals	\$ 676,850	\$ 1,094,580	\$ 379,900	\$ 923,943	\$ 3,075,273	\$ 19,235,000	\$ -	\$ 22,310,273

Total Cash Available \$ 30,133,727

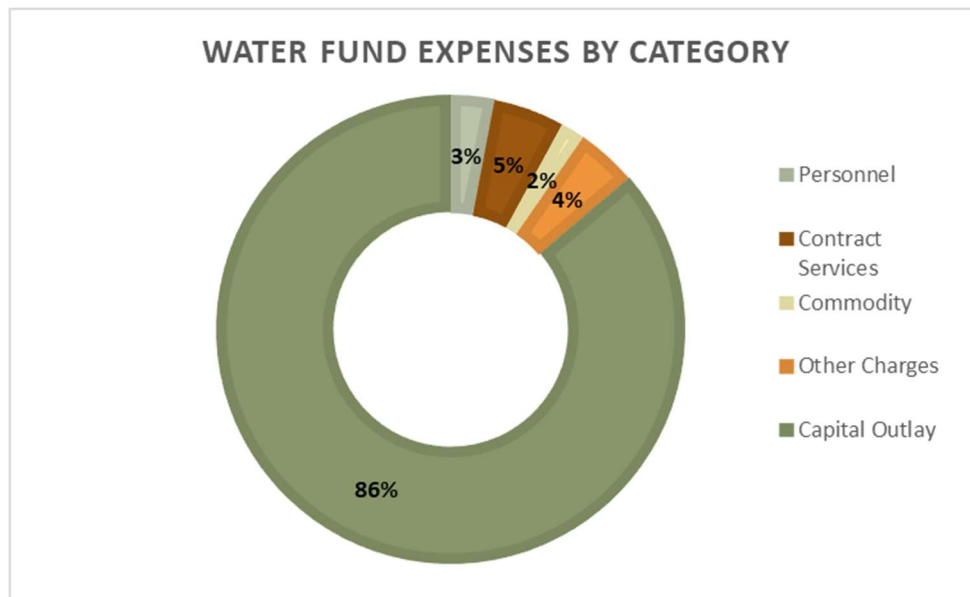
Ending Fund Balance \$ 7,823,454

PROJECTS FUNDED IN 2021 BUDGET

- South water tank
- Hwy 60 water loop
- Water line to Central Waste Water Treatment Plant
- Tank roof repairs
- Install generators at Lone Tree
- Installation of a carbon feeder
- Water plant expansion design
- Pump house VFD's
- Infrastructure line design

FUND SUMMARIES

The chart below details the expenditures for the Water Fund by category. Clearly in 2021 the biggest expenditure will be for Capital Outlay which includes costs for the south water tower project.



WATER FUND FULL TIME EMPLOYEES

Department	No. of Full Time Employees
Administration	1.50
Operations	6.45
Total	7.95

FUND SUMMARIES

WATER FUND ACCOMPLISHMENTS AND GOALS

<u>2020 Accomplishments</u>	<u>2021 Goals</u>
Improved maintenance at the water plant	Manage South tank construction
Replaced media filter at water plant	Manage plant expansion design
Installed tank vents on two (2), 750,000 gallon tanks	Manage improvements including carbon feeder, generators, Hwy 60 loop
Completed Lone Tree pump house upgrades	Reduce state required reporting by controlling variances within the system
Improved staff organization by developing daily standard operating procedures	Complete tank roof repair



DRAINAGE FUND

FUND SUMMARIES

Drainage Fund

The Drainage Fund was established as a result of the creation of the Storm Water Utility in 2004 for the purpose of protecting people and property from harm and damage resulting from uncontrolled and unplanned storm water runoff, allowing the movement of emergency vehicles during flood events, and minimizing inconveniences to businesses and citizens from storm events. This is accomplished by funding the construction, operation and maintenance of the storm water system along with the administration of the Storm Water Utility. This fund is an enterprise fund which means it is primarily supported by monthly fees charged to customers.

The Drainage 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.



FUND SUMMARIES

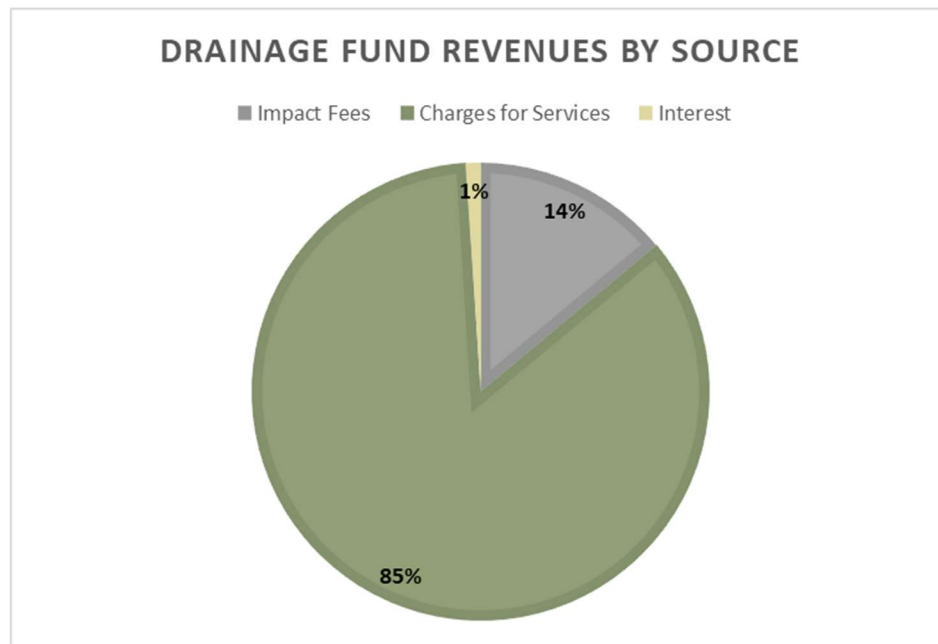
DRAINAGE FUND BUDGET

	2020 Actuals Jan - Sept	2020 Year-End Estimates	2021 Adopted Budget
Storm Water Fund			
Beginning Fund Balance	3,248,246	3,248,246	3,081,874
<u>Revenues:</u>			
Charges for Services	342,986	457,200	457,200
Miscellaneous Revenue	11,322	12,978	5,400
Total Operating Revenues	354,308	470,178	462,600
<u>Expenses:</u>			
Operations and Maintenance	255,566	441,550	454,180
Capital Improvements	217,655	395,000	2,168,750
Transfer Out	-	-	-
Total Operating Expenses	473,221	836,550	2,622,930
Operating Income (Loss)	(118,913)	(366,372)	(2,160,330)
<u>Non-Operating Revenues (Expenses)</u>			
Capital Revenues	181,459	200,000	75,000
Misc. Revenues	-	-	-
Interest Expense	-	-	-
Total Non-Operating Revenues (Expenses)	181,459	200,000	75,000
Excess (Deficiency) of Revenues and Other Sources over Expenses	62,546	(166,372)	(2,085,330)
Ending Fund Balance	3,310,792	3,081,874	996,544

FUND SUMMARIES

DRAINAGE FUND REVENUES

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



The Drainage Fund Revenue Sources table below lists the major revenue sources, as well as the amounts that are projected for 2021.

Drainage Fund Revenue Sources		
Source	Amount	% of Total
Impact Fees	75,000	14%
Charges for Services	457,200	85%
Interest	5,400	1%

FUND SUMMARIES

DRAINAGE FUND EXPENDITURES

Storm water expenditures for the 2021 Budget are both operating and capital in nature. The capital expenses of \$2,168,750 are nonrecurring and will fund downtown storm water projects, and a dam rebuild at the lake.

DRAINAGE FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Drainage Fund	274,550	156,300	10,330	13,000	454,180	2,168,750	-	2,622,930
Totals	\$ 274,550	\$ 156,300	\$ 10,330	\$ 13,000	\$ 454,180	\$ 2,168,750	\$ -	\$ 2,622,930

Total Cash Available \$ 3,619,474

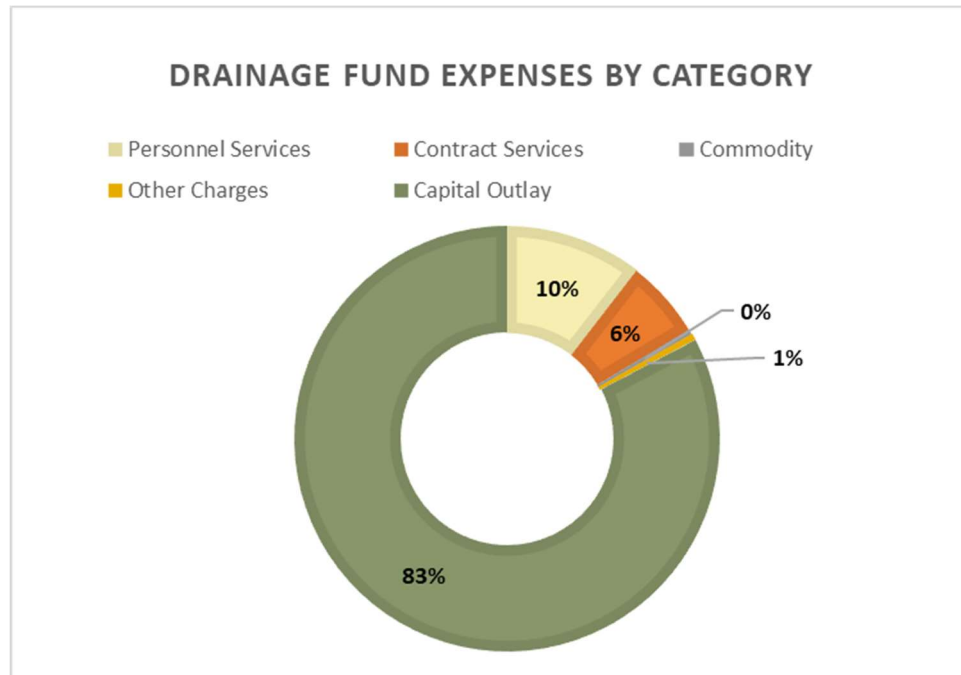
Ending Fund Balance \$ 996,544

PROJECTS FUNDED IN 2021 BUDGET

- Old Town drainage project
- Dam rebuild at the lake

FUND SUMMARIES

The chart below details the expenditures for the Drainage Fund by category. This fund is fairly labor intensive and the 2021 expenditures reflect that.



DRAINAGE FUND FULL TIME EMPLOYEES

Department	No. of Full Time Employees
Administration	.85
Operations	1.90
Total	2.75

FUND SUMMARIES

DRAINAGE FUND ACCOMPLISHMENTS AND GOALS

<u>2020 Accomplishments</u>	<u>2021 Goals</u>
Design old town storm water system	Construction of old town storm project
Curb and gutter replacement to aid in street drainage	Rebuild dam at town lake
Cleaned Hillsborough bridge	Design of Charlotte storm drainage
Pursued grant funding for 2021 storm project	



SEWER FUND

FUND SUMMARIES

Sewer Fund


The Town of Johnstown operates its own sewer fund that includes all revenues and costs associated with the Town's sanitary sewer system. The Town currently operates two wastewater treatment plants and maintains all sewer infrastructure. The sanitary sewer system currently serves all residents and businesses located in Johnstown.

The Town has a number of ongoing operational and capital projects as well as ongoing long-term plans. A number of planned capital projects in this fund are regulatory driven and are included in the Town's Capital Improvement Plan. Funding for operations of the sewer fund is provided through rate payers who contribute monthly to the Sewer Fund. The Town currently has approximately 5,570 sewer customers.



FUND SUMMARIES

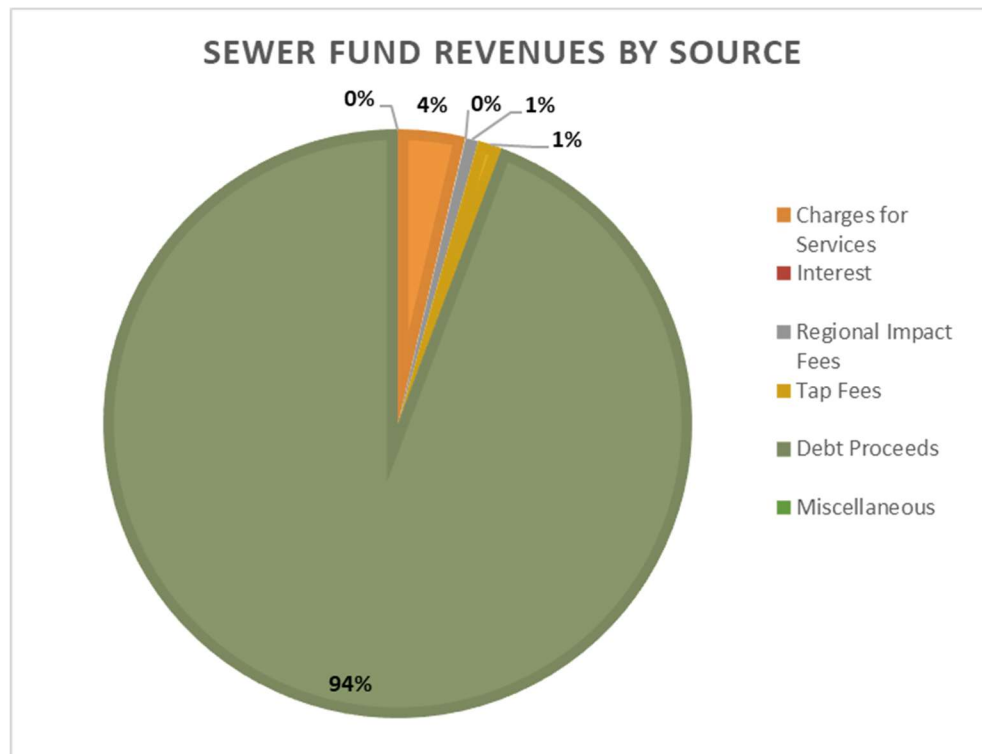
SEWER FUND BUDGET

Sewer Fund	2020 Actuals Jan - Sept	2020 Year-End Estimates	2021 Adopted Budget
Beginning Fund Balance	9,346,239	9,346,239	17,195,549
<u>Revenues:</u>			
Charges for Services	1,590,543	2,118,130	2,123,500
Miscellaneous Revenue	14,878	16,500	7,200
Total Operating Revenues	1,605,421	2,134,630	2,130,700
<u>Expenses:</u>			
Operations and Maintenance	957,365	1,802,770	2,121,353
Capital Improvements	895,392	3,138,400	25,386,600
Depreciation	144,751	215,000	235,000
Debt			1,998,069
<i>Transfer Out</i>			
Total Operating Expenses	1,997,508 	5,156,170	29,741,022
Operating Income (Loss)	(392,087)	(3,021,540)	(27,610,322)
<u>Non-Operating Revenues (Expenses)</u>			
Capital Improvement Fees	547,910	660,000	1,192,000
Misc. Revenues	10,846	10,210,850	54,452,000
Interest Expense			
Total Non-Operating Revenues (Expenses)	558,756	10,870,850	55,644,000
Excess (Deficiency) of Revenues and Other Sources over Expenses	166,669	7,849,310	28,033,678
Ending Fund Balance	9,512,908	17,195,549	45,229,227

FUND SUMMARIES

SEWER FUND REVENUES

Sewer Fund revenues are generally made up of customer receipts, tap fees, and grants. In 2021, there is an expected bond issue of \$54,450,000 for needed infrastructure work.



The Sewer Fund Revenue Sources table below lists the major revenue sources, as well as the amounts that are projected for 2021.

Sewer Fund Revenue Sources		
Source	Amount	% of Total
Charges for Services	2,123,500	4%
Interest	7,200	0%
Regional Impact Fees	400,000	1%
Tap Fees	792,000	1%
Debt Proceeds	54,450,000	94%
Miscellaneous	2,000	0%

FUND SUMMARIES

SEWER FUND EXPENDITURES

Expenditures in the Sewer Fund include operating costs of \$2,356,353, capital outlay of \$25,386,600 and debt outlay of \$1,998,069. The capital is classified as nonrecurring and will fund system upgrades and new infrastructure. The ending fund balance in this fund will be utilized in 2022 and 2023 to complete the large infrastructure improvements started during this budget year.

SEWER FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Sewer Fund	635,200	1,167,750	237,960	315,443	2,356,353	25,386,600	1,998,069	29,741,022
Totals	\$ 635,200	\$ 1,167,750	\$ 237,960	\$ 315,443	\$ 2,356,353	\$ 25,386,600	\$ 1,998,069	\$ 29,741,022

Total Cash Available \$ 74,970,249

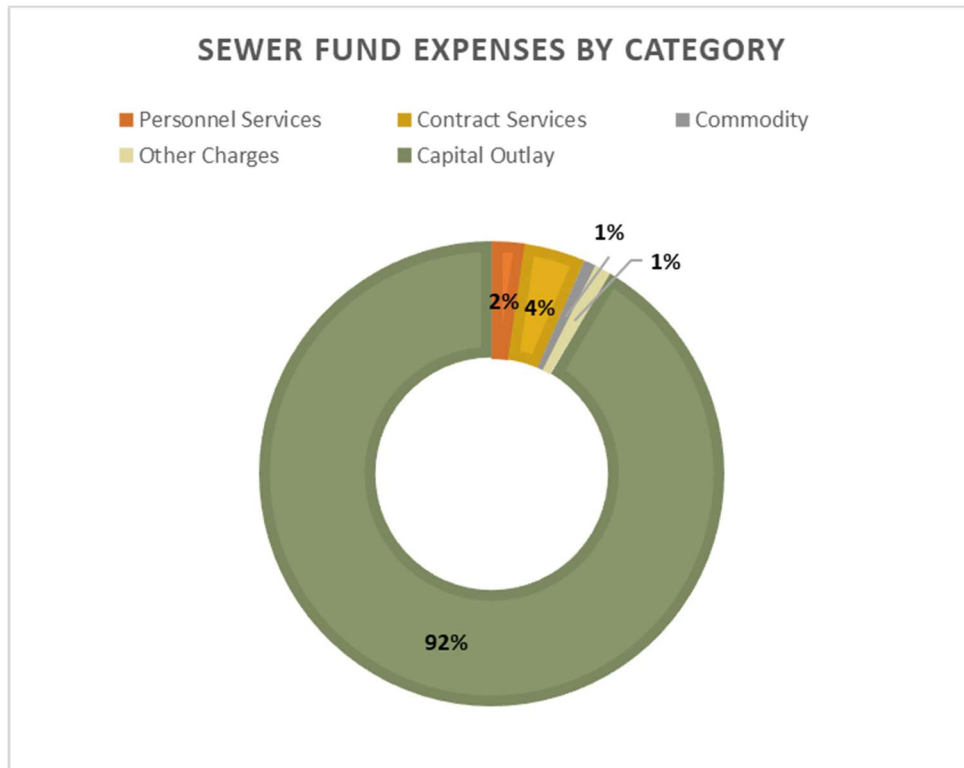
Ending Fund Balance \$ 45,229,227

PROJECTS FUNDED IN 2021 BUDGET

- Clearview infrastructure expansion
- Central Waste Water Treatment Plant design
- Central Ph.1 construction
- Ridgeview pipe oversizing
- Infrastructure replacement at Estes
- North Interceptor design
- Dredge pond #2
- DAF lift station upgrade
- Aerator improvements

FUND SUMMARIES

The chart below details the expenditures for the Sewer Fund by category. Clearly in 2021 the biggest expenditure will be capital, which includes the cost of new infrastructure.



SEWER FUND FULL TIME EMPLOYEES

Department	No. of Full Time Employees
Administration	1.50
Operations	5.75
Total	7.25

FUND SUMMARIES

SEWER FUND ACCOMPLISHMENTS AND GOALS

<u>2020 Accomplishments</u>	<u>2021 Goals</u>
Completed installation of aeration devices	Remove sediment in pond #2 at Central Waste Water Treatment Plant
Completed Low Point Treatment Plant expansion design	Replace sewer line on Estes
Complied with CDPHE requirements for additional chemicals	Manage Clearview expansion
Improved daily functions with the implementation of daily standard operating procedures	Manage design and construction process on waste water treatment plants
	Oversee all other capital projects

APPENDIX

APPENDIX

Appendix

Glossary of Terms.....	159
Transfer Summary.....	162
Staffing Summary.....	163

APPENDIX

Glossary

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.

APPROPRIATION: A legal authorization made by the Town Council 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 1 year.

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

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

CPI: Consumer price index.

DEBT: A financial obligation resulting from borrowed money.

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

DEPARTMENT: Major unit of organization in the Town.

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

APPENDIX

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

DIVISION: Sub-unit of a department.

DOLA: Department of Local Affairs.

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

ETS: Enterprise Technology Service

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

FISCAL YEAR: The 12-month period to which the budget applies.

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.

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.

APPENDIX

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

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

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

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

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

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

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

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

PROJECTION: Estimation of future revenues and/or expenditures.

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

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

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

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

TRANSFERS: Amounts transferred from one fund to another.

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

APPENDIX

TRANSFER SUMMARY

	Transfers In	From	Transfers Out	To
GENERAL FUND				
General Fund			750,000	Recreation Center Fund
General Fund			5,000,000	Water Fund
General Fund			1,137,657	Library Fund
General Fund			354,800	Tax Allocation Fund
SPECIAL REVENUE FUNDS				
Recreation Center Fund	750,000	General Fund		
Water Fund	5,000,000	General Fund		
Library Fund	1,137,657	General Fund		
Tax Allocation Fund	354,800	General Fund		
Tax Allocation Fund	85,100	Capital Projects Fund		
Parks & Open Space	100,000	Water Fund		
Parks & Open Space	100,000	Sewer Fund		
Parks & Open Space	20,000	Drainage Fund		
Capital Projects Fund			85,100	Tax Allocation Fund
PROPRIETARY FUNDS				
Water Fund			100,000	Parks & Open Space
Sewer Fund			100,000	Parks & Open Space
Drainage Fund			20,000	Parks & Open Space

FUND TRANSFERS

Fund transfers are used in multiple funds that the Town uses on an annual basis. The transfers out of the General Fund are primarily used to offset contractual financial obligations. The transfer from the General Fund to the Water Fund is a loan that will be paid back in the future. The Parks and Open Space Fund is supported by revenues related to parks in addition to the transfers from the proprietary funds that serve as franchise fees. The transfer into the Tax Allocation Fund from the Capital Projects Fund represents a portion of use tax that is received into the Capital Projects Fund that is part of a contractual financial obligation to developers.

APPENDIX

STAFFING SUMMARY

Fund/Department	2021 Budget
Governmental Funds	
<u>General Fund:</u>	
Town Manager	3.95
Town Clerk	2.85
Finance	0.95
Planning	2.90
Police	28.00
Public Works	1.30
Building Inspection	1.00
Buildings	0.00
General Fund Total	40.95
Street & Alley Fund	5.00
Parks & Open Space Fund	3.95
Conservation Trust Fund	0.00
Tax Allocation Fund	0.00
Capital Projects Fund	0.00
Recreation Center Fund	0.00
Library Fund	0.00
Proprietary Funds	
Water Fund	7.95
Drainage Fund	2.75
Sewer Fund	7.25
Fiduciary Funds	
Cemetery Perpetual Fund	0.00
Total FTE's:	67.85

CHANGES TO FTE's IN 2021

There were 4 full-time positions approved in the 2021 Budget. The positions added, Town wide include, one full-time Police Officers, one full-time Public Works Assistant Director, one full-time Human Resources Director, and one full-time Public Works Technician. All positions are allocated to different funds based on the amount of time spent in each fund. The table above reflects the allocations of all employees.