

2024 Annual Budget



Town of Johnstown
The Community That Cares

Photo: Janay Barger

Table of Contents

Letter of Transmittal	1
Johnstown at a Glance	14
Introduction	23
Town Government	24
Town Management	25
Organizational Chart	26
Town Map	27
Boards and Commissions	28
Budget Process	30
Financial Policies	34
Budget Overview	41
Fund Accounting	42
Fund Structure/Department Involvement by Fund	43
Governmental Funds	45
Proprietary Funds	47
Fiduciary Funds	47
Component Units	47
Notes and Assumptions	47
Total Combined Budget	48
Analysis of Fund Balance Changes	49
Summary of Capital Expenditures	50
Revenue Overview	54
Expenditure/Expense Overview	61
Debt Service and Financial Obligations	63
Strategic Plan	64
Long Range Plan	67
Fund Summaries	71
General Fund	72
General Fund Department Summaries	78
Town Manager	79
Communications	81
Economic Development	83
Human Resources	85
Town Clerk	87
Legislative	89
Finance	91
Building Inspections	93
Planning	95
Engineering	97

Table of Contents

Police	99
Public Works	102
Buildings	104
Reimbursements	106
Special Revenue Funds	107
Street and Alley Fund	108
Conservation Trust Fund	115
Arts & Culture Fund	120
Parks & Open Space Fund	125
Tax Allocation Fund	132
Capital Projects Fund	136
Library Fund	142
Recreation Center Fund	148
Fiduciary Funds	153
Cemetery Perpetual Fund	154
Proprietary Funds	158
Water Fund	159
Drainage Fund	166
Sewer Fund	173
Appendix	
Glossary of Terms	A
Transfer Summary	B
Staffing Summary	C
Strategic Plan	D
Capital Improvement Plan	E
Changes to the Proposed 2024 Budget Summary	F



450 S. Parish Avenue
Johnstown, CO 80534
970.587.4664
JohnstownCO.gov

January 1, 2024

The Citizens of the Town of Johnstown
The Honorable Mayor Troy D. Mellon and
Johnstown Town Councilmembers

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

It is my pleasure to present the January 1, 2024 – December 31, 2024, Fiscal Year (FY) 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 is balanced and compliant with Colorado Revised Statutes, placing emphasis on, C.R.S. 29-1-103(2) which states that, “No budget adopted pursuant to this section shall provide for expenditures in excess of available revenues and beginning fund balances.” The budget also follows the modified accrual method, outlines the direction, and presents the goals and outcomes that are to be achieved during the 2024 fiscal year. This document is a result of the clear direction provided by Council and the hard work and diligence of both the Council and Town Staff. The budget represents and achieves operational and maintenance objectives, capital improvements, and anticipates the future needs of the organization for the benefit of the Citizens and the Community we proudly serve.

In general, the Town is in a stable financial position across all funds. The Town has several capital projects on the horizon that are critical to maintain or enhance the quality-of-life residents deserve and expect to be provided by the Town. These projects will have an impact on our short-term financial position, but we have a positive outlook on the long-term position of these impacted funds. We will work to control the project costs, but some of these projects such as the wastewater treatment plant are regulatory in nature and the water treatment plant is a result of aging infrastructure and increasing water demand. Throughout this transmittal letter, specific projects are highlighted and recognized. Both the Council and Staff are aware of these obligations, the scopes, and commitment it will take to complete this meaningful work. We welcome opportunities to talk in greater detail about their benefits for the Community, as well as the financial commitments and impacts.

The estimated population of Johnstown as we begin 2024 is 20,350. This represents a 9.2% increase from July 2022, which is the most recent data available from the US Census. Historical trends and future estimates for population increases are 4% - 6% annually. To meet this population demand in FY 2024, staffing levels were approved at 105 Full-time Equivalent (FTEs), up from 87 in 2023.

A large majority of the staffing increase for 2024 is attributed to the creation of a new Engineering Department. Historically we have used consulting development services on a bill-back basis. By bringing engineering in-house, we will facilitate development review using an internal bill-back

The Community that Cares

system to cover direct development costs. These costs will not be burdened by the taxpayers of the Community. Our intent is that bringing the Engineering Department in-house will also create additional bandwidth to focus on Town specific projects and minimize construction management and Town project overhead costs. The second largest segment attributed to the staffing increases in 2024 is in the Public Works Department. Additional Staff in Parks, Storm Water, and Streets will continue to improve the level of service and create better outcomes for the Community.

Budget Development and Purpose

The Town of Johnstown Budget is developed through cooperation and collaboration between the Citizens, Town Council, and Town Staff. All three components are instrumental in the process and its success. The development of the budget in the Town is a fundamental exercise aimed at ensuring fiscal responsibility and strategic alignment with the Town's long-term goals and objectives. This meticulous process is designed to prioritize resource allocation across various sectors, directly reflecting organization's mission, vision, and values through the ambitions outlined in the Town of Johnstown Strategic Plan, which was adopted in late 2023. The plan's pillars – Organizational Excellence & Public Trust, Safe & Welcoming Community, Healthy & Resilient Economy, Natural & Built Environment, and Quality Infrastructure & Facilities – serve as the foundation for programming priorities and budgetary decisions. By aligning financial planning with these pillars, the Town commits to a path of sustainable growth, community engagement, and enhanced public services.

Incorporating the pillar of Organizational Excellence & Public Trust into the budgetary process involves allocating funds towards initiatives that strengthen public trust, engage, and involve the community, and position Johnstown as an attractive place for dedicated professionals. Investment in public safety, community service opportunities, and arts and culture under the Safe & Welcoming Community pillar ensures that Johnstown remains a secure and vibrant place for its residents and businesses. These efforts are supported by budget allocations that promote safety in the Community, inclusivity, and create a sense of belonging among the Community members.

Focusing on the Healthy & Resilient Economy, the budget supports the development of Johnstown's downtown area and initiatives that attract businesses, fostering a dynamic local economy. The Natural & Built Environment, and Quality Infrastructure & Facilities pillars guide investments in parks, open spaces, and infrastructure maintenance, ensuring Johnstown's growth is both sustainable and strategically planned. Through this comprehensive and aligned budgeting approach, Johnstown demonstrates its commitment to fostering a thriving Community that meets the present and future needs of its residents and business community, ensuring a high quality of life, and the long-term success of the region.

Engagement and conversations with the Community help us to understand if we are meeting the mission, delivering the core services at the levels expected, and achieving the critical elements within the strategic plan. To this extent, whenever possible, we want to implement Citizen ideas and desires for the betterment of the Community. It is under this value system that we develop the budget and make allocations with an assertive effort and hyperfocus to achieve and exceed the Community's expectations.

While not specifically discussed in this correspondence, it is also meaningful to share that in FY 2024, we are creating a Public Art Fund and a dedicated revenue source for future programming.

This program is being established as part of the Cultural Impact Fee the Town collects and assesses on new residential development. No expenditures are planned for this program in 2024, but we will be creating the policy document for this fund, which will likely include a committee that evaluates public art, including procurement, placement, and maintenance of art in the community. This is another added value we are bringing to the community to enhance the quality-of-life residents and businesses in Johnstown deserve. Described below is an overview of some of the more notable funds, including 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. Departments managed within the general fund include, but are not limited to: administration, engineering, finance, legislative, planning, police, and public works (administrative only). The general fund budget is balanced and does not require the use of the unreserved fund balance to match expenditures appropriated and approved in 2024.

Colorado law requires all assessors to reappraise all real property, including land and improvements, every two years, in odd-numbered years. Accordingly, 2023 was a reassessment year. Larimer and Weld County provide an estimated property tax revenue in August of each year for all taxing entities. For Johnstown, the estimated increase to property taxes across all assessed value types increased by 101%. The bulk of this increase was in the Oil and Gas assessed value type where it increased by 614.05% (from \$906,058 to \$5,563,641). This represented roughly 72% of the overall increase. Recognizing the fact that Oil and Gas revenues from property taxes are typically one-time revenue injections into the budget, these funds will be used for capital projects related to the water treatment plant expansion.

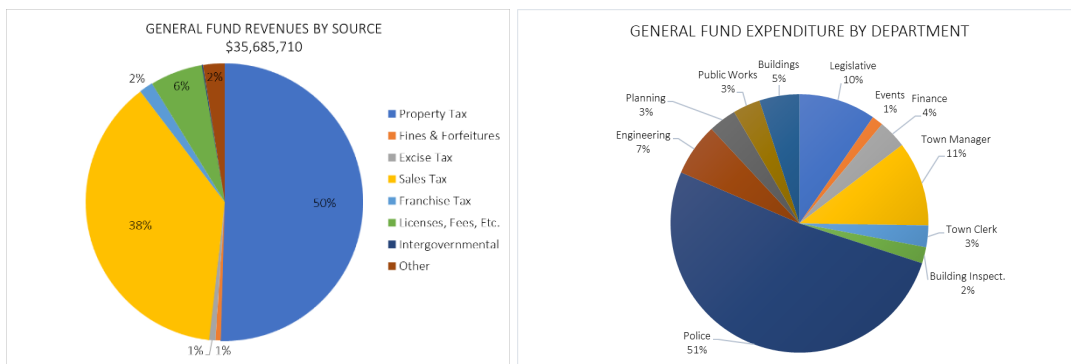
The total estimated property tax increase received in August 2023, for residential assessed property was 35.46% from the previous year. This resulted in a net increase of \$1,196,920 paid to the Town. Recognizing the impact and wanting to help support our residents, Council supported an initiative to provide back to the residents a total of \$1 million of this increase as part of the FY 2024 Budget. The property tax rebate would be paid out based on a proportional share of the increased assessment for each residential classified property. Then in November 2023, the state legislature introduced Senate Bill 23B-001 which reduced the assessment rate for residential property from 6.765% of the actual value minus \$15,000, to 6.7% of the actual value minus \$55,000. The passage of this bill will reduce the residential property taxes from the August preliminary increase of 35.64%. It is unclear at the time of this transmittal letter what the overall impact will be, simply because final assessments are now due from the County Assessor in early January, instead of the typical December 10 deadline. Notwithstanding this lack of clarity, it is reasonable to assume that Town Council will still be supportive of a rebate for property classified as residential if the impacts from SB23B-001 are less than the \$1 million originally contemplated by the Town Council.

The preliminary estimate of revenues generated through ad valorem are based on the current mill levy, and are indicated in the revenues heading without the credit being issued. A corresponding expenditure is recognized in the legislative budget of \$1 million. These revenues are based on the preliminary ad valorem rates received by Johnstown from the respective County Assessor Offices.

The total revenue for the general fund is generated from many different sources. It is critical to be as

diversified as possible, so if one of the revenue items declines significantly, the overall impact does not extend into the Town’s critical and most basic of operations. As a total, ad valorem and sales and use taxes collected by the Town represents approximately 88.2% (\$31.5 million) of the Town’s general fund revenue. This represents an increase of 42.5% of the total revenue segments compared to the Estimated FY 2023 budget. While the total percentage of these two revenue sources are high compared to other revenue sources, we believe the proportionate share of each of these revenue sources provides for a stable and sustainable financial position. Of note, the 88.2% represented by these two revenue sources are almost evenly split, with property taxes representing 57% and sales and use taxes representing 43%. Finally, since shopping patterns have returned to a new normal since the pandemic, we have observed an annual decline of sales tax revenue from an all-time high in 2021. Consequently, with an uncertain economy and a change in shopping patterns, we are expecting only a slight increase in sales tax revenues. The anticipated increase is only 8% and represents a total projected sales tax revenue of \$12.5 million. As we look forward to 2025, we would expect property tax revenue to decline and sales tax revenue to increase slightly.

Collectively, all the revenue sources are critical to maintaining the high level of core services and operations, provided and for the Community. The chart below shows the general fund revenue by source and the expenditures by department.



Some of the highlights included in the FY 2024 General Fund include two notable construction projects that will begin in 2024. The first is the expansion of the Police Department Headquarters near Town Hall. This expansion will enable better and more expansive storage of evidence materials and training facilities. The expansion will increase the total size of the facility by 25% and will serve as the headquarters for another 7-10 years. The vision is this facility will then transition into a substation and a new headquarters will be constructed. It is anticipated that the construction expansion will be completed before the end of the year.

The second construction project will be the creation of a facility that centralizes the Planning and Development Department as well as the newly created Engineering Department. The building will be focused on Development Services and will accommodate both existing and future development in the community. The vision is to create a one-stop shop to meet all the building permit, planning and development, and engineering services needs in the community. The tentative plan at this time is to convert the old library building owned by the Town.

Two other notable items the Town will be supporting in 2024 are very high-profile events. The first event, is the Annual Johnstown BBQ Days. This event is held each year on the first Saturday in June. BBQ Days has historically been organized and carried out by a dedicated volunteer committee,

ensuring excellent execution, and providing activities for the whole family. In 2023, the Town was asked to meet with representatives from the committee where they asked for the Town to consider taking the lead on this project in the future. We are certainly humbled and excited to have the committee ask us to coordinate this event moving forward. There are high standards for this event, and we intend to continue to celebrate Johnstown and this event by continuing the vision and values the members of the committee both past and present would expect.

A second event the Town is sponsoring financially is the 100-year celebration of the meteorite falling in Johnstown. The event occurred on July 6, 1924, and there will be several events in and around Town recognizing this amazing day. A number of the events will be taking place near the Johnstown Cemetery, where the meteor fell 100 years ago.

We anticipate at the end of 2024 to have a healthy reserve fund balance of just over 1 years reserves for operations.

- Revenues:
 - Total Projected Revenues – \$35,685,710
- Expenditures:
 - Total Expenditures – \$20,296,170
 - Additional Transfers
 - Water Fund Loan– \$50.7 MM
 - Library Mill Levy – \$2,491,362
 - Park & Open Space Fund – \$1,000,000
 - Recreation Center Fund – \$503,000
 - Tax Reimbursement – \$700,000
- Projected FY 2024 Ending Fund Balance – \$14,446,207
- Staffing:
 - Engineering – 5 FTE
 - Human Resources – 1 FTE
 - Finance – 1 FTE
 - Planning – 1 FTE (Shared with Engineering)
 - Public Works – 0.33 FTE
- Capital and Other Notable Projects:
 - Residential Property Tax Rebate
 - Police Department Headquarters Expansion
 - 100 Year Meteorite Celebration
 - Downtown Master Plan & DCI Community Challenge
 - Development Services Property Development (for Planning and Engineering Depts.)
 - Transition/Leading Johnstown BBQ Days Transition
 - Various Vehicle Purchases (10 Total)

Water Fund

The Water Fund is one of three enterprise funds established by 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 Taxpayer’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 or governmental activity funds such as property or sales tax.

Additionally, an enterprise derives its revenue to operate, maintain, and perform capital projects from the service it provides, in this case, the sale of water service to the customer, the Plant Improvement Fees (tap fees), raw water development fees, and other water related revenues.

In 2022, we started major capital projects that are focused on increasing capacity and modernizing our water treatment and distribution systems. One of these major milestone projects was the completion of the new south water tower, which will provide better water pressure, greater fire suppression capacity, more effective distribution of the water throughout the system, and increased overall capacity in the distribution system.

Continuing in 2024, will be our most complex and financially intensive project which started in 2022. This is the design and construction of our Water Treatment Plant (WTP) Expansion. The current WTP has a treatment capacity of 6 million gallons per day (MGD). Since the summer of 2022, the Town, based on its then population and demand, was forced to implement irrigation watering restrictions to curtail water consumption during the peak season demand. To better illustrate this, in 2023, Winter average daily flows from the WTP were at about 1.6 MGD. During the summer, daily flows increased to an average of 5.3 MGD with water restrictions in place and a very wet summer. To accommodate both the current demand for water and the additional growth anticipated, the Town is working to complete design engineering for a new WTP that will increase the capacity of the facility from 6 MGD to 12 MGD. The project will also include additional Granular Activated Carbon (GAC) to address taste and odor issues of the water. Construction is anticipated to begin during Q2 of 2024. Scheduled for completion in or around 2026, a key milestone as part of this project will be the ability to submit our new water to the Tap Water Taste Test Competition for the Mountain Region. Preliminary cost estimates for the WTP are estimated at \$75 - \$80 million.

A new water trunkline from Lone Tree Reservoir to the WTP is also currently in the design. This design should be completed in early 2024. This is a multi-year project, and the next phase of the project will include acquisition of the necessary utility easements. Tentatively we plan to construct the new water trunkline in 2025-2026. This would coincide with the completion of the WTP Expansion. Lone Tree Reservoir serves as our primary water source in partnership with the Consolidated Home Supply Ditch and Reservoir Company. The new trunkline will provide redundancy to the raw water transmission system and allow for additional water capacity to be delivered to the new WTP. The estimated construction cost at this time is \$35 million. Successful completion of both the WTP and water trunkline projects will help secure the Town's water supply for the next 10 – 20 years based on growth projection estimates.

When discussing the upcoming capital requirements, it is critical that we acknowledge revenues and fund sustainability. In 2023, Staff engaged with an outside 3rd party vendor to evaluate water rates in the Community. The scope included a comprehensive analysis that would ensure that revenues from rates would cover operating expenses, repair and replacement capital, debt service, and supplement growth-related capital when needed. Town utility rates have historically lagged to meet the current and future needs of the water fund. In an effort to be more conscious of the costs required in the water utility, Council approved a 5-year rate adjustment plan to meet these needs. The utility increases begin in February 2024, include increases of 30% each year for 2024 - 2026 and 5% in 2027 - 2032 for all customers. Below is a graphical display of our rates compared to other water supply companies in Northern Colorado based on the 2024 adopted rates.

- Projected FY 2024 Ending Fund Balance – \$97,912,186
- Capital and Other Notable Projects:
 - Utility Easement Acquisition for Raw Water Trunk Line Construction
 - Generator at Johnstown Lake
 - Water Treatment Plant Expansion (Construction)
 - Highway 60 Waterline Project to Central WWTP

Sewer Fund

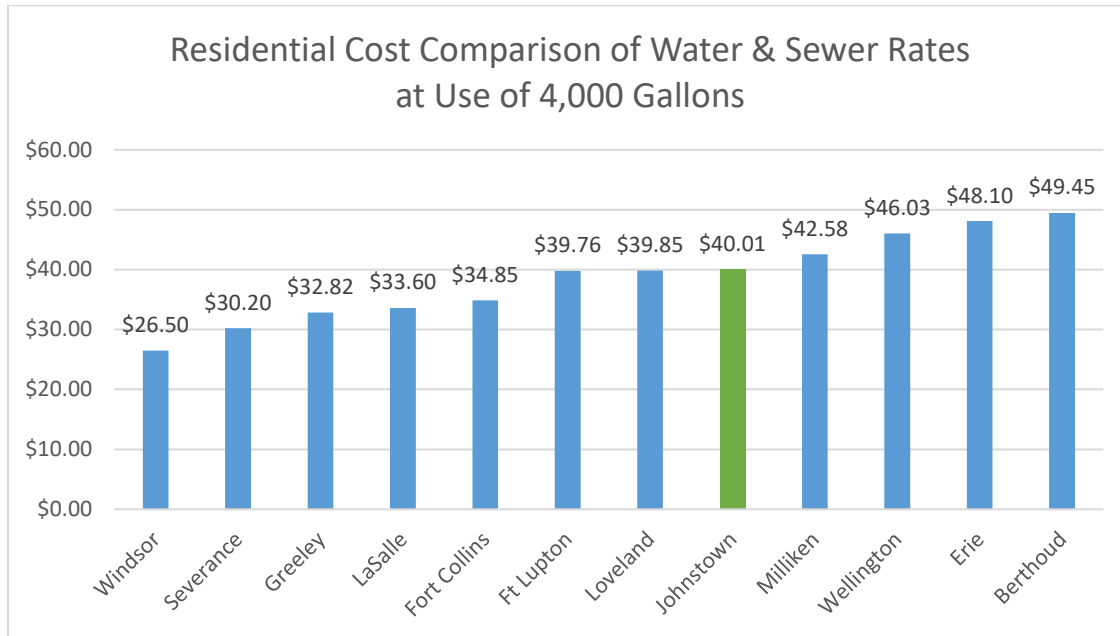
The Sewer Fund is another distinct enterprise fund in the Town and is responsible for the collection and treatment of the Town’s wastewater. The Town operates two wastewater treatment plants and two lift stations in the collection system. The sewer fund, which once had many significant challenges as detailed below is now nearing completion of its current capital projects. The completion of these projects will bring the sewer fund back into compliance with the Colorado Department of Public Health and Environment (CDPHE).

These challenges are based on wastewater treatment violations that had been occurring since 2012. Due to these violations, in 2021, the Town entered into a consent order with the CDPHE. As part of the consent order, the Town was required to make improvements and upgrades to the Town’s two wastewater treatment plants. These improvements will enable the Town to meet the regulatory permit treatment and discharge requirements. In compliance with the consent order, we are working to expand the treatment capacity of the Low Point Wastewater Treatment Plant (WWTP) and replace the Central WWTP. The capital projects for each of these facilities will ensure the Town is able and responsible in meeting permitted discharge requirements and future growth expected in the Community. As part of the WWTP improvements, the Town anticipates substantial completion of Low Point WWTP by January 2024. Construction for the Central WWTP began in August 2023 and is expected to be completed in the 2nd half of 2025.

State demographers expect that in 20 years, Northern Colorado’s population will double. 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 fee, which has been in effect for 3 years now, 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 while not burdening the existing customers with this financial obligation. As part of the interceptor project, Phases I and II of the Central Interceptor have been constructed. The North Interceptor Project was awarded in 2022 and we anticipate this project being completed in 2024. The North Interceptor has a current approved project cost of roughly \$29.5 million.

To afford and implement these critical improvements that serve the current and future residents, the Town acted on three primary initiatives. First, in 2021 the Town issued revenue bonds to address critical infrastructure needs associated with the sanitary sewer collection systems. The debt services from the revenue bonds will be fulfilled from the assessment of the regional sewer fee previously mentioned. Secondly, as part of the 3rd party utility rate study conducted in 2023, fees will be increasing each year in 2024 – 2026 at a rate of 15% respectively. Starting in 2026, they will level off and hold at a rate of \$52.91 until at least 2028. Finally in 2023, the Wastewater Fund accepted a grant from the General Fund in the amount of \$50 million.

Collectively, these elements of structuring our finances to be sustainable will ensure proper maintenance of equipment, capital repair of equipment and treatment systems, and retainage of our employee talent. Below is a graphical display of our rates compared to other water supply companies in Northern Colorado based on the 2024 adopted rates.



The Town Council and Town Staff are committed to addressing the issues and realities of our sanitary sewer system. These projects with defined outcomes, have been progressing from planning, design, and into construction since 2019. A short overview of these and other projects are listed below for FY 2024.

- Revenues:
 - Total Revenues \$8,458,775
- Expenditures:
 - Total Expenditures \$48,533,990
- Projected FY 2024 Ending Fund Balance – \$17,219,921
- Capital and Other Notable Projects:
 - North Interceptor Line (Construction)
 - Central WWTP Expansion (Construction)

Storm Water Fund

The Storm Water Fund is the third and final enterprise fund in the Town and is responsible for the maintenance and capital improvements of the storm water system. The storm water fund is an enterprise fund and receives its revenue primarily from monthly fees on storm water maintenance and impact fees from new development. Fees for the storm water fund on the monthly maintenance fee assessed upon all residents and businesses have not changed since the creation of the storm water fund over 20 years ago. At a point in the very near future, this has to change, because the cost to maintain and upgrade this utility has increased significantly.

During 2023, the Town experienced significant rainfalls during the months of May and June. While most of the Town's drainage system performed adequately, there were isolated areas of deficiencies that were recognized as a result of the storms. As a result, expenditures planned in 2024 will be focused on making capital improvements to some of those areas, as well as focusing on the establishing more effective operations and maintenance programs of the existing storm water system throughout the Town.

One of the major capital projects planned for 2024 associated with the rainfall events will be in the area of Country Acres Subdivision. Engineering teams are currently evaluating the options to best address the current issues. Concurrently, the planning of these improvements will also evaluate the methods in which these improvements can be made with a focus to create a storm water improvement that will also have the ability to better manage this drainage basin.

In 2023, the Town was notified by the State of a storm water master plan grant. The current plan is dated 2001. While this plan likely has elements that can still be meaningful to today, the fact that the Town's landscape and development versus undeveloped areas has changed, merits the need to update the storm water master plan. This project will begin in 2024 and probably run until about Q2 of 2025. The Town is responsible for a 10% share of the costs, and it will likely also include an update to both the storm water monthly fee and impact fees assessed upon new development.

- Revenues:
 - Total Revenues \$1,242,560
 - Includes the storm water master plan grant of \$457,560
- Expenditures:
 - Total Expenditures \$2,415,890
- Projected FY 2024 Ending Fund Balance – \$2,924,065
- Capital and Other Notable Projects:
 - Country Acres Storm Water Project
 - Municipal Storm Sewer Separation System Permit (MS4)
 - Storm Water Master Plan

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 approved a one-half percent (½%) 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. As a result of the support, the pavement maintenance program has consistently been increasing on a year-by-year basis. In 2024, the pavement maintenance program is set at \$2.2 million. We anticipate financial allocations to the street maintenance program to increase in future years as revenues from this one-half percent (½%) sales and use tax increase.

In the 2024 budget, there will be an emphasis on the intersection of Colorado Boulevard and State Highway 60. Currently in design is the intersection of Colorado Boulevard and Highway 60. This construction project will be an interim level to include the realignment of the intersection so that it is no longer off-center to the north, installation of new traffic signals installed at the ultimate build-out of the roadway, possibly improvements to the irrigation system that crosses the intersection, and inclusion of turning or acceleration lanes where applicable. The engineering team will also design to

a 30% level for the ultimate design and construction of this intersection which will be provided to future planned development. The future development will be obligated for the ultimate design and construction improvements to the intersection including additional through lanes, turn lanes and acceleration and deceleration lanes. Providing future development with the conceptual design of the ultimate buildout will enable adjacent development to plan accordingly for right of way dedication and site design layout.

Adjacent to the Colorado Boulevard and Highway 60 intersection are additional improvements planned for Colorado Boulevard. To the north, the Town is partnering with the adjacent property owner to the east to widen Colorado Boulevard. As part of the partnership, the northern section of Colorado Boulevard will be expanded to 4 lanes for acceleration and deceleration roadways. On the south side of Highway 60, the Town is working to analyze the intersection of Roosevelt Way and Colorado Boulevard. Since the introduction of the new high school, traffic has increased substantially. While development agreements obligate the adjacent property owners to make the necessary improvements to the intersection, the Town is working with an engineer to evaluate the alternatives of either a signalized intersection or a roundabout. Based on their study, we will begin coordination with the obligated parties to commence design of this improved intersection. Construction will likely occur in the summer of 2025 when school is out of session to minimize the impacts to school traffic.

The final project planned in 2024 is to bring full-depth road patching in-house. While this is not the traditional milling and overlay of road surfaces for long sections of roadway, this will address utility repair areas of roadways and enhanced maintenance of potholes that will establish longer lasting and more permanent road sections. The general size of these repairs can be up to 12' X 12' in size. This will be an initiative we will pursue in the second half of the year, because this will require both hiring of additional team members and procurement of specialized equipment to perform the work. The equipment will have a lead time on delivery before we can begin with this service. It is important to note, this will not replace our regular Pavement Maintenance Programming (PMP) and roadway overlays.

Below is a detailed overview of the Street & Alleyway Fund programming:

- Revenues:
 - Total Revenues \$7,557,375
- Expenditures:
 - Total Expenditures \$ 11,885,250
- Projected FY 2024 Ending Fund Balance – \$13,881,031
- Staffing:
 - Street Maintenance Crew – 3.66 FTE
- Capital and Other Notable Projects:
 - Property Acquisition for High Plains Boulevard
 - Colorado Boulevard & Highway 60 Projects – Various (Design & Construction)
 - Pavement Maintenance Program (includes striping)
 - Full Depth Pavement Programming Equipment
 - Tandem & Single Axle Snow Plows

Park & Open Space Fund

The Park & Open Space Fund exists for the purposes of operations, maintenance, and development of the Town's park, open space, and trail system. The amenities developed in the Park & Open Space Fund are one of the most important elements that contribute to the overall quality of life and sense of place in the community. The funding to maintain the parks predominantly is provided through franchise fees charged to our enterprise funds or transfers from the general fund. Other revenue sources include a one-eighth percent (1/8%) open space and trails sales tax charged by Larimer County – a portion which is provided to the Town through an Intergovernmental Agreement (IGA), and impact fees assessed upon new residential development in the community. Both of these funding sources must be used for capital-related expenditures.

The Town currently has a Park & Trail Master Plan. While the document is from 2003, it still has fully functioning vision for the placement and development of trails. Furthermore, it's projects should be completed (or at least a large segment of them), prior to engaging on a new master plan. To facilitate completion of projects, the Town will complete the full segment of the Little Thompson River Trail from WCR 19 and Centennial Drive to the west, where it will connect with the existing sidewalk sections. Also, we have an additional allocation of \$1 million for trail development in the community, but which area to target has not been identified.

Recreation planning and construction projects are a key focus of 2024. In late 2022, the Town accepted a donation of approximately 60 acres of vacant land and expects to take ownership of the Letford Elementary School site (about 6 acres) in 2024. Given the opportunity to better program these spaces to meet community needs and desires, we will be issuing a Request for Proposal (RFP) for Park Planning consulting and concept services, that will include community participation. This project was planned in 2023 but was preempted by community requests to evaluate an outdoor pool financial feasibility study. The pool feasibility study project is expected to be completed in Q2 of 2024 with a presentation to be made to Council. Following its completion, we will issue the Master Plan RFP for these two referenced sites and hope to complete this phase of the process by the end of the 2024 calendar year.

In 2023, funds were allocated to acquire land in the Larimer County portion of Johnstown for a regional park. While land has been identified, a purchase agreement has not been completed and we will attempt to secure the purchase in 2024. The funding for this purchase is through the collaborative agreement with Larimer County and sharing of sales tax they assess in Larimer County for Open Space. These open spaces are great opportunities to begin focusing on regional park development and your feedback will be an essential step in this process.

Finally, in 2024, we will make upgrades to the park playground equipment at both Aragon Park and Lake Park. Each park has an allocation of \$350,000. Our intent is to install pour-in-place surfaces that are ADA compliant and replace the old equipment at these facilities. We are excited for these projects to reinvest in our existing parks to ensure the next generation will engage in outdoor activities in the community. Below is a detailed overview of the Park & Open Space Fund programming:

- Revenues:
 - Total Revenues \$2,256,450
- Expenditures:

- Total Expenditures \$3,697,450
- Projected FY 2024 Ending Fund Balance – \$4,559,367
- Staffing:
 - Parks Maintenance: 1.66 FTE’s
- Capital and Other Notable Projects:
 - Little Thompson River Trail Project
 - Open Space/Park Land Acquisition in Larimer County
 - Outdoor Pool Financial Feasibility Study
 - Playground Replacement – Aragon Park & Lake Park (Conservation Trust Fund)
 - Park Planning for Letford and/or Donated Land
 - Tree Voucher Program

Capital Projects Fund

The Capital Projects Fund derives its revenues from one percent (1%) of the use tax collected on building materials and construction materials utilized within the Town. In the past, the fund and its revenue has been utilized for construction of the Library, a Senior/Community Center, the Recreation Center, and recently the aesthetic improvements at the I-25 and Highway 60 construction. The fund has a healthy fund balance and will continue to contribute to improving the Town with new amenities and capital projects in the future.

In 2024, some unique capital projects are financially allocated through this fund. Continuation of the Town’s wayfinding sign system will be programmed in 2024. This project is a result of the Downtown Branding project that initially kicked off in the second half of 2022. This project will further establish Johnstown’s Downtown as a unique destination for activity, events, shopping, and entertainment in Northern Colorado.

Complimenting the wayfinding signage will be an enhancement project of the alley west of Parish Avenue. This project came to fruition as a result of our utility partners needing to make upgrades to their utility systems. Initially, their request was to make improvements on Parish, but the Town worked with the utility companies to come together and make the improvements in the alley instead. Not only will this take the above ground utilities underground and clean up the alley, but this will also allow us to make aesthetic improvements to the alleyway that will make it more walkable and inviting.

- Revenues:
 - Total Revenues \$850,000
- Expenditures:
 - Total Expenditures \$2,988,500
- Projected FY 2024 Ending Fund Balance – \$8,593,806
- Capital and Other Notable Projects:
 - EV Charging Stations (Various Locations)
 - Alley Improvements – West side of Parish Avenue
 - Downtown Physical/Capital Wayfinding and Placemaking Signage

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. Complimenting this is the Town's Strategic Plan, which will be a critical document that helps identify where we are going and help guide the budgetary process in future years. The expected outcomes will include: building 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. Staff has successfully established operations, proposed improvements, and defined objectives that work within these limitations.

Special thanks and recognition of this FY 2024 Budget Book and facilitating the budget process should be given to Finance Director, Devon McCarty. Her work, dedication, preparation, and commitment to making the budget process smooth and reflective of the planned outcomes; culminating in the adoption of the FY 2024 budget, should be both recognized and commended. This effort and this critical document does not go unnoticed by me, and I know the Mayor and Town Council of 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,


Matthew S. LeCerf
Town Manager

JOHNSTOWN AT A GLANCE

JOHNSTOWN AT A GLANCE



Johnstown Downtown Plaza



Johnstown YMCA

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

15.67 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.

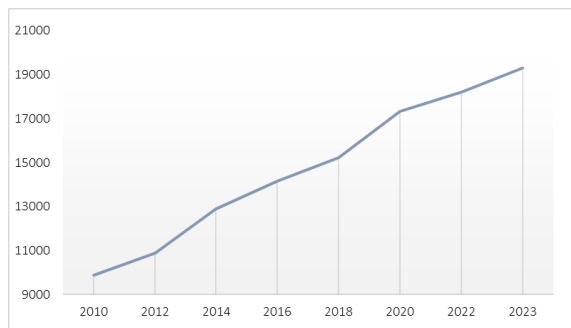
BOND RATING

Standard & Poor's A+

JOHNSTOWN AT A GLANCE

POPULATION

The Town of Johnstown’s population in 2023 is approximately 19,295, making it one of the fastest growing communities in Colorado. The population has increased 11.3% since the 2020 census, which had a recorded population of 17,326.



MEDIAN AGE: 35.1

- Males 34.4
- Female 35.3

POPULATION BY RACE:

- White 82.7%
- Two or More Races 8.0%
- Some Other Race 4.30%
- Asian 3.90%
- American Indian .70%
- Black or African American .40%

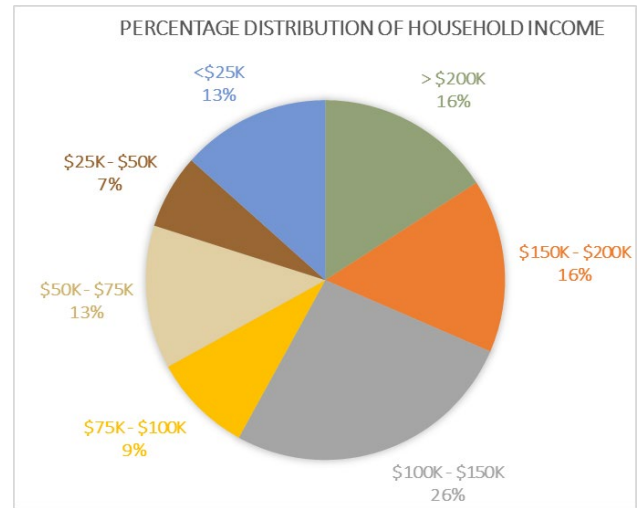
EDUCATIONAL ATTAINMENT

	% of High School Graduate or Higher	% of Bachelors Degree or Higher
2022		
Johnstown	95.3%	37.9%

Source(s): US Census 2022 AC 5-Year Survey

MEDIAN HOUSEHOLD INCOME

The Town of Johnstown’s median household income in 2022 is \$120,395.



Source(s): US Census 2022 AC 5-Year Survey

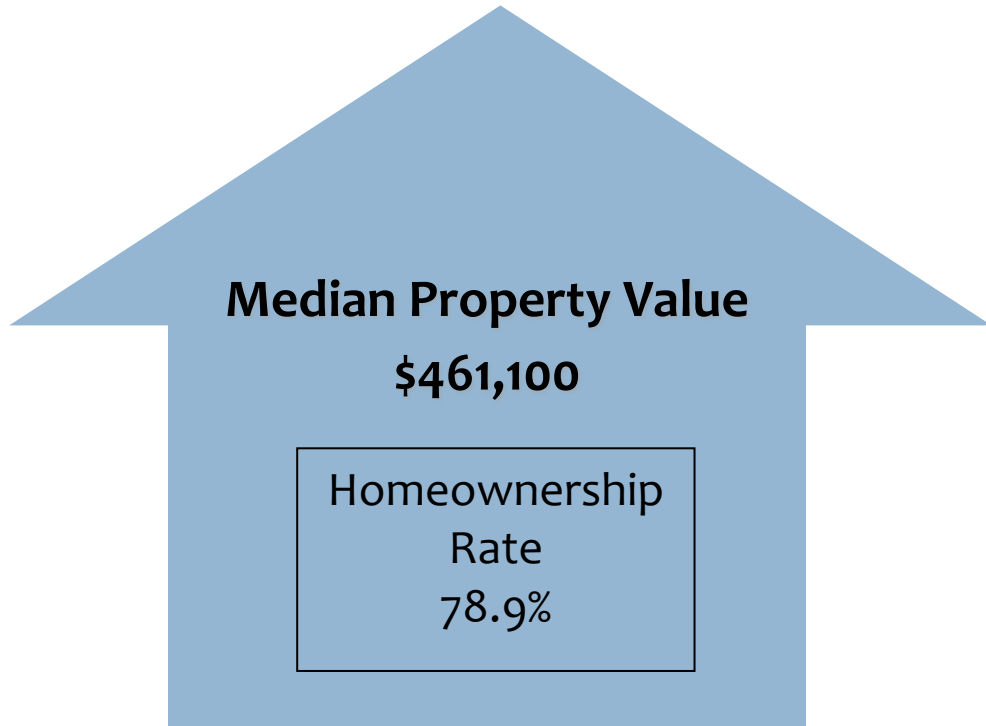
EMPLOYMENT BY AGE

Johnstown’s labor force participation is 73.9%. The employment rate is 71% and the unemployment rate is 3.9%

Age	Labor Force Participation
16-19	63.2
20-24	75.0
25-29	91.3
30-34	93.7
35-44	93.7
45-54	85.3
55-59	94.2
60-64	55.1
65-74	36.8
75+	1.5

Source(s): US Census 2022 AC 5-Year Survey

JOHNSTOWN AT A GLANCE



<u>Type of Residential Property</u>	<u>Approx. Number of Units</u>
Single Family Homes/Townhomes	6,304
Condominium/Apartments	1,113

JOHNSTOWN AT A GLANCE



ECONOMY

As one of the fastest growing communities in Northern Colorado, Johnstown is defining itself as a premier market for development and growth. With over 480 companies and a rapidly growing residential population, it's easy to see why everyone is calling Johnstown home. Johnstown is strategically situated along major corridors such as I-25, Hwy-60, and Hwy-34 which provide key accessibility for major retailers and companies to locate in our community. In addition, our robust workforce, pro-business climate, innovative incentive programs, and competitive land costs define us as the center of trade and services in the region. Whether you explore our thriving Historic Downtown, popular Johnstown Community YMCA, or enjoy spending the day in Johnstown Plaza... the energy you will feel is that of opportunity, growth, and success. Johnstown is located at the intersection of Interstate 25 and Hwy 34, in one of the fastest growing parts of Colorado. We are located within 55 miles of 5 large cities, one international airport, and three local airports. Our location, adjacent to major transportation routes, makes Johnstown a prime location as you are in immediate reach of it all.

MAJOR EMPLOYERS IN THE AREA

Employer	Product/service	No. of employees
Scheels All Sports	Retail	600
Weld County School Dist. R5J	Education	371
Sampson Construction	Construction	325
Northern Co. Long Term Acute Care	Healthcare	310
Blackeagle Energy Services	Construction	250
Canyon Bakehouse	Manufacturing	250
FedEx Ground Packaging System Inc.	Transportation	250
High Country Beverage	Manufacturing	245
Kroger Fulfillment Center	Distribution	225
Swire Coca Cola	Manufacturing	202

JOHNSTOWN AT A GLANCE

EMPLOYMENT BY INDUSTRY

Occupation	% of Workforce
Professional and Business Services	20.2%
Government	17.0%
Trade, Transportation and Utilities	16.7%
Education and Health Services	10.3%
Arts, Entertainment, Recreation and Tourism	10.0%
Construction	8.5%
Manufacturing	8.2%
Other services	5.8%
Agriculture and Mining	3.9%

Source: State of Colorado Demographers Office



TOWN OF JOHNSTOWN MAJOR TAXPAYERS

Taxpayer	Type of Business	2023 Taxable Assessed Value
Kerr McGee Gathering, LLC	Mining	265,597,030
Flowers Bakeries, Inc.	Manufacturing	12,526,899
4200 RR LLC	Distribution	8,649,000
PDC Energy, Inc.	Mining	8,091,840
Extraction Oil & Gas LLC	Mining	5,478,700
Johnstown Heights Behavioral Health LLC	Health Services	5,401,440
Scheels All Sports, Inc	Retail Services	5,301,000
Ronald Reagan Co Partners LLD	Real Estate Services	5,040,075
Graybul Johnstown LLC	Real Estate Services	4,897,700

Source: Larimer and Weld County Assessor's Office

JOHNSTOWN AT A GLANCE

PARKS, RECREATION, COMMUNITY AMENITIES



Johnstown Community YMCA

In 2020, this beautiful recreation center opened. It is an amazing asset for the Town. It contains a fitness center, basketball gym, indoor running track, lap pool, leisure pool with slides and diving boards, splash pad, sauna and steam rooms, multipurpose fields, preschool, community event space with kitchen, and pickleball.



Johnstown Community Center

The Community Center/Senior Center is located in the heart of downtown Historic Johnstown on Charlotte St. The Center has a multipurpose room with attached kitchen and serving counter available for the public to rent for events. There is also a smaller TV room, game room, and partial dining room with kitchenette.



Glenn A. Jones M.D. Memorial Library

A small-town library with big-city amenities, the Glenn A Jones Memorial Library provides residents with access to a large number of printed materials, e-books, databases, and community programs. Newly renovated in 2020, the library features a children's castle nook with space to read and play, several computers for research and gaming, as well as cozy spots to relax with a book.

JOHNSTOWN AT A GLANCE



[Johnstown Historic Parish House & Museum](#)
 Built in 1914 by the founders of Johnstown, the Parish House and Museum sits at 701 Charlotte St. This significant piece of Town history is open to the public and is maintained by the Johnstown Historical Society. The Parish House features a fully restored historic home experience along with exhibits that highlight the history of the community, and other interesting items such as the Johnstown Meteorite.



Parks and Outdoor Recreation

Facility Name	Amenities
Clearview Park	Playground, Picnic Shelter, Benches
Eddie Aragon Park	Playground, Picnic Shelter, Basketball Court, Skate Park, Hockey Rink, Soccer Field
Hays Park	Playground, Tot Lot Equipment, Basketball Court, Volleyball Court, Picnic Shelters
Lake Park	Playgrounds (2), Picnic Shelters (5), Walking Path, Fishing
Parish Park	Playground, Picnic Shelters (2), Volleyball Court
Pioneer Ridge Park	Playground, Picnic Shelters (2)
Rolling Hill Ranch Park	Playground, Picnic Shelters (2), Restrooms
Sunrise Park	Playground, Picnic Shelters (3), Walking Path



JOHNSTOWN AT A GLANCE

PUBLIC SAFETY

Johnstown Police	Total	Johnstown Fire*	Total
Police Stations	1	Fire Districts	2
Police Substations	1	Fire Stations	5*
Sworn Police Personnel	29	Fire Personnel	65
Police Vehicles	33	Fire Trucks	5
		Ambulances	5

*Fire services in the Town are provided by independent Fire Districts. There are a total of 5 stations that serve Johnstown but not all are located within the Town limits.

THINGS TO GET EXCITED ABOUT

Capital Project	Type of Project
Police Department Building Expansion	The expansion will alleviate the pressing demand for additional room for evidence storage.
Johnstown Downtown Economic Study	This will gather input on concerns, priorities, and development in the downtown.
Downtown Branding Study Signage	Installing wayfinding signs featuring new design based on the recent study and public input.
Alleyway Enhancements West of Parish Avenue	The project will modernize utilities with underground installation.
Playground Replacement at Aragon Park	Update and upgrade playground equipment.
Master Plan for Letford Elementary School Property	Evaluate and plan for best use of the newly acquired property.
Trees – new and replacement	Continue adding and replacing trees.
Little Thompson Trail Bridge Construction	Construct the bridge over the Little Thompson River.
Thompson Parkway Roundabout Study	Study the advantage and feasibility of a roundabout at Thompson Parkway.
Highway 60 and Colorado Blvd. Intersection Improvements	Improve the intersection to ease traffic congestion.
Central Wastewater Treatment Plant	Update and upgrade the plant for necessary compliance.
Sewer Interceptor Expansion	Construction of the North Interceptor
Water Treatment Plant Expansion	Begin construction on the water treatment plant expansion

INTRODUCTION

INTRODUCTION

LEGISLATIVE BODY



Mayor Troy Mellon



Mayor Pro Tem Damien Berg



Councilmember Vanessa Dominguez



Councilmember Jesse Molinar, Jr.



Councilmember Dianne Morris



Councilmember Andrew Paranto



Councilmember Chad Young

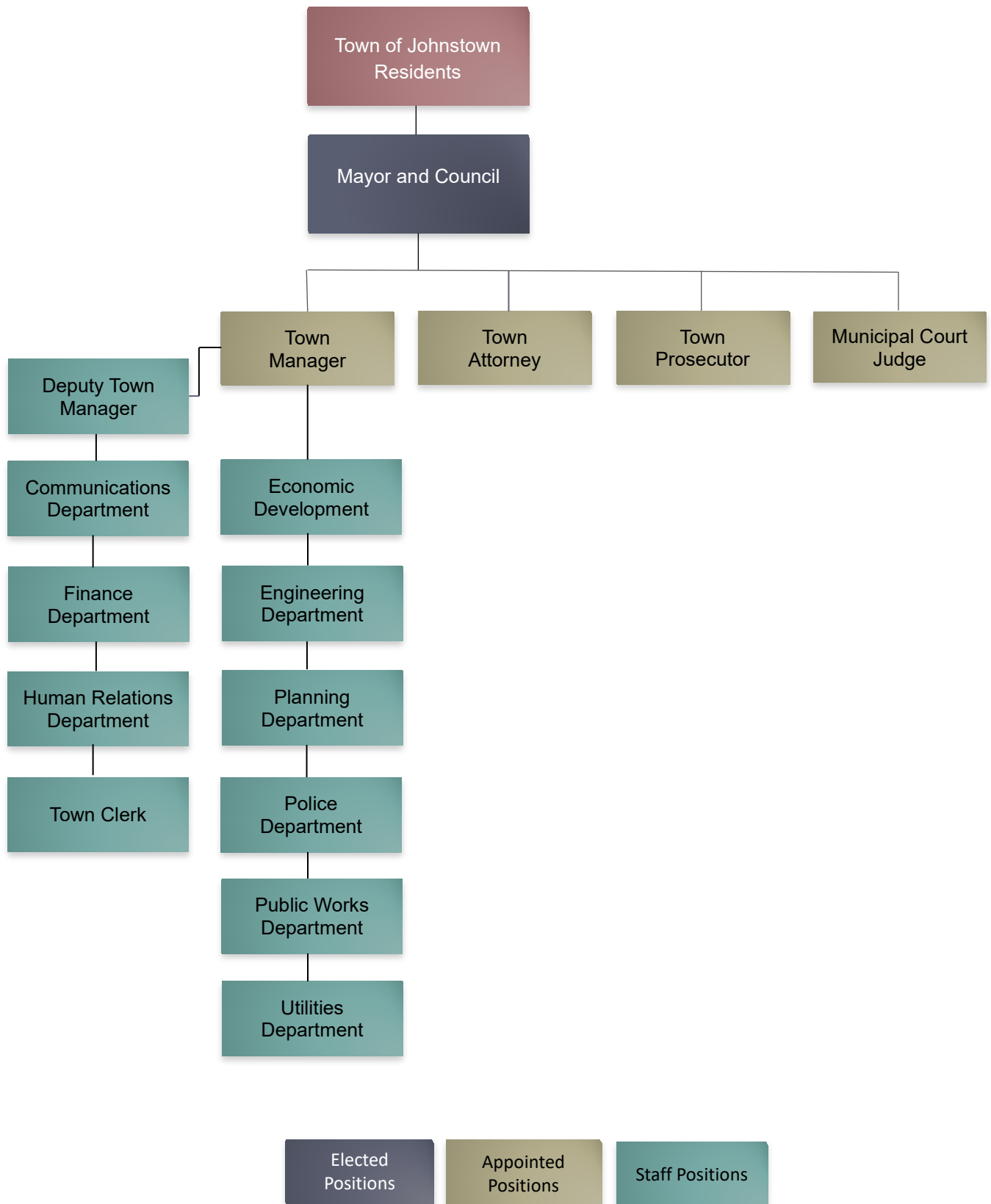
INTRODUCTION

EXECUTIVE STAFF

Matthew LeCerf	Town Manager
Mitzi McCoy	Deputy Town Manager
Sarah Crosthwaite	Economic Development Manager
Jason Elkins	Public Works Director
Jeremy Gleim	Planning Director
Doug Gossett	Engineering Director
Hannah Hill	Town Clerk
Ellen Hilbig	Utilities Director
Meghan Martinez	Communications Manager
Devon McCarty	Finance Director
Brian Phillips	Police Chief
Laura Stephens	Human Resources Director

INTRODUCTION

ORGANIZATIONAL CHART



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
- Tree Board

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 provide 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.

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
- Communication and Engagement
- Support Services
- Water Utility
- Sewer Utility
- Drainage Utility

EMPLOYEES AND BENEFITS

The Town had approximately 89 regular, full-time positions (exempt and non-exempt) for 2023. 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. In 2023, a compensation study was completed. The outcome allowed the Town to ensure compensation is competitive with neighboring communities. 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 on 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. A modified accrual basis is used for all governmental fund operations. Proprietary and fiduciary funds use full accrual basis. Under the modified accrual basis of accounting, revenues are recognized as soon as they are both measurable and available and expenditures are recorded when a liability is incurred except for debt service and compensated absences. The Town considers the revenue and expenditures if collected or incurred within 60 days of the end of the fiscal period. Under the full accrual basis of accounting, revenues are recorded when earned and expenditures are recorded when a liability is incurred without consideration of the timing of related cash flows. The basis of accounting used in the budget is the same as the basis of accounting used in the financial statements.

BUDGET RECOMMENDATION

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

INTRODUCTION

BUDGET DEVELOPMENT PROCESS

Month	Residents	Mayor & Town Council	Town Administration
January		<p>Budget Guidance Town Council holds goal setting sessions to identify priorities and level of service expectations for the upcoming budget year.</p>	
February			
March			
April			
May			
June	<p>Civic Engagement Residents are encouraged to attend community events, including Town Council meetings to discuss how the Town should invest resources and focus to achieve outcomes.</p>		<p>Capital Improvement Plan CIP Plan is updated</p> <p>Town Manager identifies Budget Priorities Town Manager defines priorities based on Council direction</p>
July			<p>Proposed Budget Development Departments prepare proposals and make recommendations based on priority and service level. The Town Manager develops a balanced Proposed Budget within the Town Board guidance</p>
August			
September			<p>Proposed Budget is presented for consideration no later than October 15th.</p> <p>Budget Work Sessions 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.</p>
October	<p>Budget Public Hearing(s) Residents comment on the proposed budget and offer suggestions to the Town.</p>		<p>Budget Response & Refinement Town staff respond to inquiries from Town Council and make modifications as suggested</p>
November			
December		<p>Final Budget Adoption 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.</p>	

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 if 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 the 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.

Regarding 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 ten departments or divisions, consisting of Legislative, Town Manager, Town Clerk, Events, Finance, Building Inspections, Planning, Engineering, 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, 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 to retain 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 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 how 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:

FINANCIAL POLICIES

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

The Town 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

FINANCIAL POLICIES

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

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

FINANCIAL POLICIES

purchase, issuing banks shall meet the credit criteria set forth in the section of this investment policy, “Selection of Banks”.

- *Eligible Banker’s Acceptances* with maturities not exceeding 180 days, issued by FDIC insured state or national banks. Banker’s Acceptances shall be rated at least A-1, or the equivalent at the time of purchase by at least two NRSROs and rated not less by all NRSROs that rate the instrument. If the issuing bank has senior debt outstanding, it must be rated at least AA or the equivalent at the time of purchase by at least two NRSROs and rated not less by all NRSROs that rate the bank. The aggregate investment in banker’s acceptances, commercial paper, and corporate debt shall not exceed 50% 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 in 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 creates a liability for the Town.
- Developing the financial resources to pay for expected and unexpected losses.
- Monitoring the exposure in all Town programs and services that may involve the Town in future liabilities.

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.

TOWN FUND TYPES

GOVERNMENTAL

- General Fund
- Special Revenue Funds

PROPRIETARY

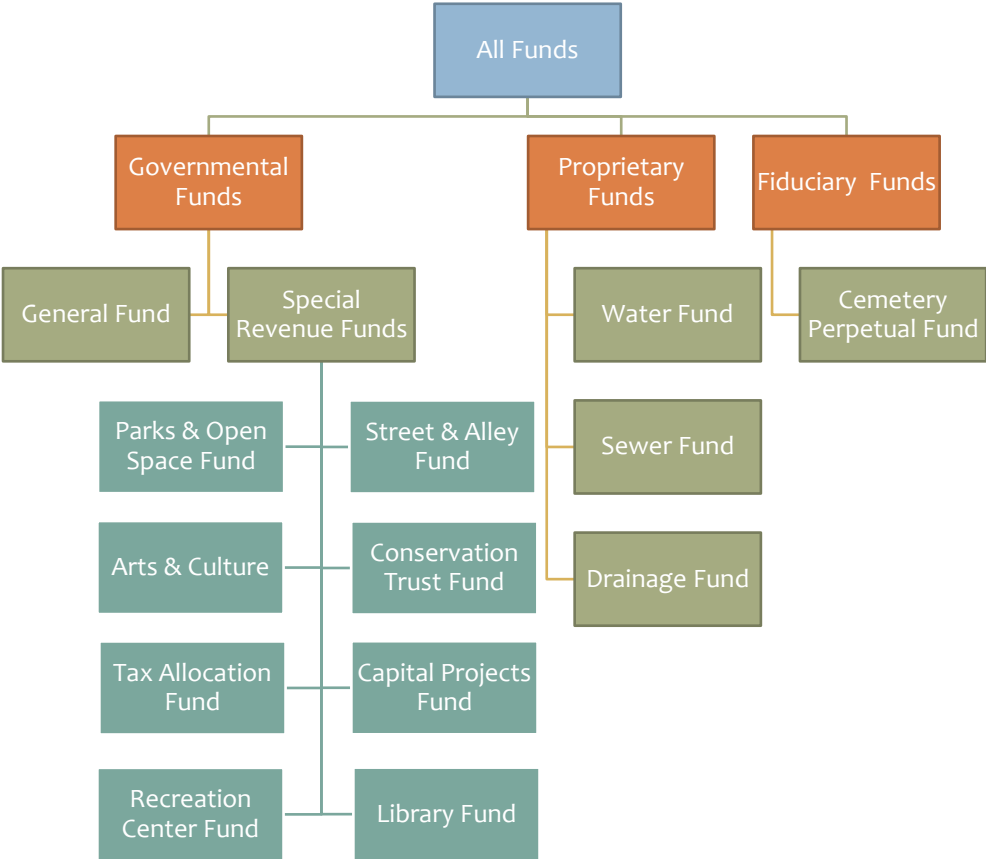
- Enterprise Funds
- Internal Service Funds

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	Engineering	Public Works & Buildings	Police	Utilities
<u>Governmental Funds</u>									
General Fund	✓	✓	✓	✓	✓	✓	✓	✓	
<u>Special Revenue Funds</u>									
Conservation Trust Fund									
Arts and Culture Fund		✓							
Park and Open Space Fund		✓				✓	✓		
Street and Alley Fund		✓		✓		✓	✓		
Capital Projects Fund						✓	✓		
Tax Allocation Fund									
Library Fund									
Recreation Center Fund									
<u>Proprietary Funds</u>									
Water Fund		✓		✓		✓			✓
Sewer Fund		✓		✓		✓			✓
Drainage Fund		✓		✓		✓	✓		✓
<u>Fiduciary Fund</u>									
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.

ARTS & CULTURE FUND

This fund was established in 2023 to account for acquiring, exhibiting, and maintaining public art; art exhibitions; art education; history and cultural heritage; design, architecture

BUDGET OVERVIEW

and landscape; cultural events, projects, and programs in the community. The revenues in this fund are derived from the Library and Cultural Facilities Development Fees.

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.

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 6,698 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 2024 Adopted 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 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.
2024 BUDGET - ALL FUNDS							
BEGINNING BALANCE:	54,413,633	34,865,081	10,732,306	71,046,109	187,098	171,244,226	
REVENUES:							
CHARGES FOR SERVICES	12,500	1,026,600	-	10,275,000	12,560	11,326,660	8.10%
FINES AND FORFEITURES	215,000	-	-	-	-	215,000	0.15%
PROPERTY TAXES	18,002,410	-	-	-	-	18,002,410	12.88%
SALES TAXES	13,500,000	4,050,000	900,000	-	-	18,450,000	13.20%
LICENSES AND PERMITS	1,718,000	2,339,175	-	8,548,633	-	12,605,808	9.02%
MISCELLANEOUS	1,967,800	669,500	-	73,397,560	3,600	76,038,460	54.40%
OTHER TAXES	270,000	1,080,000	-	-	-	1,350,000	0.97%
GRANTS	-	1,792,842	-	-	-	1,792,842	1.28%
TOTAL REVENUES	35,685,710	10,958,117	900,000	92,221,193	16,160	139,781,180	100.00%
OTHER SOURCES/USES:							
TRANSFERS IN	37,395	5,033,942	-	50,700,000	-	55,771,337	
TRANSFERS OUT	55,394,362	186,975	50,000	140,000	-	55,771,337	
TOTAL OTHER SOURCES/USES	(55,356,967)	4,846,967	(50,000)	50,560,000	-	-	
EXPENDITURES:							
PERSONNEL SERVICES	9,311,420	2,717,400	-	2,805,500	-	14,834,320	10.72%
CONTRACT SERVICES	2,618,140	6,028,250	9,500	3,484,690	-	12,140,580	8.77%
COMMODITY	919,150	721,450	-	2,131,950	-	3,772,550	2.73%
OTHER CHARGES	1,076,460	1,070,100	-	2,542,940	-	4,689,500	3.39%
CAPITAL OUTLAY	2,371,000	6,875,000	2,979,000	82,038,400	-	94,263,400	68.11%
IMPACT OUTLAY	4,000,000	1,935,000	-	-	-	5,935,000	4.29%
DEBT SERVICE	-	-	-	2,767,650	-	2,767,650	2.00%
TOTAL EXPENDITURES	20,296,170	19,347,200	2,988,500	95,771,130	-	138,403,000	100.00%
ENDING BALANCE:	14,446,207	31,322,964	8,593,806	118,056,171	203,258	172,622,406	

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.

General Fund	Anticipated FY 2024 Beginning Balance	Anticipated FY 2024 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	54,413,633	14,446,207	(39,967,426)	-73.5%

Discussion:

The anticipated General Fund ending fund balance decrease is primarily due to a loan to the Water Fund (\$50,700,000). Operational costs have increased in 2024, but that increased outflow of funds has been counterbalanced with increased revenues from sales taxes, property taxes, and other permits and fees. Despite the decrease in fund balance, this fund is financially healthy and has maintained more than the 150 days minimum reserves set by the Town Council.

Conservation Trust Fund	Anticipated FY 2024 Beginning Balance	Anticipated FY 2024 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	247,112	1,112	(246,000)	-99.6%

Discussion:

This fund's revenues are lottery funds from the State. The fund is restricted in both revenues and qualified expenditures. This fund typically only has projects budgeted every other year in an effort to afford more substantial projects. In 2024, playground replacement, pour in place surface for the playground, and other improvements are planned for Lake Park.

Arts and Culture Fund	Anticipated FY 2024 Beginning Balance	Anticipated FY 2024 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	17,522	167,102	149,580	853.7%

Discussion:

The Fund was established in late 2023. There are no expenditures planned for 2024 as the fund balance builds to plan for meaningful future projects.

Parks and Open Space Fund	Anticipated FY 2024 Beginning Balance	Anticipated FY 2024 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	6,000,367	4,559,367	(1,441,000)	-24.0%

Discussion:

The fund balance decrease in this fund is associated with large capital outlays in 2024. Budgeted outlays include: \$1,000,000 budgeted for trail development, \$200,000 Master Plan, \$300,000 for a pedestrian bridge over the Little Thompson, \$85,000 for equipment including a truck, small loader, and flatbed trailer.

BUDGET OVERVIEW

Street & Alley Fund	Anticipated FY 2024 Beginning Balance	Anticipated FY 2024 Ending Balance	Increase (Decrease)	Percent Change
---------------------	---------------------------------------------	------------------------------------------	------------------------	-------------------

Fund Balance Available for Appropriation	18,208,907	13,881,031	(4,327,876)	-23.8%
------------------------------------------	------------	------------	-------------	--------

Discussion:

The decrease in fund balance in this fund is due to a budgeted \$2,000,000 expansion to part of Colorado Boulevard north of SH60, \$2,500,000 to improve the intersection at SH60 and Colorado Boulevard, \$750,000 for design of High Plains Boulevard to Highway 34, \$100,000 downtown alley overlay, and \$200,000 for the Thompson Parkway Roundabout Study. There is also \$834,000 in equipment budgeted for street maintenance and repair including a milling attachment, breaker attachment, skid steer, and a tandem snow plow.

Capital Projects Fund	Anticipated FY 2024 Beginning Balance	Anticipated FY 2024 Ending Balance	Increase (Decrease)	Percent Change
-----------------------	---------------------------------------------	------------------------------------------	------------------------	-------------------

Fund Balance Available for Appropriation	10,732,306	8,593,806	(2,138,500)	-19.9%
------------------------------------------	------------	-----------	-------------	--------

Discussion:

The decrease in fund balance in this fund is due to a budgeted \$1,229,000 expenditure the Downtown branding and signage. \$50,000 is also budgeted for EV charging stations. There is also \$1,700,000 for the alleyway project west of Parish Ave. 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 on building permits.

Water Fund	Anticipated FY 2024 Beginning Balance	Anticipated FY 2024 Ending Balance	Increase (Decrease)	Percent Change
------------	---------------------------------------------	------------------------------------------	------------------------	-------------------

Fund Balance Available for Appropriation	9,653,578	97,912,186	88,258,608	914.3%
------------------------------------------	-----------	------------	------------	--------

Discussion:

In 2024, this fund anticipates and budgeted for substantial bond revenues (\$72,000,000). Capital expenditures for this fund include \$30,000,000 in 2024 for the construction on the new \$80,000,000 water treatment plant, \$5,000,000 SH60 waterline, \$1,200,000 for land acquisition for the raw water project, \$500,000 for development oversizing, \$200,000 PRV vault, and \$112,500 in vehicles.

Sewer Fund	Anticipated FY 2024 Beginning Balance	Anticipated FY 2024 Ending Balance	Increase (Decrease)	Percent Change
------------	---------------------------------------------	------------------------------------------	------------------------	-------------------

Fund Balance Available for Appropriation	57,295,136	17,219,921	(40,075,215)	-69.9%
------------------------------------------	------------	------------	--------------	--------

Discussion:

Major outlays in the 2024 budget include: \$2,000,000 for the Low Point WWTP, \$26,500,000 Central construction, \$13,000,000 North Interceptor, \$40,000 forklift, and \$157,500 in vehicles.

Drainage Fund	Anticipated FY 2024 Beginning Balance	Anticipated FY 2024 Ending Balance	Increase (Decrease)	Percent Change
---------------	---------------------------------------------	------------------------------------------	------------------------	-------------------

Fund Balance Available for Appropriation	4,097,395	2,924,065	(1,173,330)	-28.6%
------------------------------------------	-----------	-----------	-------------	--------

Discussion:

The decrease in fund balance in this fund is associated with capital expenditures and associated depreciation. The 2024 budget includes expenditures of \$508,400 for a Stormwater Master Plan and \$530,000 for Country Acres drainage improvements.

Library Fund	Anticipated FY 2024 Beginning Balance	Anticipated FY 2024 Ending Balance	Increase (Decrease)	Percent Change
--------------	---------------------------------------------	------------------------------------------	------------------------	-------------------

Fund Balance Available for Appropriation	10,349,738	12,672,917	2,323,179	22.4%
------------------------------------------	------------	------------	-----------	-------

Discussion:

The increase in fund balance in this fund can be attributed to a decrease in capital spending in the 2024 budget.

BUDGET OVERVIEW

SUMMARY OF CAPITAL EXPENDITURES

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

General Fund

Project Description	Capital Expenditure Amount	Recurring?
Police Station expansion	\$4,000,000	No

Discussion:

The police department is out of space in the current building. The expansion will also address the need for additional room for evidence storage. The long-term financial impact will be maintenance related.

Engineering Department remodel

\$500,000

No

Discussion:

The Town added the Engineering Department in 2024. The amount budgeted is to create space to accommodate the department.

Conservation Trust

Project Description	Capital Expenditure Amount	Recurring?
Lake Park improvements	\$350,000	No

Discussion:

This project brings improvements to the playground at Lake Park. It will also include a pour in place surfacing. Maintenance expenses are not expected to increase.

Parks and Open Space Fund

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

Discussion:

The funds for this are designated for trail development.

Aragon Park

\$350,000

No

Discussion:

This project brings improvements to the playground at Aragon Park. It will also include a pour in place surfacing. Maintenance expenses are not expected to increase.

Little Thompson River bridge

\$300,000

No

Discussion:

The pedestrian bridge is slated to cross the Little Thompson River and connect to a recently installed trail. This will allow pedestrians to safely cross the river without having to cross on the narrow roadway. The long-term financial impact will be maintenance related.

BUDGET OVERVIEW

Street & Alley Fund

Project Description	Capital Expenditure Amount	Recurring?
Colorado Boulevard - North of State Highway 60	\$2,000,000	No
<u>Discussion:</u> This project expands Colorado Boulevard north of Highway 60. The Town is working with adjacent development to widen a portion of the roadway as other sections of the road are completed to minimize impact for drivers and taxpayers. The long-term financial impact will be maintenance related.		
Colorado Boulevard and State Highway 60 intersection	\$2,500,000	No
<u>Discussion:</u> This project will expand and improve the existing intersection. With additional houses and the newly-opened high school, the construction improvements will ease traffic congestion and improve safety. The long-term financial impact will be maintenance related.		
High Plains Boulevard and State Highway 34	\$750,000	No
<u>Discussion:</u> A design will evaluate what is needed for smooth traffic flow to optimally connect High Plains Boulevard and SH 34.		
Tandem snow plow	\$275,000	No
<u>Discussion:</u> The Town is adding tandem snow plow. The equipment budgeted is to retrofit the truck with all of the necessary components. The long-term financial impact will be maintenance related.		
Single axle snow plow	\$280,000	No
<u>Discussion:</u> This snow plow will add to the snow removal fleet. The long-term financial impact will be maintenance related.		

Capital Projects Fund

Project Description	Capital Expenditure Amount	Recurring?
Alleyway project west of Parish Ave.	\$1,700,000	No
<u>Discussion:</u> This project consists undergrounding and updating utilities. The long-term financial impact will be maintenance related.		
Downtown Wayfinding signs	\$1,229,000	No
<u>Discussion:</u> This project is to fund signs for the Downtown Branding and Wayfinding plan. The financial impact to the Town on a long-term basis will be maintenance related.		

Drainage Fund

Project Description	Capital Expenditure Amount	Recurring?
Stormwater master plan	\$508,400	No
<u>Discussion:</u> This project is to update the current stormwater master plan. A \$457,000 grant is awarded for the study. The long term financial impact is reduced maintenance costs.		
Country Acres drainage improvements	\$530,000	No
<u>Discussion:</u> This project is the construction 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 costs.		

BUDGET OVERVIEW

Water Fund

Project Description	Capital	
	Expenditure Amount	Recurring?
Raw water line	\$1,200,000	No
<u>Discussion:</u> This is a capital expense to design the raw water project and acquire the land. The line will deliver water from Lone Tree reservoir to Johnstown Reservoir. The long-term financial impact will be maintenance related.		
Water plant expansion	\$30,000,000	No
<u>Discussion:</u> This project is to begin construction of the water plant expansion project, which, when completed, will allow the Town to better meet peak flow requirements. The financial impact to the Town on a long-term basis will be maintenance related.		
Central waterline	\$5,000,000	No
<u>Discussion:</u> This project will provide a waterline to the Central waste water treatment plant. The long-term financial impact will be maintenance related.		
Highway 60 waterline oversizing	\$500,000	No
<u>Discussion:</u> This project is the construction phase of replacing and oversizing a section of the water line along Highway 60. The long-term financial impact is reduced maintenance costs.		

Sewer Fund

Project Description	Capital	
	Expenditure Amount	Recurring?
Low Point WWTP construction	\$2,000,000	No
<u>Discussion:</u> This project is the construction and expansion of the Low Point Wastewater Treatment Plant. This project will increase capacity substantially to provide for today and for the future. The long-term financial impact will be maintenance related.		
North Interceptor - Ph. 1	\$12,800,000	No
<u>Discussion:</u> This project consists of the installation of a lift station and+ sewer interceptor. This infrastructure expansion will allow for continued growth and development in the area. The long-term financial impact will be maintenance related.		
Central Wastewater Treatment Plant construction	\$26,500,000	No
<u>Discussion:</u> The current sewer plant and infrastructure is nearing capacity. This project consists of the construction for a new upgraded plant that can accommodate future growth and environmental requirements. The long-term financial impact will be maintenance related.		

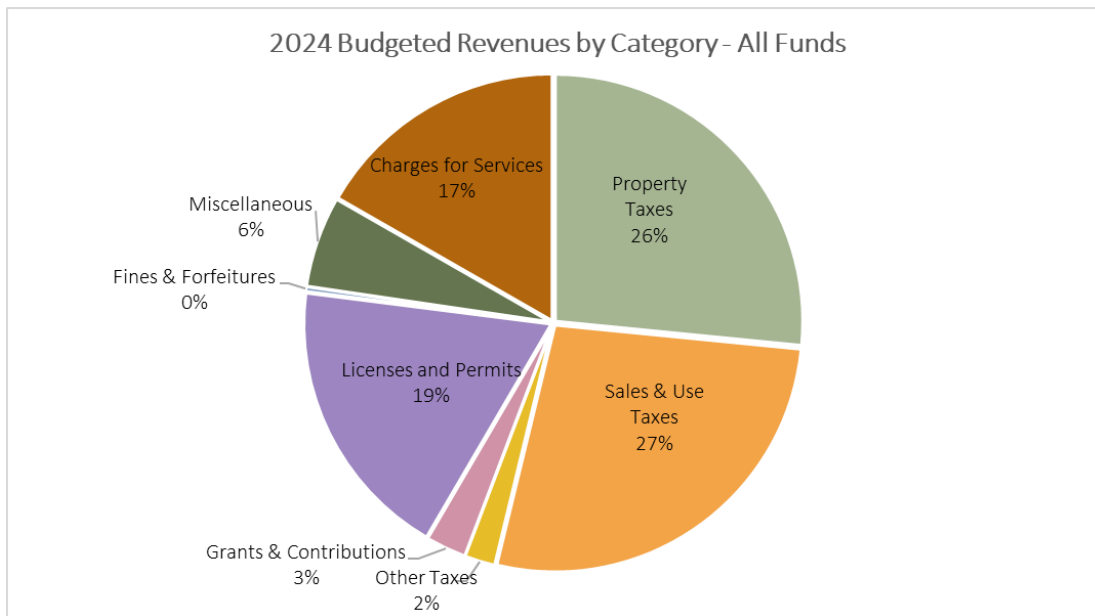
BUDGET OVERVIEW - REVENUES

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 2019 to 2023 that were used in forecasting:

Year	2019	2020	2021	2022	2023
Consumer Price Index (CPI)	1.924%	1.951%	3.541%	8.011%	5.215%

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

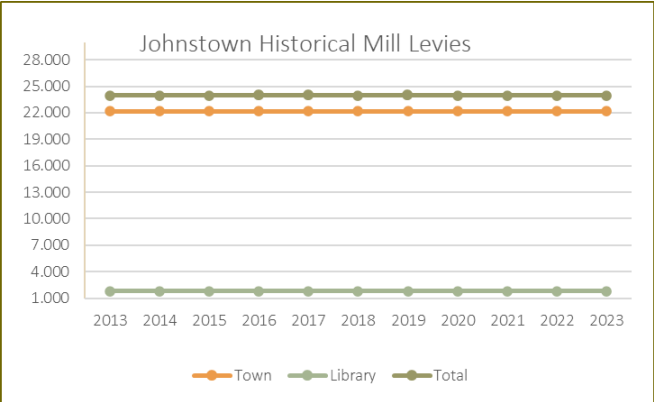


The following are descriptions of the Town’s revenue resources, associated forecasting assumptions, and revenue trends.

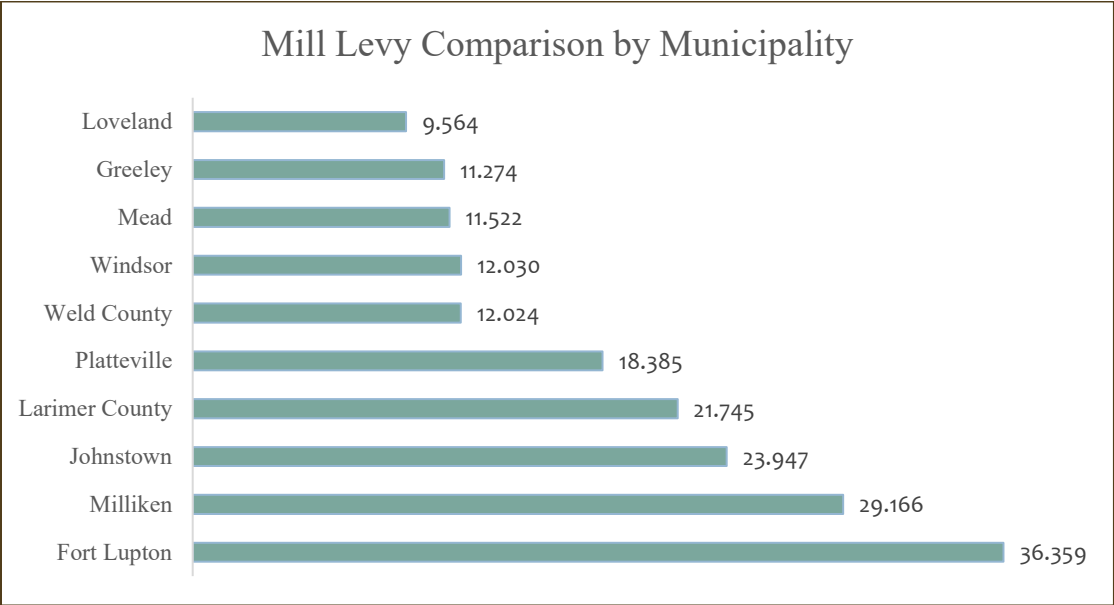
BUDGET OVERVIEW - REVENUES

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 the property taxes and remits collections to the Town on a monthly basis after deducting a one percent (1% Weld County and 2% Larimer County) collection fee.



The mill levy rate for Johnstown in 2023 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	2022 Budget Taxes Levied	2023 Budget Taxes Levied	2024 Budget Taxes Levied	% Change 2023 to 2024
Vacant Land	240,130	287,348	616,768	114.64%
Residential	3,880,316	3,894,597	4,845,624	24.42%
Commercial	2,830,823	2,925,029	3,856,925	31.86%
Industrial	589,017	607,809	616,023	1.35%
Agricultural	27,636	30,702	27,025	-11.98%
Oil & Gas	502,650	1,050,873	7,503,662	614.04%
State Assessed	186,016	241,368	181,785	-24.69%
State Backfill	0	0	8,715	0.00%
Total Revenue	8,256,589	9,037,725	17,656,527	95.36%

The changes in property tax revenues can vary substantially by category. 2023 was a reassessment year and reflected the dramatic increase in property values. One of the most volatile categories is Oil & Gas because the valuation depends on well production, which is calculated annually. Oil & Gas had substantial increases in valuation in 2023. As property taxes are collected in arrears, the increased 2023 valuations impact the 2024 budget. In contrast to the substantial increase in Oil and Gas, most other categories experienced at least a modest increase in valuation. 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. 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, and 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 2024 budgeted figures on 175 new single-family homes and 250 multi-family 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 tobacco products at the rate of 50% of the manufacturer's list price for non-modified risk products, 35% for tobacco products that are modified risk, and there is a minimum tax for moist snuff of \$1.48 per 1.2 ounce can. As of July 1, 2024, the rates change to 56%, 38%, and 1.84 respectively. 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. 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.

BUDGET OVERVIEW - REVENUES

FRANCHISE CHARGES

The Town maintains two specific franchise charges, Cable Television Franchise Charge and Gas/Electric Franchise Charges.

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

Gas/Electric Franchise 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.

BUDGET OVERVIEW - REVENUES

CHARGES FOR SERVICES

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

UTILITY CHARGES

Utility charges are user-based fees that are charged for the participation with the Town's utility services. Those services include water, 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 2024 budget includes 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 30%. The usage tiers have increased with conservation incentives to reward customers who use less water.

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 2024 budget includes an increase of 15% in the sewer base rates for all customer classes.

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. No rate increases were included in the 2024 budget.

IMPACT FEES

Impact Fees are charged as a part of the building permit process and allow the Town to take into consideration the effect 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 175 new single-family homes and 250 multi-family homes in the community in 2024.

BUDGET OVERVIEW - REVENUES

OTHER REVENUES

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

GRANTS

Revenue from grant programs will be recorded here. The Town makes an effort to secure grant funding whenever possible. Grants that the Town has received in the past include law enforcement grants such as leaf and dui grants. 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 percentage 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

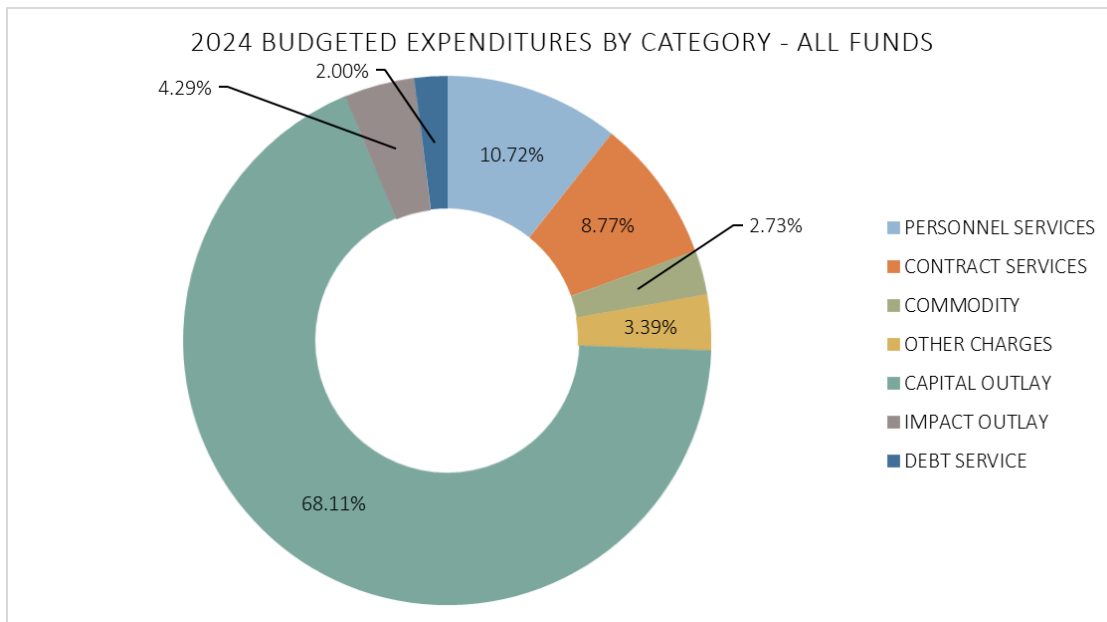
Motor Vehicle Registration Fees are state imposed on the registration of a vehicle. Fees are primarily based on the weight of the vehicle (as published by the manufacturer) and the age of the vehicle. In addition to the base fees, there are numerous add-on fees that are imposed. The revenue received 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 2024 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.

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,

BUDGET OVERVIEW - EXPENDITURES

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, 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 forklifts, 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 - EXPENDITURES

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, 2023, the Town has no general obligation debt outstanding.

STRATEGIC PLAN

STRATEGIC PLAN

In late 2022, Johnstown Staff began the strategic planning process using the Town’s Mission, Vision, and Guiding Principles as the foundation. The process included Council guidance, community feedback, and a dedication from everyone involved to adopt the Strategic Plan in late 2023. Below are the Pillars of the Johnstown Strategic Plan.



Organizational Excellence & Public Trust



Safe & Welcoming Community



Healthy & Resilient Economy



Natural & Built Environment



Quality Infrastructure & Facilities

STRATEGIC PLAN

Each strategic pillar lists the goals that are to be achieved. Within each goal are specific strategies on what action needs to be taken. The strategies are also presented in a timeline of short-term, mid-term, and long-term ranges. The timeline also indicates that some of the strategies may fall under more than one pillar.

Since the adoption of the strategic plan late in the year, staff have been working on the next steps which include specific tasks and meaningful metrics. 2024 will bring progress and accomplishments live in an online dashboard. The 2024 budget includes department goals that both align with the established mission, vision, and guiding principles as well as the newly adopted strategic plan.

See the appendix for the complete strategic plan.



LONG RANGE PLAN

LONG RANGE PLAN

The Town of Johnstown has completed a ten-year financial forecast 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. 2024 includes a surge in property tax revenues from Oil and Gas. Future revenues do not include one-time occurrences.
- 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: 2026, 2028, and 2029. Additionally, one full-time planner was added in 2028, a full-time accountant and deputy clerk were added in 2026.

ANALYSIS

The projections as presented, depicts stable revenues in the foreseeable future and expenditures increasing consistently each year. In 2024, the existing fund balance will be utilized to balance the budget as a consequence of unusually large interfund transfers. The community survey illustrated the desire for more parks and trails as well as street improvements. Transfers have been projected to anticipate additional funds needed for those projects. There is also a transfer in 2033 for a new police station. In the 2024 budget, the Council's objective of maintaining a minimum of 150 days of operating costs in reserves is being met. This long-term projection helps to show the potential resources that may be available and identify areas where additional resources are likely needed if the local residential growth trends remain the same as they have been in the recent past.

LONG RANGE PLAN

General Fund	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
Beginning Fund Balance*	54,413,633	14,446,207	16,715,202	20,135,789	22,281,735
Revenues:					
Taxes & Fees	32,347,410	25,380,609	25,931,190	26,551,312	27,188,851
Licenses & Permits	2,193,300	2,250,202	2,294,677	2,340,022	2,385,535
Fines & Forfeitures	215,000	222,739	219,688	222,887	223,194
Earnings on Investment	500,000	510,000	520,200	530,604	541,216
Miscellaneous Revenue	410,000	424,500	454,265	510,068	534,791
Grants & Contributions	20,000	27,369	17,776	63,348	52,603
<i>Transfers In</i>	0	0	0	0	0
Total Operating Revenues	35,685,710	28,815,418	29,437,796	30,218,241	30,926,190
Operating Expenditures:					
Legislative	925,100	962,104	1,000,588	1,040,612	1,082,236
Town Manager	2,293,485	2,385,224	2,480,633	2,579,859	2,787,053
Town Clerk	542,300	563,992	678,552	705,694	733,921
Finance	711,120	739,565	864,147	898,713	934,662
Planning	696,050	723,892	752,848	782,962	918,280
Building Inspections	403,400	419,536	436,317	453,770	471,921
Engineering	1,193,495	1,241,235	1,290,884	1,342,520	1,396,220
Police	5,770,820	6,001,653	6,341,719	6,595,388	6,959,203
Public Works & Buildings	1,039,400	1,080,976	1,124,215	1,169,184	1,215,951
Reimbursement	350,000	364,000	378,560	393,702	409,450
<i>Transfers Out</i>	55,356,967	10,571,246	9,294,096	10,775,859	7,266,894
Total Operating Expenditures	69,282,137	25,053,422	24,642,559	26,738,262	24,175,792
Net Operating Revenues (Loss)	(33,596,427)	3,761,996	4,795,237	3,479,979	6,750,398
Capital Expenditures:					
Legislative	1,000,000	0	0	0	0
Town Manager	106,000	720,000	552,000	520,000	520,000
Town Clerk	0	0	0	0	0
Finance	0	0	0	0	150,000
Planning	0	80,000	60,000	50,000	0
Building Inspections	0	0	0	0	0
Engineering	120,000	0	0	0	0
Police	4,495,000	693,000	727,650	764,033	802,234
Public Works & Buildings	650,000	0	35,000	0	0
Total Capital Expenditures	6,371,000	1,493,000	1,374,650	1,334,033	1,472,234
Net Change in Fund Balance	(39,967,427)	2,268,996	3,420,587	2,145,946	5,278,164
Ending Fund Balance	14,446,207	16,715,202	20,135,789	22,281,735	27,559,899

LONG RANGE PLAN

General Fund	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected
Beginning Fund Balance*	27,559,899	32,438,656	37,589,121	42,582,239	47,224,378
<u>Revenues:</u>					
Taxes & Fees	27,838,359	28,498,393	29,169,630	29,850,528	30,533,536
Licenses & Permits	2,432,839	2,480,333	2,529,179	2,578,149	2,627,937
Fines & Forfeitures	225,299	233,001	235,604	242,476	238,477
Earnings on Investment	552,040	563,081	574,343	585,830	597,546
Miscellaneous Revenue	561,988	588,298	614,763	642,060	669,449
Grants & Contributions	35,401	10,079	49,712	27,102	35,799
<i>Transfers In</i>	0	0	0	0	0
Total Operating Revenues	31,645,927	32,373,185	33,173,231	33,926,144	34,702,745
<u>Operating Expenditures:</u>					
Legislative	1,125,526	1,170,547	1,217,368	1,266,063	1,316,706
Town Manager	2,898,535	3,014,477	3,135,056	3,260,458	3,390,876
Town Clerk	763,278	793,809	825,562	858,584	892,928
Finance	972,048	1,010,930	1,051,367	1,093,422	1,137,159
Planning	955,011	993,212	1,032,940	1,074,258	1,117,228
Building Inspections	490,798	510,430	530,847	552,081	574,164
Engineering	1,452,069	1,510,152	1,570,558	1,633,380	1,698,716
Police	7,345,571	7,639,394	7,944,970	8,262,769	8,593,279
Public Works & Buildings	1,264,589	1,315,173	1,367,779	1,422,491	1,479,390
Reimbursement	425,829	442,862	460,576	478,999	498,159
<i>Transfers Out</i>	7,517,569	7,778,272	8,049,403	8,331,379	28,624,634
Total Operating Expenditures	25,210,824	26,179,257	27,186,427	28,233,884	49,323,240
Net Operating Revenues (Loss)	6,435,103	6,193,929	5,986,804	5,692,260	(14,620,495)
<u>Capital Expenditures:</u>					
Legislative	0	0	0	0	0
Town Manager	575,000	59,000	65,000	55,000	99,000
Town Clerk	0	0	0	0	0
Finance	0	0	0	0	0
Planning	0	100,000	0	80,000	0
Building Inspections	0	0	0	0	0
Engineering	104,000	0	0	0	0
Police	842,346	884,463	928,686	875,121	1,014,126
Public Works & Buildings	35,000	0	0	40,000	0
Total Capital Expenditures	1,556,346	1,043,463	993,686	1,050,121	1,113,126
Net Change in Fund Balance	4,878,757	5,150,466	4,993,118	4,642,139	(15,733,621)
Ending Fund Balance	32,438,656	37,589,121	42,582,239	47,224,378	31,490,757

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 2024 Budget includes revenues of \$35,685,710, transfers out of \$55,356,967 and \$20,296,170 in expenditures. The most notable increase in revenues is the property tax revenues as a result of increased property value assessments. While an increase has been projected in sales tax revenues, the projected revenues are still conservative. The transfers to other funds include a \$50,700,000 loan to the Water Fund for infrastructure expansion, \$2,491,362 for the Library support, \$1,000,000 to Parks for improvements, \$503,000 to the Recreation Center for support, and \$700,000 to meet contractual obligations in the Tax Allocation Fund.



FUND SUMMARIES

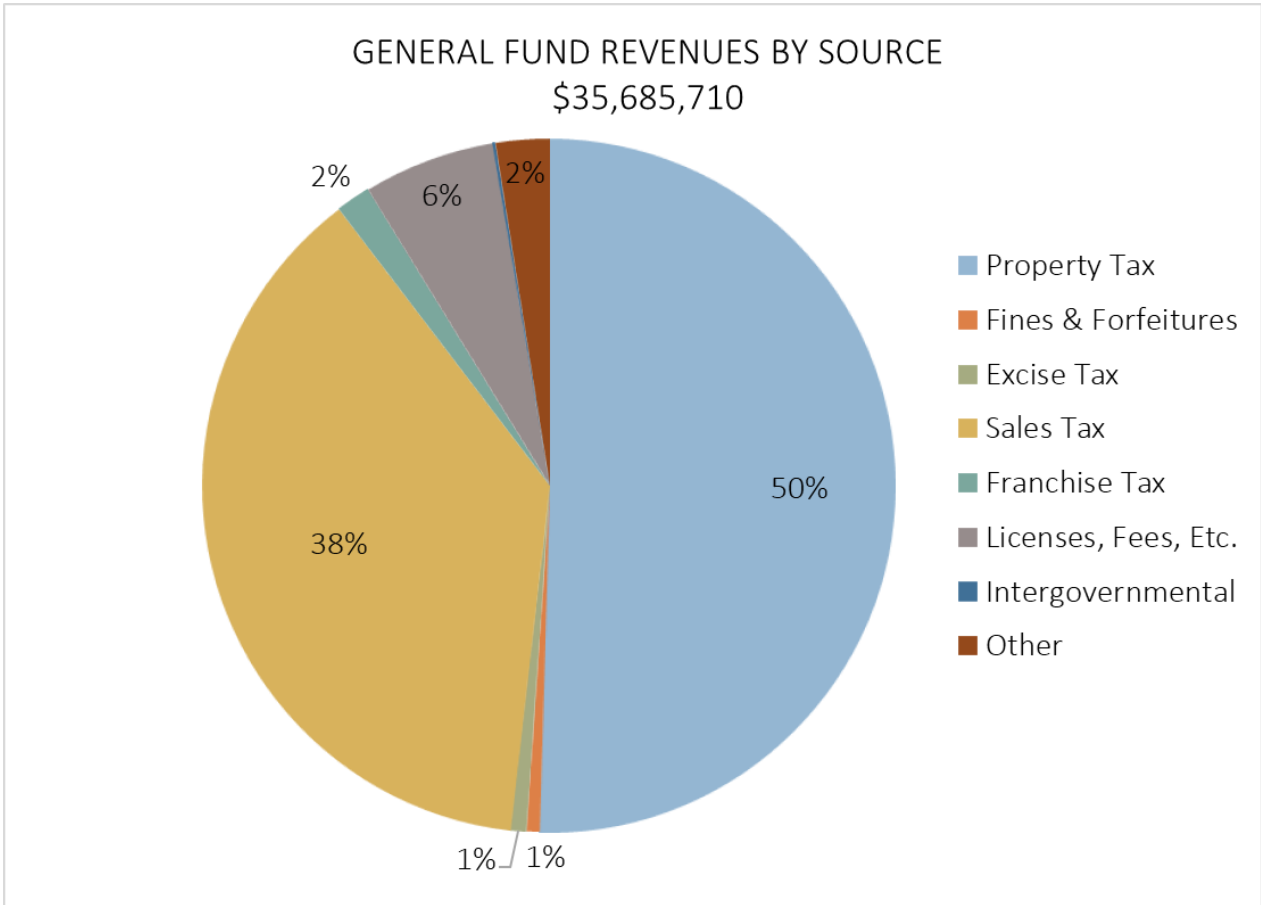
GENERAL FUND BUDGET

General Fund	2022 Actuals	2023 Actuals Jan - Sept	2023 Year-End Estimates	2024 Adopted Budget
Beginning Fund Balance	68,989,740	89,263,737	89,263,737	54,413,633
<u>Revenues:</u>				
Taxes & Fees	25,131,728	19,418,897	23,516,430	32,347,410
Licenses & Permits	67,924	45,549	46,900	45,000
Fines & Forfeitures	243,213	204,022	225,000	215,000
Earnings on Investment	585,847	1,747,250	2,000,000	500,000
Miscellaneous Revenue	2,491,756	1,627,296	1,703,253	1,047,800
Grants & Contributions	3,616,756	843,256	851,304	370,000
<i>Transfers In</i>	-	-	-	-
Total Operating Revenues	<u>34,979,629</u>	<u>25,560,330</u>	<u>30,200,887</u>	<u>35,685,710</u>
<u>Expenditures:</u>				
Council	3,159,970	427,075	1,701,509	1,925,100
Town Manager	940,571	961,880	1,452,570	2,399,485
Town Clerk	469,859	294,409	444,001	542,300
Finance	342,425	311,200	444,479	711,120
Planning	471,205	301,764	553,997	696,050
Bldg Inspections	277,773	256,086	413,815	403,400
Police	4,304,884	3,965,061	5,992,515	10,265,820
Public Works, Buildings, & Engineering	879,092	771,392	1,079,791	3,002,895
Reimbursements	787,758	466,923	650,000	350,000
<i>Transfers Out</i>	<u>3,072,095</u>	<u>1,268,927</u>	<u>52,318,314</u>	<u>55,356,967</u>
Total Expenditures	<u>14,705,632</u>	<u>9,024,718</u>	<u>65,050,991</u>	<u>75,653,137</u>
Excess (Deficiency) of Revenues and Other Sources over Expenditures	<u>20,273,997</u>	<u>16,535,612</u>	<u>(34,850,104)</u>	<u>(39,967,426)</u>
Ending Fund Balance	<u>89,263,737</u>	<u>105,799,350</u>	<u>54,413,633</u>	<u>14,446,207</u>

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 88 percent of the total revenues projected for 2024. The chart below shows each major revenue source/category included in the total General Fund Revenues.



FUND SUMMARIES

GENERAL FUND EXPENDITURES

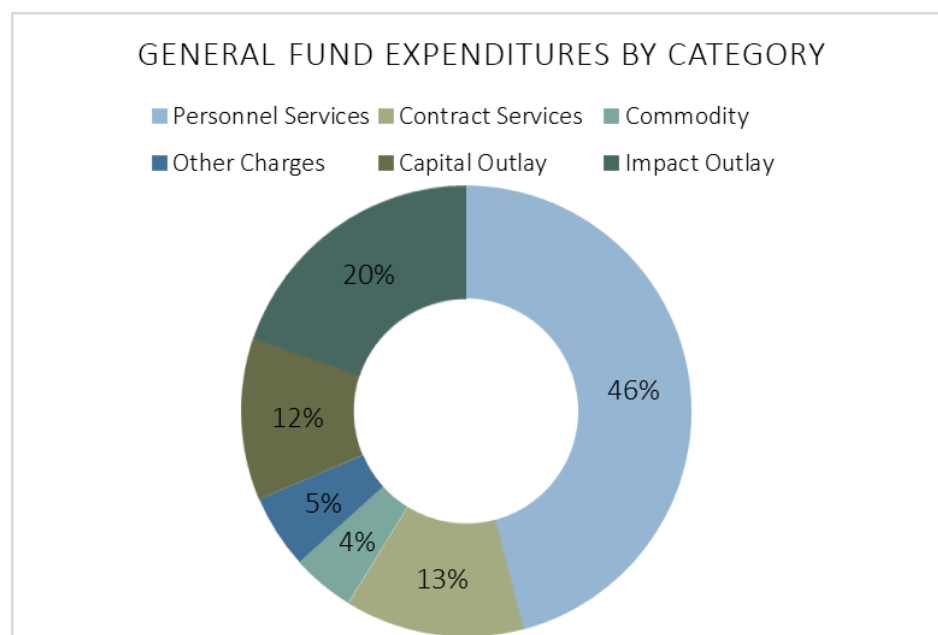
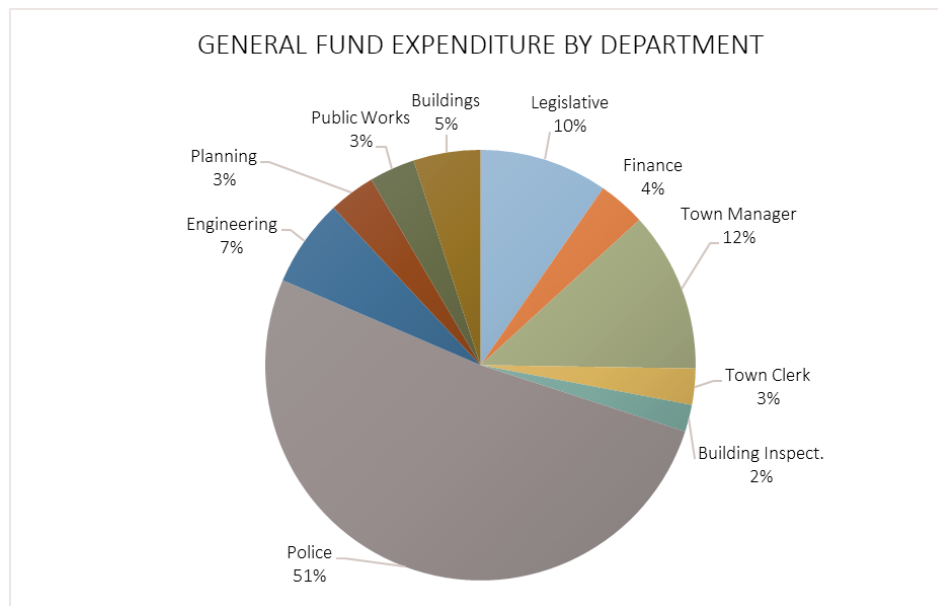
Expenditures in the General Fund are separated by department and/or division and then by category. The departments/divisions that exist in the General Fund are the Legislative, Town Manager, Events, Town Clerk, Finance, Planning, Building Inspection, Engineering, Police, Buildings, and Public Works. The expense categories that are used include Personnel Services, Contract Services, Commodity, Other Charges, Capital Outlay and Debt Service. Capital outlay for the 2024 Budget includes an expense of \$1,000,000 for residential property tax rebates, \$106,000 in vehicles for Town Administration, \$100,000 in vehicles for Engineering, \$20,000 in equipment for Engineering, \$495,000 to replace existing police vehicles, and \$650,000 for building demo and remodel. Impact outlay includes \$4,000,000 for the expansion at the Police Department.

GENERAL FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Impact Outlay	Debt Service	Total
Council	65,400	365,000	9,000	485,700	925,100	1,000,000	-	-	1,925,100
Town Manager	1,339,475	493,800	171,500	288,710	2,293,485	106,000	-	-	2,399,485
Town Clerk	386,150	100,150	44,200	11,800	542,300	-	-	-	542,300
Finance	388,020	298,000	19,900	5,200	711,120	-	-	-	711,120
Planning	634,250	21,200	32,600	8,000	696,050	-	-	-	696,050
Bldg Inspections	92,950	301,700	8,000	750	403,400	-	-	-	403,400
Engineering	1,090,205	19,340	68,950	15,000	1,193,495	120,000	-	-	1,313,495
Police	4,781,120	306,400	480,300	203,000	5,770,820	495,000	4,000,000	-	10,265,820
Public Works	533,850	45,750	80,200	26,300	686,100	-	-	-	686,100
Buildings	-	316,800	4,500	32,000	353,300	650,000	-	-	1,003,300
Reimbursements	-	350,000	-	-	350,000	-	-	-	350,000
Totals	\$9,311,420	\$2,618,140	\$919,150	\$1,076,460	\$13,925,170	\$2,371,000	\$4,000,000	\$0	\$20,296,170
Total Cash Available		493,800	171,500	288,710	2,293,485	106,000	-	-	\$ 34,742,377
Ending Fund Balance									\$ 14,446,207
% of Total Budget	45.88%	12.90%	4.53%	5.30%	68.61%	11.68%	19.71%	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 51% of the costs. The charts below detail the expenditures for the General Fund by department and by category.



GENERAL FUND
DEPARTMENT
SUMMARIES

FUND SUMMARIES

ADMINISTRATION

The Administration Department consists of the Office of Town Manager, Office of Economic Development, Office of Communications, and the Office of Human Resources. Below is an overview of the specific tasks and responsibilities within the Department.

TOWN MANAGER



Overview and Description

The Town Manager is appointed by the Mayor and Town Council and serves at the pleasure of the Town Council. The Town Manager's Office is 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 2024 Adopted Budget includes funding for a shared Emergency Planner. In addition to that position, funding is planned for bus services.

FUND SUMMARIES

TOWN MANAGER ACCOMPLISHMENTS & GOALS

<u>2023 Accomplishments</u>	<u>Strategic Pillar</u>	<u>Percent Complete</u>
Completed the Town's aesthetic improvements at Hwy 60 and I-25 Interchange	Quality Infrastructure & Facilities	100%
Completed CDPHE supplemental environmental projects	Quality Infrastructure & Facilities	100%
Coordinated the pool feasibility study	Organizational Excellence & Public Trust	80%
Completed the utility rate study	Organizational Excellence & Public Trust	100%
Completed and adopted the Strategic Plan	Organizational Excellence & Public Trust	100%
Completed negotiations on a franchise agreement with Comcast and TDS	Healthy & Resilient Economy	100%

<u>2024 Goals</u>	<u>Strategic Pillar</u>	<u>Expected Completion</u>
Implement the newly completed Strategic Plan including a public dashboard	Organizational Excellence & Public Trust	2024
Advise and recommend debt financing for water plant construction	Quality Infrastructure & Facilities	2024
Establish partnerships for transit bus service	Safe & Welcoming Community	2024
Review and assess organizational structure to improve efficiencies	Organizational Excellence & Public Trust	Ongoing
Complete broadband study	Organizational Excellence & Public Trust	2024
Complete the pool feasibility study	Organizational Excellence & Public Trust	2024

FUND SUMMARIES

COMMUNICATIONS



Overview and Description

The Office of Communications exists within the Administration Department and oversees the development, implementation, and leadership in public relations, marketing, internal and external communications, community outreach, and town-wide events. Externally, the department establishes and maintains partnerships with community partners and associated agencies. Internally, it collaborates with other departments to plan and create communication and marketing strategies, ensuring brand integrity and consistency.

Utilizing a diverse range of communication tools, including video, press releases, events, newsletters, various social media channels, and the Town's website, the department develops innovative approaches to explain complex subjects. Additionally, the department develops and implements a comprehensive plan aimed at broadening the Town's outreach to residents and visitors. Through these efforts, the department fosters resident understanding and involvement by facilitating public education by effectively communicating the Town's goals and initiatives in a transparent and engaging manner, which in turn cultivates a sense of community and promotes active participation in local governance.

FUND SUMMARIES

COMMUNICATIONS ACCOMPLISHMENTS & GOALS

<u>2023 Accomplishments</u>	<u>Strategic Pillar</u>	<u>Percent Complete</u>
Completion of Inaugural Community Calendar	Organizational Excellence & Public Trust	100%
Collaboration with the BBQ Day Committee on Take 2 Event	Safe & Welcoming Community	100%
Implementation of ADA Monitoring Software to meet HB21-1110	Organizational Excellence & Public Trust	20%

<u>2024 Goals</u>	<u>Strategic Pillar</u>	<u>Expected Completion</u>
Launch a new, fully ADA compliant web solution	Organizational Excellence & Public Trust	2024
Develop and execute a consistent and informative social media strategy	Organizational Excellence & Public Trust	2024
Increase visibility and participation in community events	Safe & Welcoming Community	Ongoing

FUND SUMMARIES

ECONOMIC DEVELOPMENT



Overview and Description

The Office of Economic Development exists to attract new businesses, retain, and expand existing businesses, diversify the local economy, and enhance the quality of life for residents. In addition, Economic Development aims to position the Town of Johnstown as a preferred location for development and growth within Northern Colorado. The Economic Development Office works with various internal and external departments and agencies to provide quality service to its business community and streamline access to resources and programs.

ECONOMIC DEVELOPMENT ACCOMPLISHMENTS & GOALS

2023 Accomplishments	Strategic Pillar	Percent Complete
Completion and adoption of the new Downtown Johnstown brand	Organizational Excellence & Public Trust	100%
Implementation of the Johnstown Online Business Directory	Healthy & Resilient Economy	100%
Regional Job Fair	Healthy & Resilient Economy	100%
Successful attraction of new and vibrant businesses	Healthy & Resilient Economy	100%

FUND SUMMARIES

2024 Goals	Strategic Pillar	Expected Completion
Complete phase 1 of the Downtown Wayfinding signage	Safe & Welcoming Community	2024
Downtown Master plan	Healthy & Resilient Economy	2024
Downtown improvement district study	Healthy & Resilient Economy	2024
Apply for CDOT Revitalize Main Street grant	Healthy & Resilient Economy	2024

FUND SUMMARIES

HUMAN RESOURCES



Overview and Description

The Office of Human Resources ensures that the Town’s greatest asset, people, are attracted, selected, trained, and cared for in an organizational culture that promotes the mission, vision, and values of the Town. This allows people to provide excellent customer service to residents. Human Resources does this by managing the payroll function, compensation planning and implementation, benefits selection, enrollment, and management, talent attraction, recruitment, performance management, employment termination, policy development and implementation, succession planning, and process improvement. HR also manages the safety and risk management function for our bodily injury and property liability including insurance audits.

HUMAN RESOURCES ACCOMPLISHMENTS & GOALS

2023 Accomplishments	Strategic Pillar	Percent Complete
Completed compensation study adopted by Council to attract and retain talent	Organizational Excellence & Public Trust	100%
Implemented cyber security training and testing for staff	Organizational Excellence & Public Trust	100%
Hired 32 new employees and maintained 100% 90-day retention	Organizational Excellence & Public Trust	100%
Increased employee participation at staff events	Organizational Excellence & Public Trust	100%

FUND SUMMARIES

<u>2024 Goals</u>	<u>Strategic Pillar</u>	<u>Expected Completion</u>
Fill all new roles outlined in 2024 budget and replace as needed.	Organizational Excellence & Public Trust	2024
Implement a benefits enrollment system	Organizational Excellence & Public Trust	2024
Create a public-facing web page for HR on the new website	Organizational Excellence & Public Trust	2024
Work on developing and expanding onboarding processes	Organizational Excellence & Public Trust	2024

ADMINISTRATION STAFFING – 6.95 FTE'S

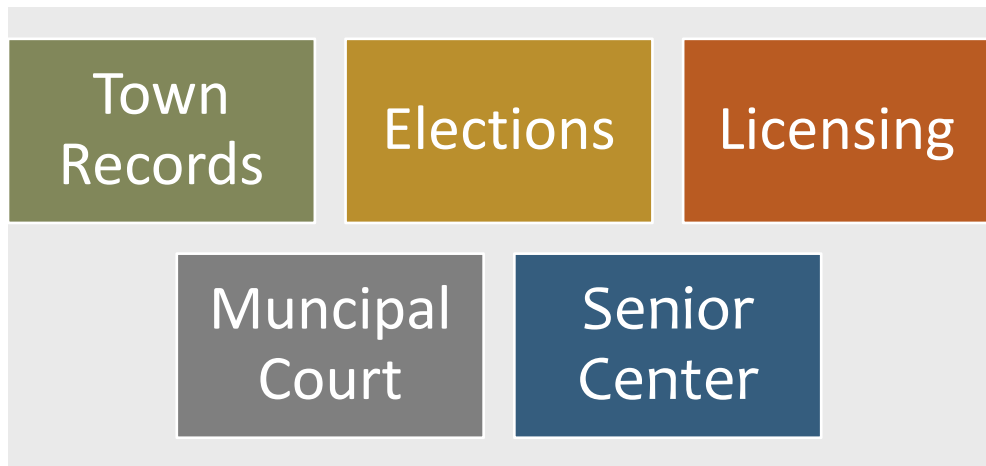
Title	Allocation
Town Manager	.35
Deputy Town Manager	1.0
Executive Administrative Assistant	.60
Communications Manager	1.0
Economic Development Manager	1.0
Human Resources Director	1.0
HR Generalist	1.0
Communications & Engagement Specialist	1.0

ADMINISTRATION BUDGET

Town Manager	2024 Budget
Personnel Services	1,339,475
Contract Services	493,800
Commodity	171,500
Other Charges	288,710
Total Operating	2,293,485
Capital Outlay	106,000
Total Expenditures	2,399,485

FUND SUMMARIES

TOWN CLERK



Overview and Description

The Town Clerk 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 accordance with State law. The Town Clerk is also responsible for preparing the 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, short-term rental, and liquor licensing for the Town. The Town Clerk also supervises the Municipal Court Clerk and Senior Coordinator.

Transitioning court tracking software to align with the Police Department is the most notable item that was included in the 2023 Adopted Budget.

TOWN CLERK STAFFING – 3.0 FTE’S

Title	Allocation
Town Clerk	1.00
Municipal Court Clerk	1.00
Senior Coordinator	1.00

FUND SUMMARIES

TOWN CLERK BUDGET

Town Clerk	2024 Budget
Personnel Services	386,150
Contract Services	100,150
Commodity	44,200
Other Charges	11,800
Total Operating	542,300
Capital Outlay	-
Total Expenditures	542,300

TOWN CLERK ACCOMPLISHMENTS & GOALS

2023 Accomplishments	Strategic Pillar	Percent Complete
Transitioned to online business licensing	Organizational Excellence & Public Trust	100%
Began developing a Records Policy for all Town departments	Organizational Excellence & Public Trust	60%
Created a user-friendly Special Event Permitting process for residents	Organizational Excellence & Public Trust	100%
Convert to citation software	Safe & Welcoming Community	100%

2024 Goals	Strategic Pillar	Expected Completion
Conduct a transparent and fair 2024 election	Organizational Excellence & Public Trust	2024
Complete the Records Policy	Organizational Excellence & Public Trust	2024
Transfer Cemetery Records to a more public-facing and user-friendly software	Quality Infrastructure & Facilities	2024
Increase digital records management	Organizational Excellence & Public Trust	Ongoing

FUND SUMMARIES

LEGISLATIVE



Overview and Description

The Town Council 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) Councilmembers 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 2024 Adopted Budget include a contribution for BBQ Day, a residential property tax rebate, and funds for the downtown façade program.

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	2024 Budget
Personnel Services	65,400
Contract Services	365,000
Commodity	9,000
Other Charges	485,700
Total Operating	925,100
Capital Outlay	1,000,000
Total Expenditures	1,925,100

LEGISLATIVE ACCOMPLISHMENTS & GOALS

2023 Accomplishments	Strategic Pillar	Percent Complete
Adopted policy clarification for at-large elections and transitioning into districts	Organizational Excellence & Public Trust	100%
Reviewed and approved new utility rates	Quality Infrastructure & Facilities	100%
Appointed a new councilmember to the vacant seat	Organizational Excellence & Public Trust	100%
Adopted the updated Land Use Code	Natural & Built Environment	100%
Approved and executed franchise agreement with Comcast	Quality Infrastructure & Facilities	100%

2024 Goals	Strategic Pillar	Expected Completion
Completion of Home Supply Change Case filed in 2020	Quality Infrastructure & Facilities	2024
Voters approve water policy referendum for home rule charter	Quality Infrastructure & Facilities	2024
Approve master plan for park site(s)	Natural & Built Environment	2024
Complete new councilmember orientation and onboarding	Organizational Excellence & Public Trust	2024
Issue residential property tax refund	Organizational Excellence & Public Trust	2024

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 and customer service, utility billing, purchasing, accounts payable, accounts receivable, debt management, development and monitoring of the annual operating budget, establishing and monitoring internal controls, preparing the Financial Reports, facilitating external audits and independent reviews and grant management.

FINANCE STAFFING – 3.40 FTE'S

Title	Allocation
Finance Director	.50
Accounting Technician	1.00
Accounting Technician II	1.00
Utility Billing Technician	.00
Customer Service Technician	.90

FUND SUMMARIES

FINANCE BUDGET

Finance Budget	2024 Budget
Personnel Services	388,020
Contract Services	298,000
Commodity	19,900
Other Charges	5,200
Total Operating	711,120
Capital Outlay	-
Total Expenditures	711,120

FINANCE ACCOMPLISHMENTS & GOALS

2023 Accomplishments	Strategic Pillar	Percent Complete
Customer service training	Organizational Excellence & Public Trust	90%
Smooth staffing transitions	Organizational Excellence & Public Trust	100%
Utility account processes streamlined and improved	Organizational Excellence & Public Trust	90%
Implemented MiExcel and Positive Pay software	Organizational Excellence & Public Trust	100%

2024 Goals	Strategic Pillar	Expected Completion
Assist with issuance of Water Bonds to fund needed capital projects	Organizational Excellence & Public Trust	2024
Improve internal standard operating processes and procedures	Organizational Excellence & Public Trust	2024
Submit 2024 Budget for GFOA Award	Organizational Excellence & Public Trust	2024
Update utility bill format	Organizational Excellence & Public Trust	2024

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, researching past permits, and building code enforcement.

The Adopted 2024 Budget provides for contractual building inspection services and one-full time existing administrative employee.

BUILDING INSPECTION STAFFING – 1.0 FTE

Title	Allocation
Planning Director (Supervisor)	0
Building Permit Technician	1.0

FUND SUMMARIES

BUILDING INSPECTION BUDGET

Building Inspections	2024 Budget
Personnel Services	92,950
Contract Services	301,700
Commodity	8,000
Other Charges	750
Total Operating	403,400
Capital Outlay	-
Total Expenditures	403,400

BUILDING INSPECTION ACCOMPLISHMENTS & GOALS

2023 Accomplishments	Strategic Pillar	Percent Complete
Adoption of the 2018 IECC Energy Code	Natural & Built Environment	100%
Fill and train key department position	Organizational Excellence & Public Trust	100%
Increased training for better customer service	Organizational Excellence & Public Trust	100%

2024 Goals	Strategic Pillar	Expected Completion
Broadly introduce online permit submittals	Organizational Excellence & Public Trust	2024
Mobile inspection reporting	Organizational Excellence & Public Trust	2024
Increase coordination with planning for development review	Organizational Excellence & Public Trust	2024

FUND SUMMARIES

PLANNING



Overview and Description

Planning & Development provides professional guidance to the Johnstown Town Council, staff, businesses, citizens, and interested parties on all matters related to land use and development. The department refers to Town plans and policies to facilitate high-quality development that provides needed services and housing and contributes to systematic and sustainable growth. The department staffs the Council and Planning and Zoning Commission, providing professional review and analysis, and administrative support for all land use cases. Planning staff performs daily on-call services to respond to and research a wide variety of land use and community planning questions and requests for permit and project information. Comprehensive information on development projects (plats, plans, reports, agreements, fees) is managed through the department. Planning and Development works closely with other Town departments, neighboring jurisdictions, and external agencies to further the long-term vision and mission of the Town.

FUND SUMMARIES

PLANNING STAFFING – 4.9 FTE’S

Title	Allocation
Planning Director	.9
Planner II	1.0
Planner I	2.0
Administrative Assistant	1.0

PLANNING BUDGET

Planning Budget	2024 Budget
Personnel Services	634,250
Contract Services	21,200
Commodity	32,600
Other Charges	8,000
Total Operating	696,050
Capital Outlay	
Total Expenditures	696,050

PLANNING ACCOMPLISHMENTS & GOALS

2023 Accomplishments	Strategic Pillar	Percent Complete
Land Use & Development code adoption	Natural & Built Environment	100%
Improved online presence with maps, data, and updated information	Organizational Excellence & Public Trust	100%
Development review management	Organizational Excellence & Public Trust	100%

2024 Goals	Strategic Pillar	Expected Completion
Collaborate on Downtown planning with Economic Development	Healthy & Resilient Economy	2024
Increase efficiencies on development review	Organizational Excellence & Public Trust	2024
Enhance and update metrics tracking and measurement	Organizational Excellence & Public Trust	2024

FUND SUMMARIES

ENGINEERING



Overview and Description

The Engineering Department was created in 2024 to minimize outsourcing of engineering services and to provide in-house engineering services. The department manages land development reviews for the construction of public improvements pertaining to Town water, sanitary sewer, storm drainage, and transportation with a focus on design review, construction inspections, and public improvement.

ENGINEERING STAFFING – 7.0 FTE'S

Title	Allocation
Engineering Director	1.0
Construction Inspector	3.0
Civil Engineer II	3.0

FUND SUMMARIES

ENGINEERING BUDGET

Engineering Department	2024 Budget
Personnel Services	1,090,205
Contract Services	19,340
Commodity	68,950
Other Charges	15,000
Total Operating	1,193,495
Capital Outlay	120,000
Total Expenditures	1,313,495

ENGINEERING GOALS

2024 Goals	Strategic Pillars	Expected Completion
Fully staff the new department	Organizational Excellence & Public Trust	2024
Minimize third party consultant usage	Organizational Excellence & Public Trust	2024
Process efficiencies in development review and inspection processes	Organizational Excellence & Public Trust	2024
Increased collaboration with Town stakeholders	Quality Infrastructure & Facilities	2024

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 2024 Budget for the Police Department include the addition of 1 full-time community service officer, 5 vehicle replacements, and the expansion of 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 – 36.0 FTE'S

Title	Allocation
Police Chief	1.0
Commander	1.0
Lieutenant	1.0
Detective	2.0
Sergeant	5.0
Officers	19.0
Code Enforcement Officer	2.0
Community Service Officer	1.0
Secretary/Administrative Staff/Records	4.0

POLICE BUDGET

Police Budget	2024 Budget
Personnel Services	4,781,120
Contract Services	306,400
Commodity	480,300
Other Charges	203,000
Total Operating	5,770,820
Capital Outlay	495,000
Impact Outlay	4,000,000
Total Expenditures	10,265,820

FUND SUMMARIES

POLICE ACCOMPLISHMENTS & GOALS

<u>2023 Accomplishments</u>	<u>Strategic Pillar</u>	<u>Percent Complete</u>
Increased the effectiveness of the investigations unit by promoting a detective sergeant	Safe & Welcoming Community	100%
Expanded eforce software to include e-citation and courts program	Organizational Excellence & Public Trust	100%
Expanded restorative justice to entire department	Organizational Excellence & Public Trust	100%
Placed an officer on an area specialty SWAT team	Organizational Excellence & Public Trust	100%

<u>2024 Goals</u>	<u>Strategic Pillar</u>	<u>Expected Completion</u>
Hire qualified officers to keep up with growth of the town	Safe & Welcoming Community	2024
Start a leadership mentoring program to include acting sergeant role program	Organizational Excellence & Public Trust	2024
Expand traffic enforcement specialty units to address increased traffic complaints	Safe & Welcoming Community	2024

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 vision and considers itself a developing partner in the growth and prosperity of the community.

Important features of the 2024 Budget for the Public Works Department include the addition of a Mechanic I/II. The engineer and inspector moved to the newly formed engineering department.

PUBLIC WORKS STAFFING – 4.05 FTE

Title	Allocation
Public Works Director	1.0
Deputy Public Works Director	.70
Mechanic I/II	.35
GIS Developer	1.0
Admin. Assistant	1.0

FUND SUMMARIES

PUBLIC WORKS BUDGET

Public Works Budget	2024 Budget
Personnel Services	533,850
Contract Services	45,750
Commodity	80,200
Other Charges	26,300
Total Operating	686,100
Capital Outlay	-
Total Expenditures	686,100

PUBLIC WORKS ACCOMPLISHMENTS & GOALS

2023 Accomplishments	Strategic Pillar	Percent Complete
Snowplow operations management	Organizational Excellence & Public Trust	100%
Flagger certifications completed with design details of traffic control plan scenarios	Organizational Excellence & Public Trust	100%
Streets and Parks flood damage control and repairs	Safe & Welcoming Community	100%
2023 pavement maintenance program plan	Quality Infrastructure & Facilities	100%
Frontage road at North Ridge development completed	Quality Infrastructure & Facilities	100%

2024 Goals	Strategic Pillar	Expected Completion
Design and implement storm water management program	Quality Infrastructure & Facilities	2025
Implement street staff patching program with GIS data from 2023	Quality Infrastructure & Facilities	2024
Work with our HR department to improve employee onboarding process	Organizational Excellence & Public Trust	2024
Utilize GIS program for inventory of town assets	Quality Infrastructure & Facilities	2024
Utilize GIS program to improve snow routes and inlet locations	Quality Infrastructure & Facilities	2024

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, facility 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	2024 Budget
Personnel Services	-
Contract Services	316,800
Commodity	4,500
Other Charges	32,000
Total Operating	353,300
Capital Outlay	650,000
Debt Service	-
Total Expenditures	1,003,300

FUND SUMMARIES

BUILDINGS ACCOMPLISHMENTS & GOALS

<u>2023 Accomplishments</u>	<u>Strategic Pillar</u>	<u>Percent Complete</u>
Installed new roof on Jay Avenue property	Quality Infrastructure & Facilities	100%
Upgrade access control for Town Hall and Public Works building	Quality Infrastructure & Facilities	100%
Improve public building safety measures	Quality Infrastructure & Facilities	100%

<u>2024 Goals</u>	<u>Strategic Pillar</u>	<u>Expected Completion</u>
Demolish Crook's property home and repurpose shop for parks operations	Quality Infrastructure & Facilities	2024
Design and construct Development Services Building for engineering and planning departments	Quality Infrastructure & Facilities	2025
Update Senior Center with safety improvements	Safe & Welcoming Community	2024

FUND SUMMARIES

REIMBURSEMENTS

Cost Recovery

Overview and Description

The Reimbursement Department exists for the sole purpose of accounting for services that have been delivered by the Town that are reimbursed by new development.

Reimbursements	2024 Budget
Contract Services	350,000
Total Operating	350,000
Total Expenditures	350,000

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 195 paved lane miles, 6 miles of unpaved 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 fairly new fund in that it was formed in 2020. 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. Taxes and fees that are collected by the Counties and the State are forwarded to the Town on a monthly basis. On July 1, 2020, the fund also started recording revenue from a voter approved 0.5% sales tax dedicated to funding street and sidewalk maintenance and repairs and for transportation related capital improvement projects. 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.

In 2020, residents voted in favor of a 0.5% increase in sales taxes to be dedicated to transportation needs. In 2024, this increase will provide funding for a \$2 million pavement maintenance program, new pothole repair equipment, and improvements to Colorado Blvd.



FUND SUMMARIES

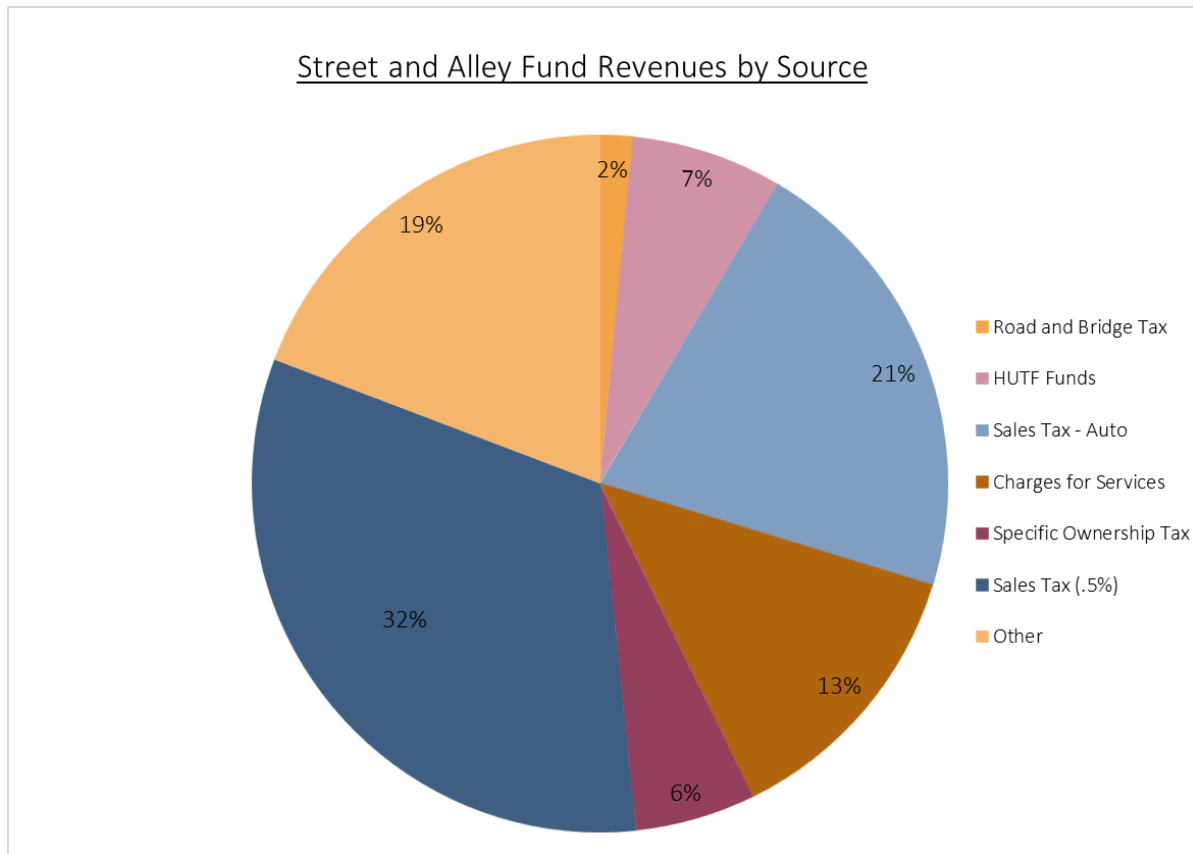
STREET AND ALLEY FUND BUDGET

	2022 Actuals	2023 Actuals Jan - Sept	2023 Year-End Estimates	2024 Adopted Budget
Street & Alley Fund				
Beginning Fund Balance	15,131,805	17,863,627	17,863,627	18,208,907
Revenues:				
Taxes & Fees	10,149,195	6,685,012	8,779,959	7,446,375
Charges for Services	955,348	756,671	19,615	11,000
Earnings on Investment	111,264	271,270	29,750	-
Miscellaneous Revenue	67,903	497,453	1,395,040	100,000
Total Operating Revenues	<u>11,283,711</u>	<u>9,660,406</u>	<u>11,674,364</u>	<u>7,557,375</u>
Expenditures:				
Operations	5,106,103	1,706,183	4,148,084	5,501,250
Capital	3,445,786	4,278,015	7,181,000	6,384,000
Debt Service	-	-	-	-
Transfers Out	-	-	-	-
Total Expenditures	<u>8,551,888</u>	<u>5,984,198</u>	<u>11,329,084</u>	<u>11,885,250</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>2,731,822</u>	<u>3,676,208</u>	<u>345,280</u>	<u>(4,327,875)</u>
Ending Fund Balance	<u>17,863,627</u>	<u>21,539,835</u>	<u>18,208,907</u>	<u>13,881,031</u>

FUND SUMMARIES

STREET AND ALLEY FUND REVENUES

Street and Alley Fund revenues are projected at \$7,557,375 in 2024 and are primarily made up of motor vehicle related taxes, sales and use taxes, impact fees, and grants. The 0.5% sales tax passed by voters in 2020, is expected to generate revenues of \$2,450,000 in 2024. The chart below shows each major revenue source/category included in the total Street and Alley Fund Revenues.



STREET AND ALLEY FUND EXPENDITURES

The Street and Alley Fund contains operating expenses of \$5,501,250, no debt expense, and capital outlay of \$6,384,000 with all of that being non-recurring. Public works is the only department that currently operates in the Street and Alley Fund. The 2024 Budget includes the addition of 2, full-time employees that will be shared between the Streets Fund (33%), Public Works (33%), and the Parks and Open Space Fund (33%) each. There is also an addition of 3 full-time employees dedicated to Streets.

FUND SUMMARIES

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	1,092,400	3,977,000	405,850	26,000	5,501,250	6,384,000	-	-	11,885,250
Totals	\$ 1,092,400	\$ 3,977,000	\$ 405,850	\$ 26,000	\$ 5,501,250	\$ 6,384,000	\$ -	\$ -	\$ 11,885,250

Total Cash Available \$ 25,766,282

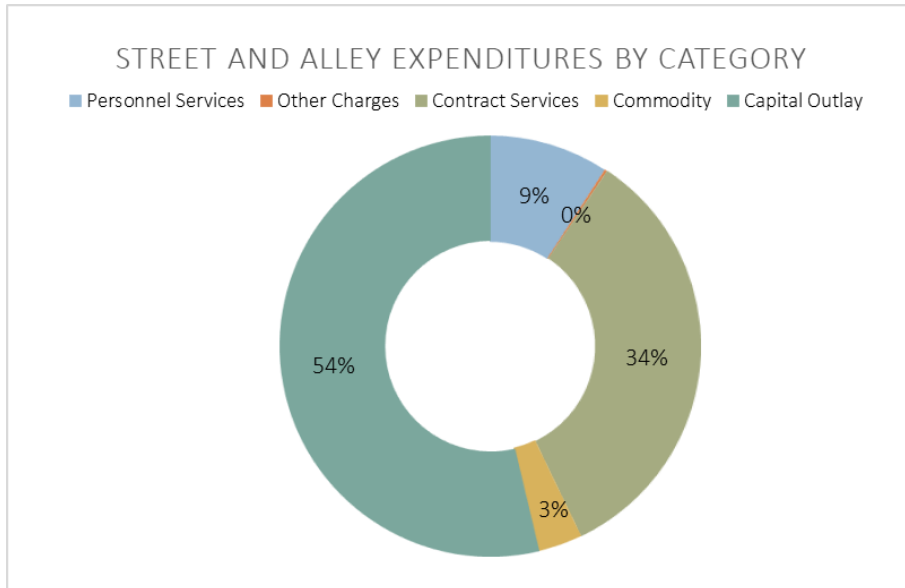
Ending Fund Balance \$ 13,881,031

PROJECTS FUNDED IN 2024 BUDGET

- Missing sidewalks program
- Concrete repair
- Pavement maintenance program
- Bridge guardrail repair
- Milling equipment for street repairs
- Colorado Boulevard improvements
- Purchase of upfit for dual axle snowplow
- Purchase of single axle snowplow
- Alley overlay program
- High Plains Blvd/Highway 34 design
- Thompson Parkway roundabout study

FUND SUMMARIES

The chart below details the expenditures for the Street and Alley Fund by category. In 2024 the biggest expenditure is Capital Outlay. The other sizable category is Contract Services which includes the costs for road maintenance programs including crack and slurry sealing, gravel, and winter road upkeep.



STREET AND ALLEY FUND – FTE’s 9.01

Department	No. of Full Time Employees
Administration	.6
Operations	8.41
Total	9.01

FUND SUMMARIES

STREET AND ALLEY FUND ACCOMPLISHMENTS & GOALS

2023 Accomplishments	Strategic Pillar	Percent Complete
Road flooding public safety management and control	Quality Infrastructure & Facilities	100%
Flood damage repairs to streets	Quality Infrastructure & Facilities	100%
SH 60 and Carlson traffic signal installation	Safe & Welcoming Community	100%
Annual unpaved gravel road maintenance	Quality Infrastructure & Facilities	100%
Street sweeping program implementation	Safe & Welcoming Community	100%

2024 Goals	Strategic Pillar	Expected Completion
Implement a hot asphalt patching program	Quality Infrastructure & Facilities	2024
Successful execution of the 2024 pavement management program	Quality Infrastructure & Facilities	2024
Implement equipment training and certification program	Organizational Excellence & Public Trust	2024
Design and construct major transportation capital projects as identified in the 2024 CIP	Quality Infrastructure & Facilities	2024
Implement and update snow and ice streets program	Safe & Welcoming Community	2024

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. It is common to have projects budgeted in this fund only every other year, so that the funds accumulate, and bigger projects can be completed.



FUND SUMMARIES

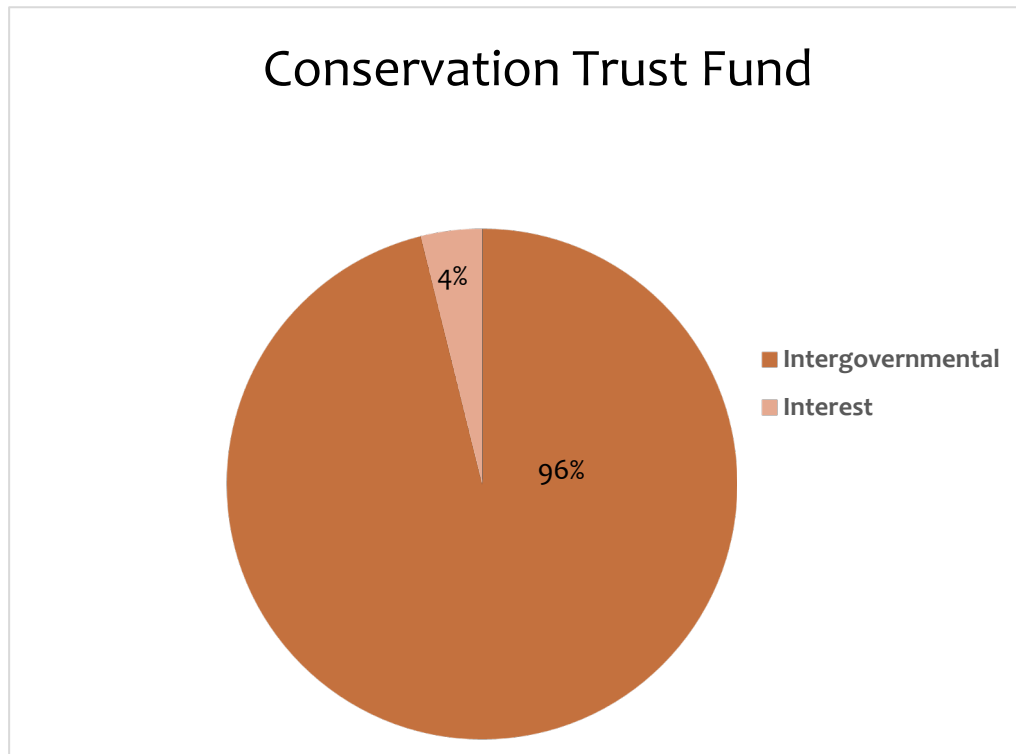
CONSERVATION TRUST FUND BUDGET

	2022 Actuals	2023 Actuals Jan - Sept	2023 Year-End Estimates	2024 Adopted Budget
Conservation Trust Fund				
Beginning Fund Balance	100,051	132,112	132,112	247,112
<u>Revenues:</u>				
Intergovernmental	110,880	89,835	110,000	100,000
Earnings on Investment	774	3,639	5,000	4,000
Total Operating Revenues	<u>111,654</u>	<u>93,474</u>	<u>115,000</u>	<u>104,000</u>
<u>Expenditures:</u>				
Other	-	-	-	-
Capital Outlay	79,593	-	-	350,000
Total Expenditures	<u>79,593</u>	<u>-</u>	<u>-</u>	<u>350,000</u>
Excess (Deficiency) of Revenues and Other Sources over Expenditures	<u>32,061</u>	<u>93,474</u>	<u>115,000</u>	<u>(246,000)</u>
Ending Fund Balance	<u>132,112</u>	<u>225,586</u>	<u>247,112</u>	<u>1,112</u>

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.



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 were no expenses budgeted for this fund in 2023, with the intention of allowing fund balance to build in order to complete bigger projects in the years ahead. In 2024, the Town has budgeted to complete a Pour in Place at Lake Park.

CONSERVATION TRUST FUND EXPENSE SUMMARY

	Personnel	Contract	Commodity	Other	Total Operating Costs	Capital	Debt	Total
	Services	Services		Charges		Outlay	Service	
Conservation Trust	0	0	0	0	0	350,000	---	350,000
Totals	\$0	\$0	\$0	\$0	0	\$350,000	\$0	\$350,000

Total Cash Available \$ 351,112

Ending Fund Balance \$ 1,112

PROJECTS FUNDED IN 2024 BUDGET

- Pour in Place at Lake Park

CONSERVATION TRUST FUND ACCOMPLISHMENTS AND GOALS

<u>2023 Accomplishments</u>	<u>Strategic Pillar</u>	<u>Percent Complete</u>
Save funds for a project in 2024	Organizational Excellence & Public Trust	100%

<u>2024 Goals</u>	<u>2024 Goals</u>	<u>Expected Completion</u>
Install Pour in Place at Lake Park	Quality Infrastructure & Facilities	2024

ARTS AND CULTURE FUND

FUND SUMMARIES

Arts & Culture Fund

In 2023, the Arts and Culture Fund was established. The fund outlines the use of 40% of the funds allocated from the Library and Cultural Facilities Development Fees collected. The use of the funds are for cultural purposes including acquiring, exhibiting, and maintaining public art; art exhibitions; arts education; history and cultural heritage; design, architecture, and landscape; cultural events, projects, and programs in the community. The fund does not have any expenditures in 2024 as it establishes a fund balance for future projects or events.

The Johnstown Veterans Memorial is located in the east most roundabout on Hwy 402 and I-25. This art piece features large, bronze soldier boots, a soldier's rifle pointing down into the boots, a helmet, and an American flag.



**This memorial was funded by the Johnstown Veterans Memorial LLC and was not funded out of the Arts & Culture Fund.*

FUND SUMMARIES

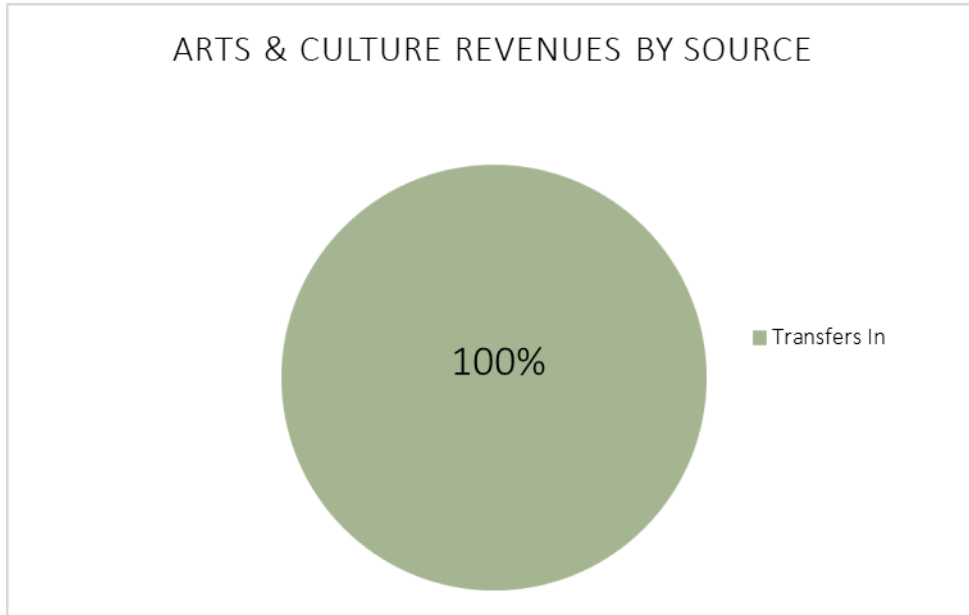
ARTS AND CULTURE FUND BUDGET

	2022 Actuals	2023 Actuals Jan - Sept	2023 Year-End Estimates	2024 Adopted Budget
Arts & Culture Fund				
Beginning Fund Balance		-	-	17,522
<u>Revenues:</u>				
Intergovernmental			17,522	149,580
Earnings on Investment				
Total Operating Revenues	-	-	17,522	149,580
<u>Expenditures:</u>				
Other	-	-	-	-
Capital Outlay				
Total Expenditures	-	-	-	-
Excess (Deficiency) of Revenues and Other Sources over Expenditures	-	-	17,522	149,580
Ending Fund Balance	-	-	17,522	167,102

FUND SUMMARIES

ARTS AND CULTURE FUND REVENUES

Arts and Culture Fund revenues come from Library and Cultural Facilities Development Fees as illustrated below.



FUND SUMMARIES

ARTS AND CULTURE FUND EXPENDITURES

The Arts and Culture Fund does not have any normal operating costs as this fund is primarily used for projects. There are no expenses budgeted for this fund in 2024, with the intention of allowing the fund balance to build to complete bigger projects in the years ahead.

ARTS & CULTURE FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Arts & Culture Fund	0	0	0	0	0	---	---	0
Totals	\$0	\$0	\$0	\$0	0	\$0	\$0	\$0

Total Cash Available \$ 167,102

Ending Fund Balance \$ 167,102

ARTS & CULTURE ACCOMPLISHMENTS AND GOALS

2023 Accomplishments	Strategic Pillar	Percent Complete
Establish the Arts and Culture Fund	Organizational Excellence & Public Trust	100%

2024 Goals	Strategic Pillar	Expected Completion
Save funds for a future project	Safe & Welcoming Community	2025

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 Hills 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

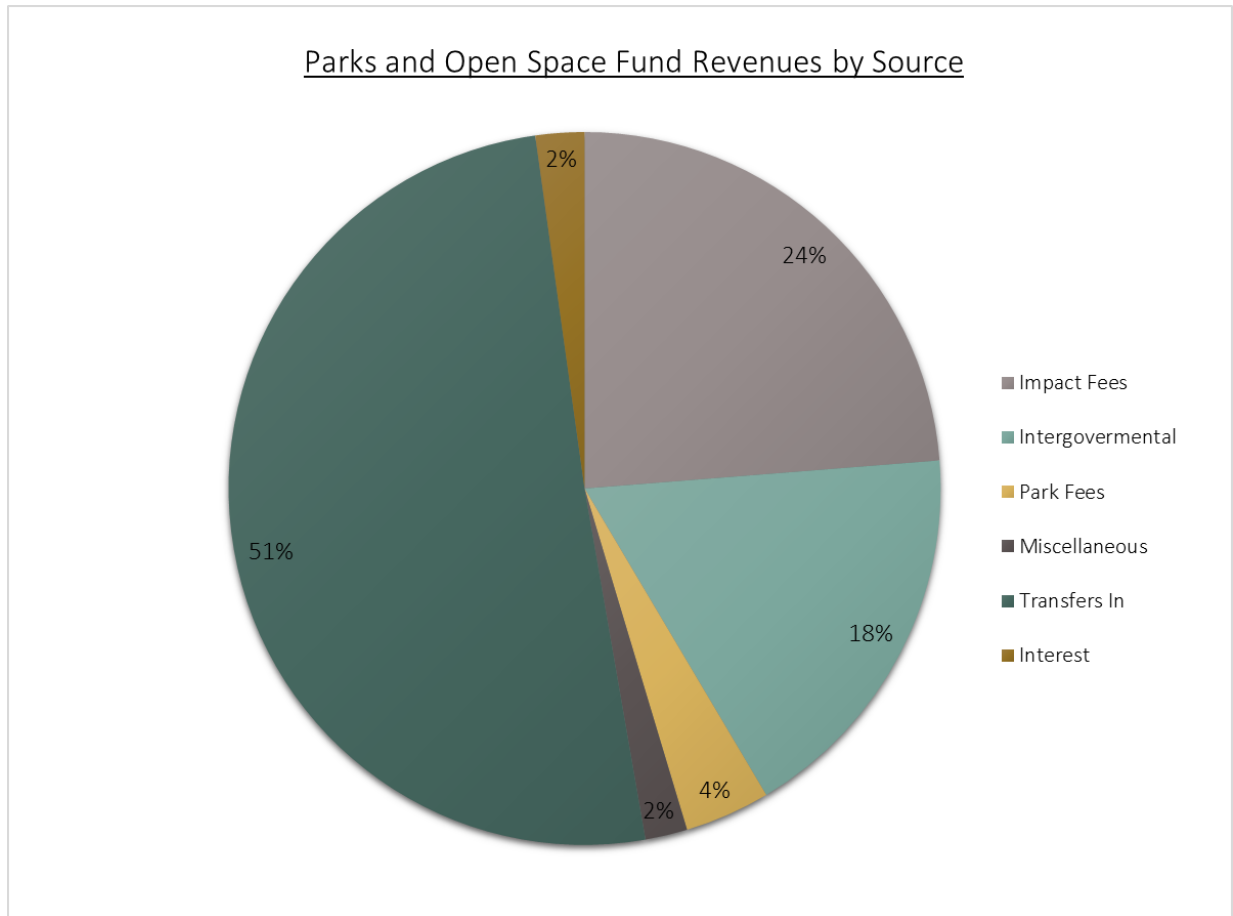
PARKS AND OPEN SPACE FUND BUDGET

	2022 Actuals	2023 Actuals Jan - Sept	2023 Year-End Estimates	2024 Adopted Budget
Parks & Open Space Fund				
Beginning Fund Balance	7,277,919	7,992,579	7,992,579	6,000,367
<u>Revenues:</u>				
Licenses and Permits	1,062,825	863,473	925,050	625,450
Intergovernmental	495,339	261,368	390,000	400,000
Earnings on Investment	48,019	110,224	135,000	50,000
Miscellaneous Revenue	66,423	56,403	57,300	41,000
<i>Transfers In</i>	1,162,000	50,000	50,000	1,140,000
Total Operating Revenues	<u>2,834,606</u>	<u>1,341,468</u>	<u>1,557,350</u>	<u>2,256,450</u>
<u>Expenditures:</u>				
Operations & Maintenance	589,588	561,422	993,882	1,621,450
Capital Lease	-	-	-	-
Capital Outlay	1,530,358	790,558	2,555,680	2,076,000
<i>Transfers Out</i>	-	-	-	-
Total Expenditures	<u>2,119,946</u>	<u>1,351,980</u>	<u>3,549,562</u>	<u>3,697,450</u>
Excess (Deficiency) of Revenues and Other Sources over Expenditures	<u>714,660</u>	<u>(10,512)</u>	<u>(1,992,212)</u>	<u>(1,441,000)</u>
Ending Fund Balance	<u><u>7,992,579</u></u>	<u><u>7,982,068</u></u>	<u><u>6,000,367</u></u>	<u><u>4,559,367</u></u>

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.



FUND SUMMARIES

PARKS AND OPEN SPACE EXPENDITURES

The Parks and Open Space Fund shows operating expenses of \$1,621,450, capital outlay of \$141,000, and impact outlay of \$1,935,000. The services provided by this fund are labor intensive as illustrated below. The non-recurring capital and impact outlay of \$2,076,000 will primarily fund new trail construction, a pedestrian bridge over the Little Thompson River, playground and pour in place replacement at Eddie Aragon Park, new maintenance equipment, and a parks master plan.

PARKS AND OPEN SPACE FUND EXPENSE SUMMARY

					Total Operating Costs				Total
	Personnel Services	Contract Services	Commodity	Other Charges		Capital Outlay	Impact Outlay	Debt Service	
Parks Fund	762,500	646,250	140,600	72,100	1,621,450	141,000	1,935,000	-	3,697,450
Totals	\$ 762,500	\$ 646,250	\$ 140,600	\$ 72,100	\$ 1,621,450	\$ 141,000	\$ 1,935,000	\$ -	\$ 3,697,450

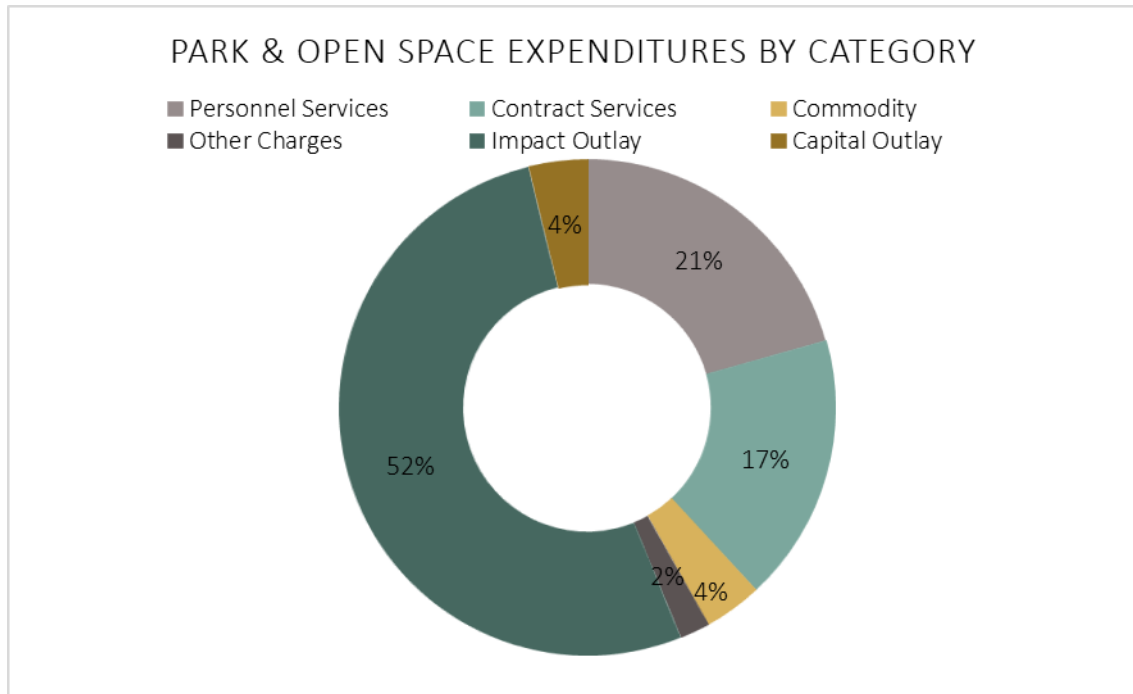
Total Cash Available \$ 8,256,817

Ending Fund Balance \$ 4,559,367

PROJECTS FUNDED IN 2024 BUDGET

- Trails – design and development
- Parks Master Plan
- Little Thompson trail pedestrian bridge
- New and replacement trees
- Purchase of new mowers
- Purchase a small loader and trailer
- Purchase a new truck

FUND SUMMARIES



PARK AND OPEN SPACE FUND FTE's – 7.29

Department	No. of Full Time Employees
Administration	.35
Operations	6.94
Total	7.29

FUND SUMMARIES

PARKS AND OPEN SPACE ACCOMPLISHMENTS AND GOALS

2023 Accomplishments	Strategic Pillar	Percent Complete
Parks flood damage control and repairs	Quality Infrastructure & Facilities	100%
Irrigation improvements to Pioneer Park	Quality Infrastructure & Facilities	100%
Installation of a new trail along Little Thompson River adding 5200 feet of trail	Natural & Built Environment	100%
New playground equipment at Parish Park	Natural & Built Environment	100%
GIS of all park features for logging and tracking maintenance	Organizational Excellence & Public Trust	100%

2024 Goals	Strategic Pillar	Expected Completion
Implementation of park playground documentation program	Organizational Excellence & Public Trust	2024
Rehabilitation of Eddie Aragon Park	Natural & Built Environment	2024
Improve playground equipment inspection and documentation	Quality Infrastructure & Facilities	2024
Development and maintenance of the new Letford Park site	Natural & Built Environment	2026

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.

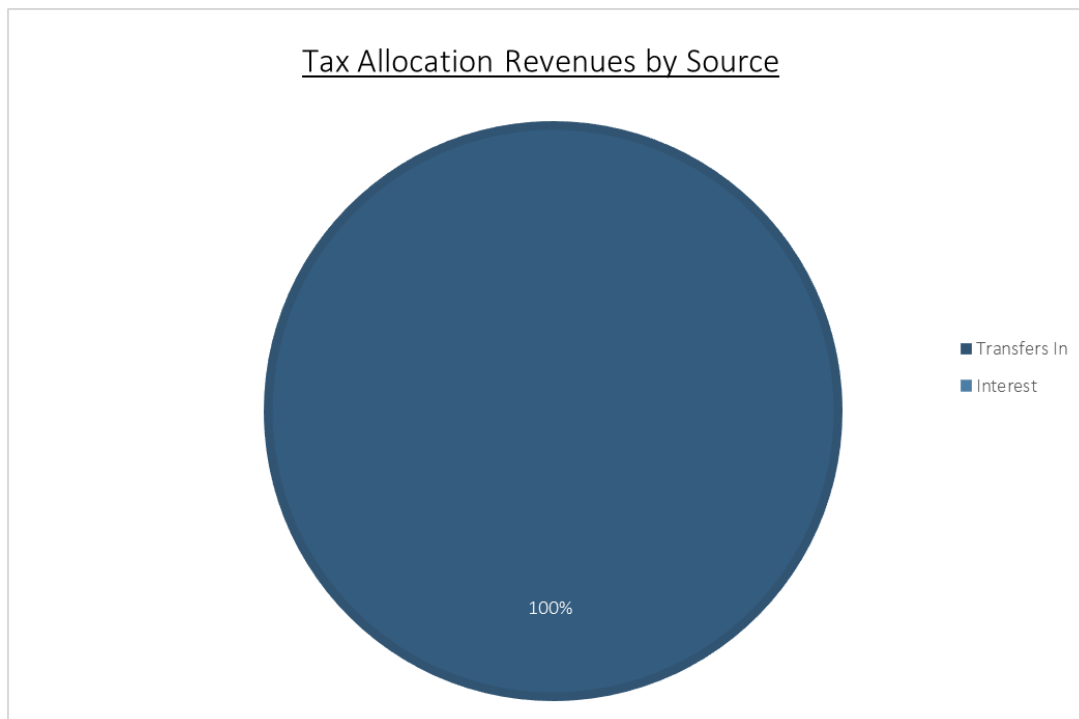
TAX ALLOCATION FUND BUDGET

	2022 Actuals	2023 Actuals Jan - Sept	2023 Year-End Estimates	2024 Adopted Budget
Tax Allocation Fund				
Beginning Fund Balance	41,435	41,435	41,435	41,435
<u>Revenues:</u>				
Tax Sharing	-	-	-	-
Earnings on Investment	-	-	-	-
Transfers In	758,068	257,587	700,000	750,000
Total Operating Revenues	<u>758,068</u>	<u>257,587</u>	<u>700,000</u>	<u>750,000</u>
<u>Expenditures:</u>				
Operations & Maintenance	758,068	257,587	700,000	750,000
Capital Outlay	-	-	-	-
<i>Transfers Out</i>	-	-	-	-
Total Expenditures	<u>758,068</u>	<u>257,587</u>	<u>700,000</u>	<u>750,000</u>
Excess (Deficiency) of Revenues and Other Sources over Expenditures	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Ending Fund Balance	<u><u>41,435</u></u>	<u><u>41,435</u></u>	<u><u>41,435</u></u>	<u><u>41,435</u></u>

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.



FUND SUMMARIES

TAX ALLOCATION FUND EXPENDITURES

Expenditures in the Tax Allocation Fund include operating costs of \$750,000, capital outlay of \$0 and debt expenditures of \$0.

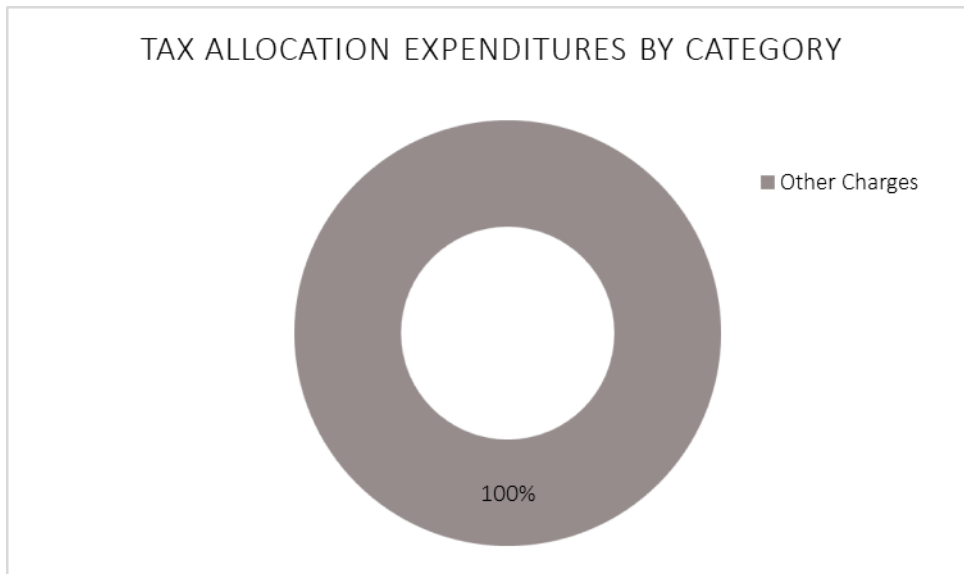
TAX ALLOCATION EXPENSE SUMMARY

	Operating Costs				Total Operating Costs	Capital Outlay		Debt Service	Total
	Personnel Services	Contract Services	Commodity	Other Charges		Capital Outlay	Debt Service		
Tax Allocation	-	-	-	750,000	750,000	-	-	-	750,000
Totals	\$ -	\$ -	\$ -	\$ 750,000	\$ 750,000	\$ -	\$ -	\$ -	\$ 750,000

Total Cash Available \$ 791,435

Ending Fund Balance \$ 41,435

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

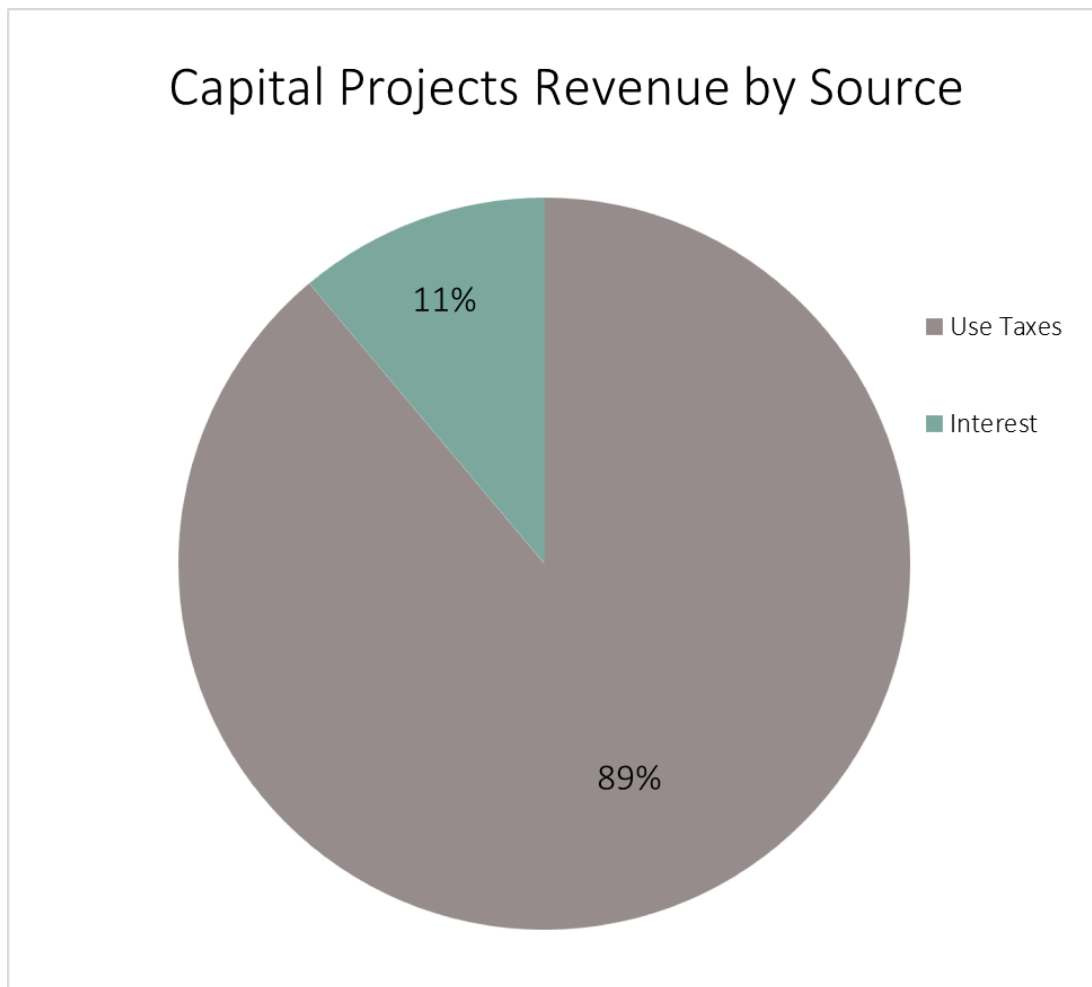
CAPITAL PROJECTS FUND BUDGET

Capital Projects Fund	2022 Actuals	2023 Actuals Jan - Sept	2023 Year-End Estimates	2024 Adopted Budget
Beginning Fund Balance	14,524,243	10,868,806	10,868,806	10,732,306
<u>Revenues:</u>				
Taxes and Fees	1,334,609	1,615,248	1,925,000	800,000
Grants & Contributions	-	-	-	-
Miscellaneous Revenue	125,291	407,583	500,000	100,000
<i>Transfers In</i>	-	-	-	-
Total Operating Revenues	<u>1,459,900</u>	<u>2,022,831</u>	<u>2,425,000</u>	<u>900,000</u>
<u>Expenditures:</u>				
Other	7,800	5,763	11,500	9,500
Capital Outlay	5,107,537	863,709	2,500,000	2,979,000
<i>Transfers Out</i>	-	-	50,000	50,000
Total Expenditures	<u>5,115,337</u>	<u>869,472</u>	<u>2,561,500</u>	<u>3,038,500</u>
Excess (Deficiency) of Revenues and Other Sources over Expenditures	<u>(3,655,437)</u>	<u>1,153,359</u>	<u>(136,500)</u>	<u>(2,138,500)</u>
Ending Fund Balance	<u>10,868,806</u>	<u>12,022,165</u>	<u>10,732,306</u>	<u>8,593,806</u>

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%).



FUND SUMMARIES

CAPITAL PROJECTS FUND EXPENDITURES

The expenditures in this fund are related to capital outlay and debt service only. Capital expenses for 2024 are related to the Downtown wayfinding signs and the alleyway project west of Parish Avenue.

CAPITAL PROJECTS FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Capital Projects	-	9,500	-	-	9,500	2,979,000	-	2,988,500
Totals	\$ -	\$ 9,500	\$ -	\$ -	\$ 9,500	\$ 2,979,000	\$ -	\$ 2,988,500

Total Cash Available \$11,582,306

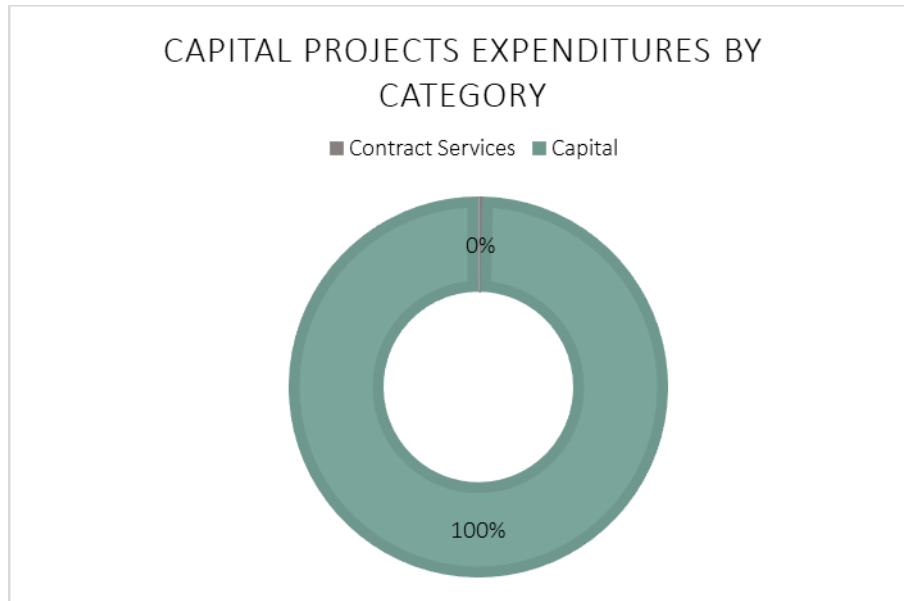
Ending Fund Balance \$ 8,593,806

ITEMS FUNDED IN 2024 BUDGET

- Alleyway west of Parish Avenue
- Signage for the Downtown branding
- EV charging stations

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

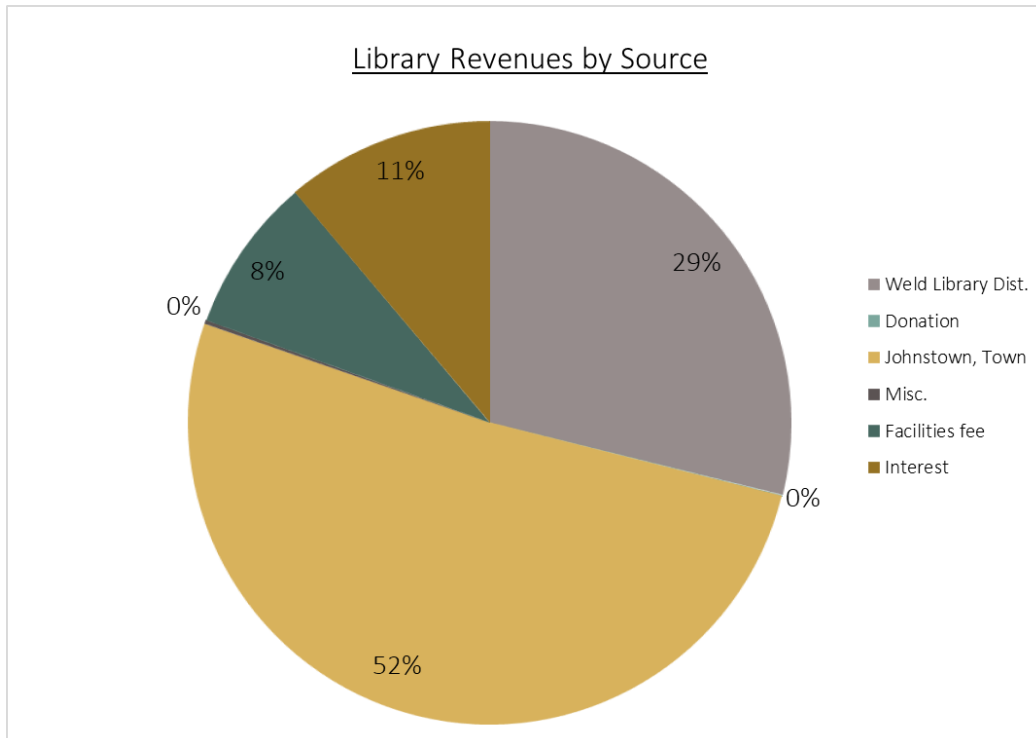
LIBRARY FUND BUDGET

Library Fund	2022 Actuals	2023 Actuals Jan - Aug	2023 Year-End Estimates	2024 Adopted Budget
Beginning Fund Balance	6,665,723	8,539,939	8,539,939	10,349,738
Revenues:				
Taxes and Fees	1,688,592	1,651,545	2,048,499	3,597,229
Grants and Contributions	173	3,355	3,500	3,500
Capital Investment Fees	793,779	666,197	710,000	373,950
Earnings on Investment	116,540	253,995	365,000	500,000
Miscellaneous Revenue	233,879	10,103	10,000	10,000
<i>Transfers In</i>	-	-	-	-
Total Operating Revenues	<u>2,832,964</u>	<u>2,585,195</u>	<u>3,136,999</u>	<u>4,484,679</u>
Expenditures:				
Operations & Maintenance	780,411	642,663	1,327,200	2,161,500
Capital Outlay	178,337	-	-	-
<i>Transfers Out</i>	-	-	-	-
Total Expenditures	<u>958,748</u>	<u>642,663</u>	<u>1,327,200</u>	<u>2,161,500</u>
Excess (Deficiency) of Revenues and Other Sources over Expenditures	<u>1,874,216</u>	<u>1,942,531</u>	<u>1,809,799</u>	<u>2,323,179</u>
Ending Fund Balance	<u>8,539,939</u>	<u>10,482,470</u>	<u>10,349,738</u>	<u>12,672,917</u>

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.



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	862,500	902,000	175,000	222,000	2,161,500	-	-	2,161,500
Totals	\$ 862,500	\$ 902,000	\$ 175,000	\$ 222,000	\$ 2,161,500	\$ -	\$ -	\$ 2,161,500

Total Cash Available \$14,834,417

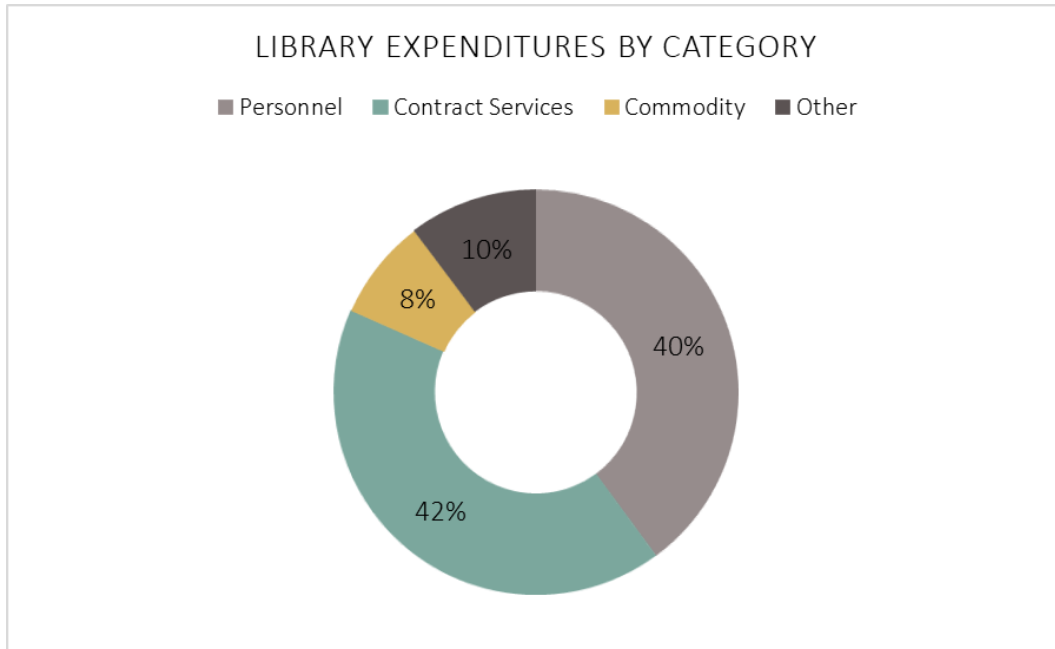
Ending Fund Balance \$12,672,917

PROJECTS FUNDED IN 2024 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 limited historical costs that can be utilized for comparisons. The 2024 Budget includes costs for a \$503,000 operating subsidy. The operating subsidy is a recurring expense.



FUND SUMMARIES

RECREATION CENTER FUND BUDGET

	2022 Actuals	2023 Actuals Jan - Aug	2023 Year-End Estimates	2024 Adopted Budget
Recreation Center Fund				
Beginning Fund Balance	922,738	422,738	422,738	0
<u>Revenues:</u>				
Grants & Contributions	25,000	-	-	-
Miscellaneous Revenue	-	-	-	-
<i>Transfers In</i>	-	77,262	377,262	503,000
Total Operating Revenues	25,000	77,262	377,262	503,000
<u>Expenditures:</u>				
Operations & Maintenance	525,000	409,471	800,000	503,000
Capital Outlay	-	-	-	-
<i>Transfers Out</i>	-	-	-	-
Total Expenditures	525,000	409,471	800,000	503,000
Excess (Deficiency) of Revenues and Other Sources over Expenditures	(500,000)	(332,209)	(422,738)	-
Ending Fund Balance	422,738	90,529	-	-

FUND SUMMARIES

RECREATION CENTER FUND REVENUE

Revenues for this fund come exclusively from transfers from the Town of Johnstown General Fund. In 2023 there is a budgeted transfer into this fund of \$77,262 to utilize the remaining fund balance.

Recreation Center		
Source	Amount	% of Total
Transfer In	503,000	100%
	503,000	100%

RECREATION CENTER FUND EXPENDITURES

This fund has expenditures that are related to the recreation center. The \$503,000 in expenditures is classified as recurring operational expense.

RECREATION CENTER FUND SUMMARY

	Personnel				Total Operating Costs	Capital		Debt Service	Total
	Services	Contract Services	Commodity	Other Charges		Outlay			
Rec Center Fund	-	503,000	-	-	503,000	-	-	-	503,000
Totals	\$ -	\$ 503,000	\$ -	\$ -	\$ 503,000	\$ -	\$ -	\$ -	\$ 503,000

Total Cash Available \$ 503,000

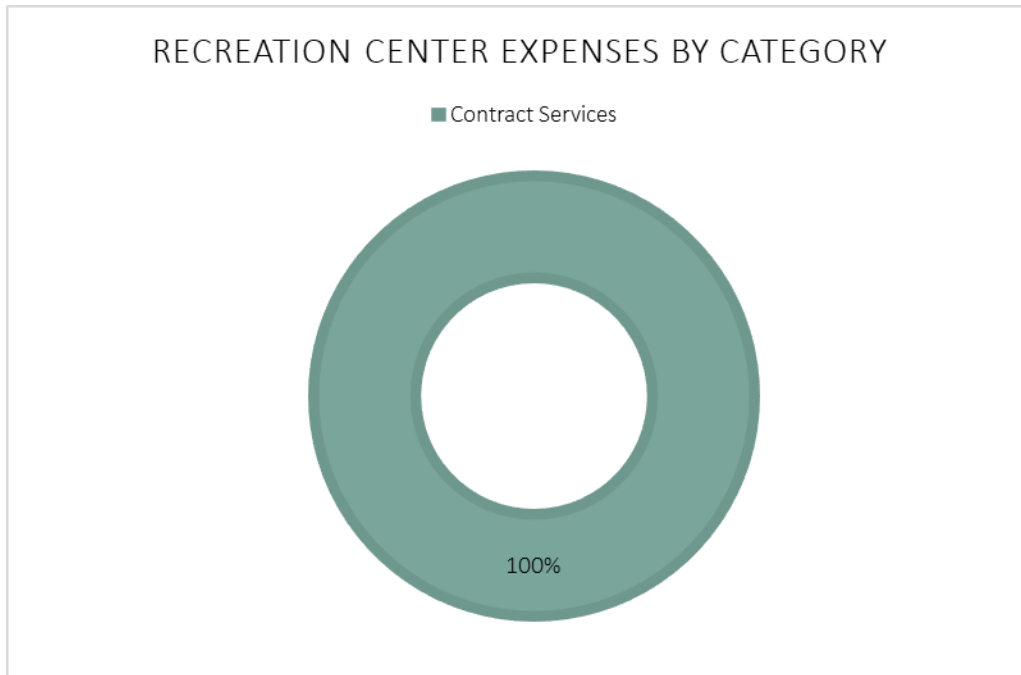
Ending Fund Balance \$ -

PROJECTS FUNDED IN 2024 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

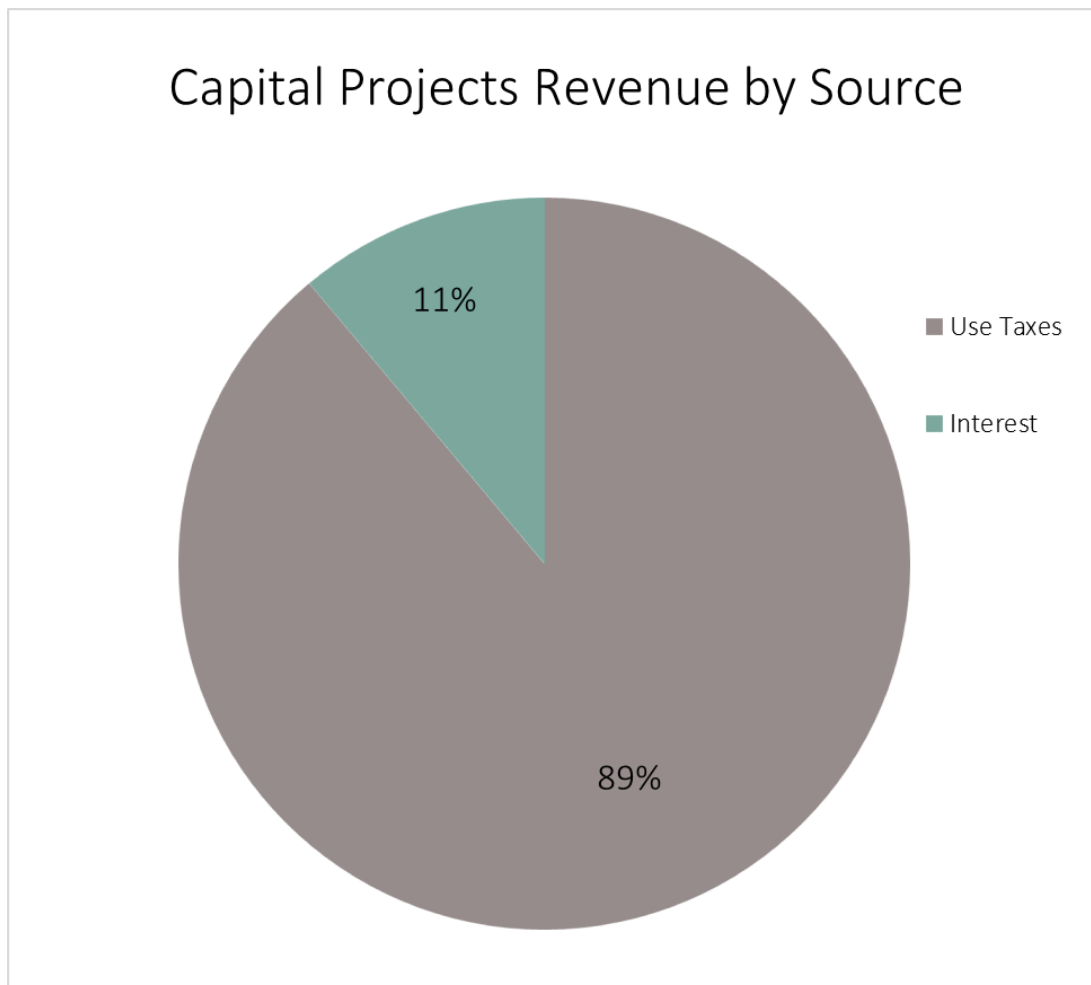
CEMETERY PERPETUAL FUND BUDGET

	2022 Actuals	2023 Actuals Jan - Sept	2023 Year-End Estimates	2024 Adopted Budget
Cemetery Perpetual Fund				
Beginning Fund Balance	153,815	168,688	168,687.66	187,098
<u>Revenues:</u>				
Intergovernmental	12,898	8,865	12,560	12,560
Earnings on Investment	1,974	4,538	5,850	3,600
Miscellaneous Revenue	-	-	-	-
Total Operating Revenues	<u>14,872</u>	<u>13,403</u>	<u>18,410</u>	<u>16,160</u>
<u>Expenditures:</u>				
Operations & Maintenance	-	-	-	-
Capital Outlay	-	-	-	-
<i>Transfers Out</i>	-	-	-	-
Total Expenditures	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess (Deficiency) of Revenues and Other Sources over Expenditures	<u>14,872</u>	<u>13,403</u>	<u>18,410</u>	<u>16,160</u>
Ending Fund Balance	<u>168,688</u>	<u>182,091</u>	<u>187,098</u>	<u>203,258</u>

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%).



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 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 from 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

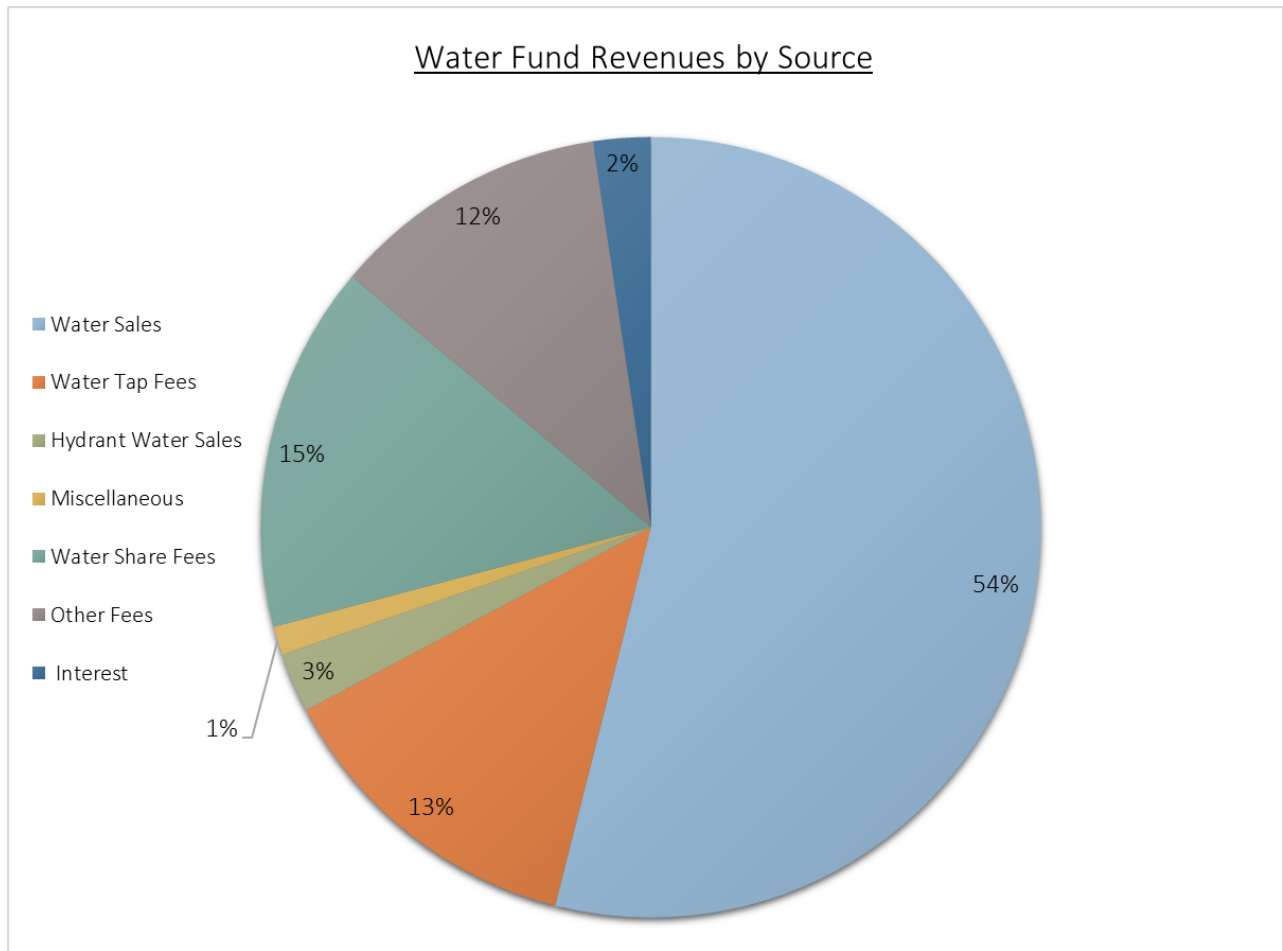
Water Fund	2022 Actuals	2023 Actuals Jan - Sept	2023 Year-End Estimates	2024 Adopted Budget
Beginning Cash Balance	22,391,126	18,030,853	18,030,853	9,653,578
Revenues:				
Charges for Services	5,401,201	3,734,175	4,641,200	5,935,000
Miscellaneous Revenue	26,640	36,750	36,750	20,000
Total Operating Revenues	5,427,841	3,770,925	4,677,950	5,955,000
Expenses:				
Operations and Maintenance	3,799,335	2,793,863	4,185,615	4,689,550
Capital	14,112,963	3,238,577	16,129,397	39,277,500
Depreciation	518,024	408,114	544,200	994,200
Debt	-	-	-	-
Transfers Out	-	600,000	600,000	-
Total Operating Expenses	18,430,322	7,040,554	21,459,212	44,961,250
Operating Income (Loss)	(13,002,481)	(3,269,629)	(16,781,262)	(39,006,250)
Non-Operating Revenues (Expenses)				
Tap Fees	3,596,898	2,367,757	2,700,000	1,397,933
Capital Investment Fees	3,428,766	2,058,490	2,350,000	1,100,925
Misc. Revenues	1,361,181	2,600,220	2,623,987	52,516,000
Interest Expense	255,364	579,308	730,000	250,000
Bond Issuance				72,000,000
Total Non-Operating Revenues (Expenses)	8,642,208	7,605,775	8,403,987	127,264,858
Excess (Deficiency) of Revenues and Other Sources over Expenses	(4,360,273)	4,336,146	(8,377,275)	88,258,608
*Ending Cash Balance	18,030,853	22,367,000	9,653,578	97,912,186

* The budget is prepared with the cash balance.

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. A rate study was completed in 2023 resulting in a 30% rate increase in fees. The chart below shows the proportion of each major revenue source to the total Water Fund Revenues. The chart does not include the proposed \$72,000,000 bonds or the \$50,700,000 loan from the General Fund to help fund the large capital projects.



*Debt proceeds and transfers have not been included.

FUND SUMMARIES

WATER FUND EXPENDITURES

The expenditures in this fund include operational costs of \$5,683,750 and capital outlay of \$39,277,500. The increase in operational costs in the 2024 Budget is largely associated with the operation of the GAC system that was installed mid-year 2021. All 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
WF Operations	844,700	1,199,000	1,202,950	1,273,000	4,519,650	33,400,000	-	37,919,650
WF C&D	464,850	205,000	492,600	1,650	1,164,100	5,877,500		7,041,600
Totals	\$ 1,309,550	\$ 1,404,000	\$ 1,695,550	\$ 1,274,650	\$ 5,683,750	\$ 39,277,500	\$ -	\$ 44,961,250

Total Cash Available \$ 142,873,436

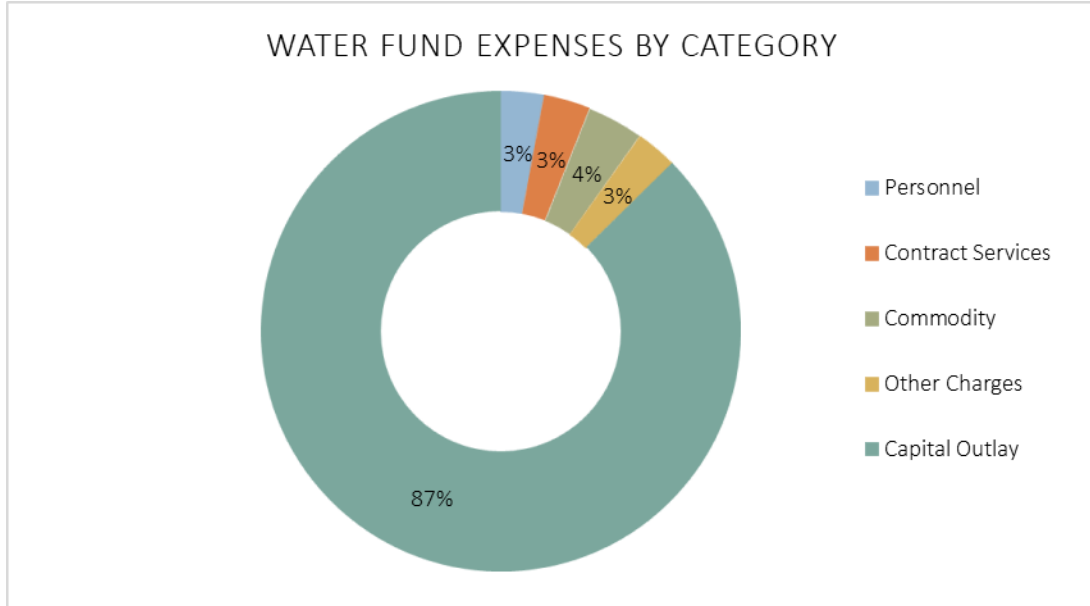
Ending Fund Balance \$ 97,912,186

PROJECTS FUNDED IN 2024 BUDGET

- Water plant expansion construction
- Raw water project
- Highway 60 water line
- Central water line
- PRV vault
- Water line oversizing

FUND SUMMARIES

The chart below details the expenditures for the Water Fund by category. Clearly in 2024 the biggest expenditure will be for Capital Outlay which includes costs for the water treatment plant expansion and several water line projects.



WATER FUND FULL TIME EMPLOYEES

Department	No. of Full Time Employees
Administration	1
Operations	10.5
Total	11.5

FUND SUMMARIES

WATER FUND ACCOMPLISHMENTS AND GOALS

<u>2023 Accomplishments</u>	<u>Strategic Pillar</u>	<u>Percent Complete</u>
Began construction on the water treatment plant expansion	Quality Infrastructure & Facilities	2%
Map all water department assets	Organizational Excellence & Public Trust	100%
Perform emergency repairs in house	Quality Infrastructure & Facilities	100%
Adoption of design standards	Quality Infrastructure & Facilities	100%
Staffed a water superintendent and eliminated the need to outsource ORC	Organizational Excellence & Public Trust	100%

<u>2024 Goals</u>	<u>Strategic Pillar</u>	<u>Expected Completion</u>
Meet the WTP construction schedule	Quality Infrastructure & Facilities	2026
Perform a system wide water audit	Organizational Excellence & Public Trust	2024
Complete design of raw water line from Lonetree to the water treatment plant	Quality Infrastructure & Facilities	2024
Implement Utilities department strategic business plan and update KPI's	Organizational Excellence & Public Trust	2024
Annual replacement and O&M program	Quality Infrastructure & Facilities	2024

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

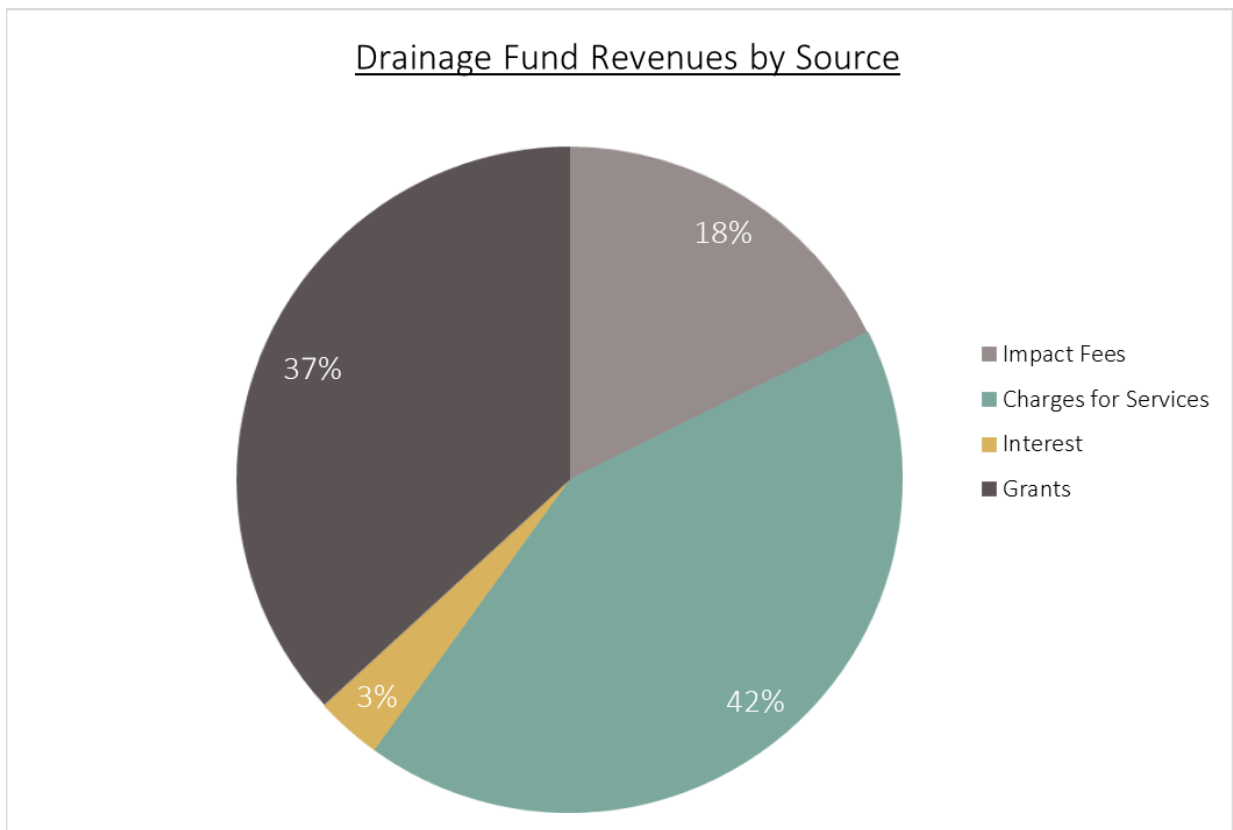
	2022 Actuals	2023 Actuals Jan - Sept	2023 Year-End Estimates	2024 Adopted Budget
Storm Water Fund				
Beginning Cash Balance	3,515,563	3,977,376	3,977,376	4,097,395
<u>Revenues:</u>				
Charges for Services	501,456	395,331	520,000	525,000
Miscellaneous Revenue	-	-	-	-
Total Operating Revenues	<u>501,456</u>	<u>395,331</u>	<u>520,000</u>	<u>525,000</u>
<u>Expenses:</u>				
Operations and Maintenance	323,290	270,758	479,981	1,377,490
Capital Improvements	561,593	-	70,000	1,038,400
Transfer Out	-	250,000	250,000	-
Total Operating Expenses	<u>884,883</u>	<u>520,758</u>	<u>799,981</u>	<u>2,415,890</u>
Operating Income (Loss)	<u>(383,427)</u>	<u>(125,426)</u>	<u>(279,981)</u>	<u>(1,890,890)</u>
<u>Non-Operating Revenues (Expenses)</u>				
Capital Investment Fees	811,250	293,865	300,000	220,000
Misc. Revenues	-	-	-	457,560
Interest	33,990	77,444	100,000	40,000
Total Non-Operating Revenues (Expenses)	<u>845,240</u>	<u>371,309</u>	<u>400,000</u>	<u>717,560</u>
Excess (Deficiency) of Revenues and Other Sources over Expenses	<u>461,813</u>	<u>245,882</u>	<u>120,019</u>	<u>(1,173,330)</u>
*Ending Cash Balance	<u>3,977,376</u>	<u>4,223,259</u>	<u>4,097,395</u>	<u>2,924,065</u>

* The budget is prepared with the cash balance.

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 largest revenue source is from charges for services and is followed by the FEMA stormwater master plan grant.



FUND SUMMARIES

DRAINAGE FUND EXPENDITURES

Storm water expenditures for the operating 2024 Budget are \$1,377,490. There is an additional \$1,038,400 in capital outlay associated with the stormwater master plan and repairs.

DRAINAGE FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Drainage Fund	369,900	899,990	43,600	64,000	1,377,490	1,038,400	-	2,415,890
Totals	\$ 369,900	\$ 899,990	\$ 43,600	\$ 64,000	\$ 1,377,490	\$ 1,038,400	\$ -	\$ 2,415,890

Total Cash Available \$ 5,339,955

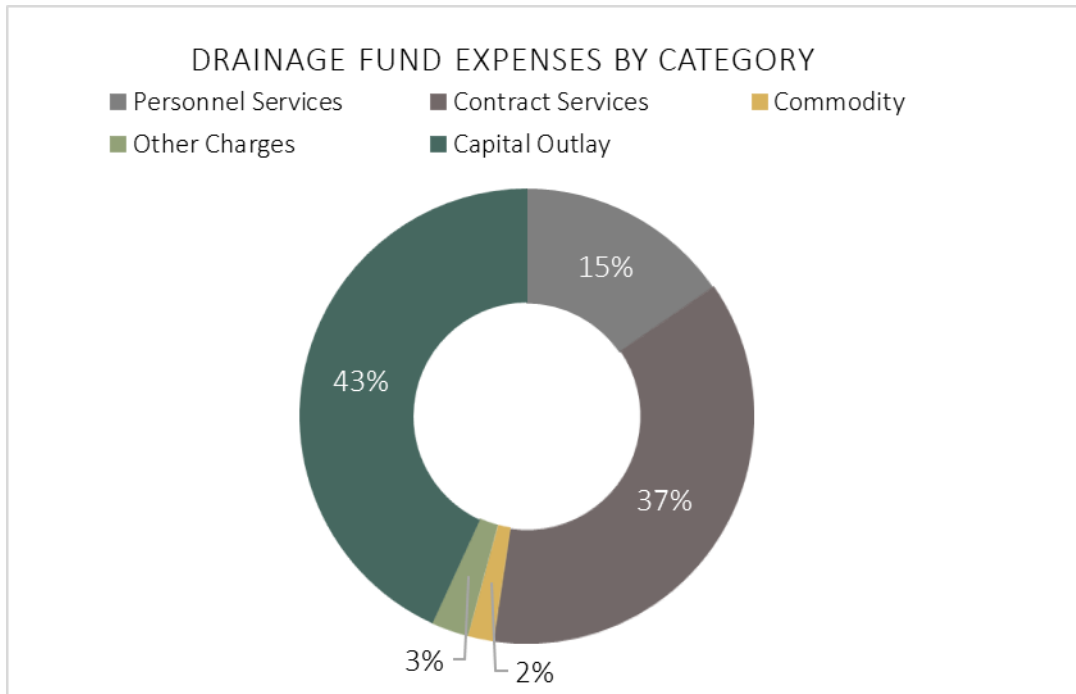
Ending Fund Balance \$ 2,924,065

PROJECTS FUNDED IN 2024 BUDGET

- Stormwater master plan
- Country Acres drainage improvements

FUND SUMMARIES

The chart below details the expenditures for the Drainage Fund by category. This fund is focusing on capital outlay this year. It is fairly labor intensive fund and the 2024 expenditures reflect that.



DRAINAGE FUND FULL TIME EMPLOYEES

Department	No. of Full Time Employees
Administration	.80
Operations	1.60
Total	2.40

FUND SUMMARIES

DRAINAGE FUND ACCOMPLISHMENTS AND GOALS

<u>2023 Accomplishments</u>	<u>Strategic Pillar</u>	<u>Percent Complete</u>
Installation of a new storm drain system on Charlotte Street	Quality Infrastructure & Facilities	100%
Inspection process for development sites	Safe & Welcoming Community	100%
Awarded a FEMA grant to update the storm drainage master plan	Organizational Excellence & Public Trust	100%

<u>2024 Goals</u>	<u>Strategic Pillar</u>	<u>Expected Completion</u>
Camera and clean all storm lines	Quality Infrastructure & Facilities	2024
Update the storm drainage master plan	Organizational Excellence & Public Trust	2024
Update drainage improvements in Country Acres	Quality Infrastructure & Facilities	2025

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 several 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 6,556 active sewer accounts, which include residential, multi-family, and non-residential users.



FUND SUMMARIES

SEWER FUND BUDGET

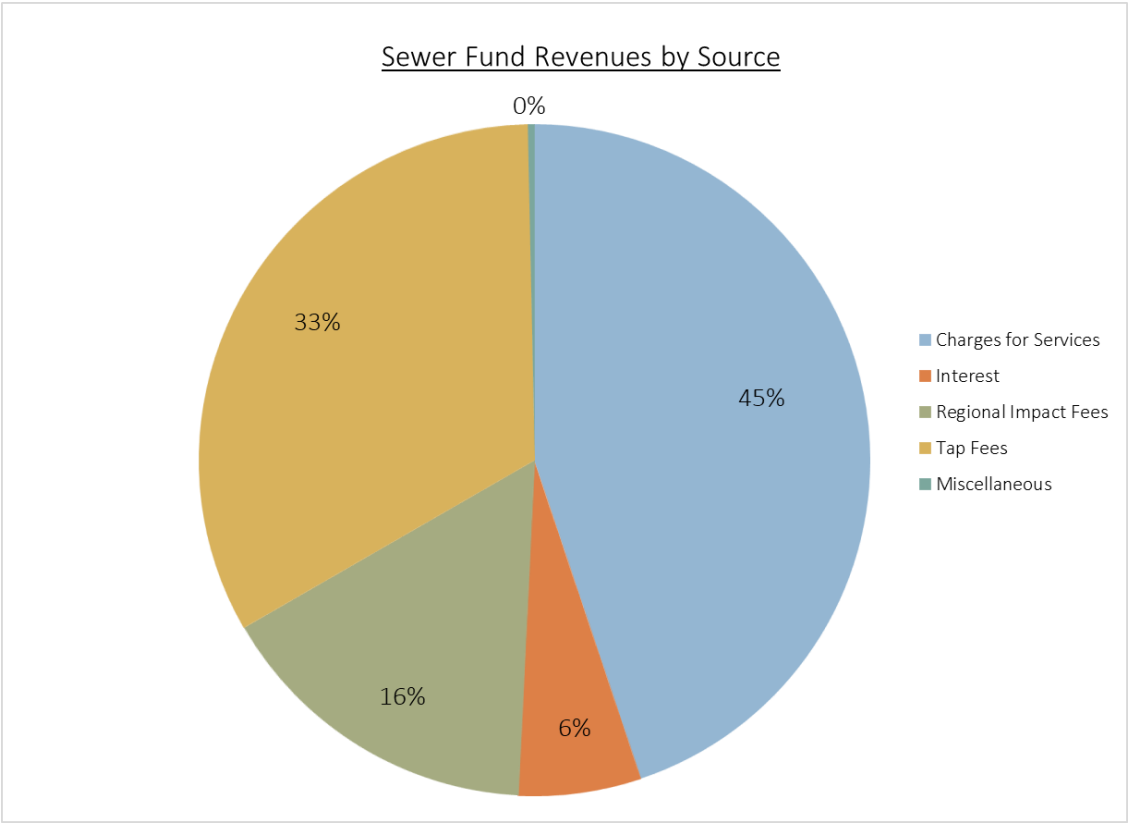
Sewer Fund	2022 Actuals	2023 Actuals Jan - Sept	2023 Year-End Estimates	2024 Adopted Budget
Beginning Cash Balance	62,270,933	42,099,362	42,099,362	57,295,136
<u>Revenues:</u>				
Charges for Services	3,015,211	2,519,053	3,348,000	3,795,000
Miscellaneous Revenue				
Total Operating Revenues	<u>3,015,211</u>	<u>2,519,053</u>	<u>3,348,000</u>	<u>3,795,000</u>
<u>Expenses:</u>				
Operations and Maintenance	1,710,170	1,076,892	1,601,834	2,918,540
Capital Improvements	29,071,616	17,602,625	39,525,500	41,722,500
Depreciation	235,093	393,570	525,300	1,125,300
Debt	1,953,150	976,575	2,765,300	2,767,650
Transfer Out	-	600,000	600,000	
Total Operating Expenses	<u>32,970,029</u>	<u>20,649,661</u>	<u>45,017,934</u>	<u>48,533,990</u>
Operating Income (Loss)	<u>(29,954,818)</u>	<u>(18,130,608)</u>	<u>(41,669,934)</u>	<u>(44,738,990)</u>
<u>Non-Operating Revenues (Expenses)</u>				
Capital Investment Fees	8,480,671	3,845,090	4,320,000	4,138,775
Misc. Revenues	310,470	45,709	50,045,709	25,000
Interest	992,106	2,298,425	2,500,000	500,000
Bond Issuance				
Total Non-Operating Revenues (Expenses)	<u>9,783,247</u>	<u>6,189,223</u>	<u>56,865,709</u>	<u>4,663,775</u>
Excess (Deficiency) of Revenues and Other Sources over Expenses	<u>(20,171,571)</u>	<u>(11,941,385)</u>	<u>15,195,775</u>	<u>(40,075,215)</u>
*Ending Cash Balance	<u>42,099,362</u>	<u>30,157,977</u>	<u>57,295,136</u>	<u>17,219,921</u>

* The budget is prepared with the cash balance.

FUND SUMMARIES

SEWER FUND REVENUES

Sewer Fund revenues are generally made up of customer receipts, tap fees, and grants. In 2024, the largest source of revenue is from customer receipts.



*Transfers have not been included.

FUND SUMMARIES

SEWER FUND EXPENDITURES

Expenditures in the Sewer Fund include operating costs of \$4,043,840, capital outlay of \$41,722,500 and debt outlay of \$2,767,650. The capital is classified as nonrecurring and will fund system upgrades and new infrastructure.

SEWER FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
SF Operations	847,200	1,033,050	338,750	1,202,800	3,421,800	28,585,000	2,767,650	34,774,450
SF C&D	278,850	287,650	54,050	1,490	622,040	13,137,500	-	13,759,540
Totals	\$ 1,126,050	\$ 1,320,700	\$ 392,800	\$ 1,204,290	\$ 4,043,840	\$ 41,722,500	\$ 2,767,650	\$ 48,533,990

Total Cash Available \$ 65,753,911

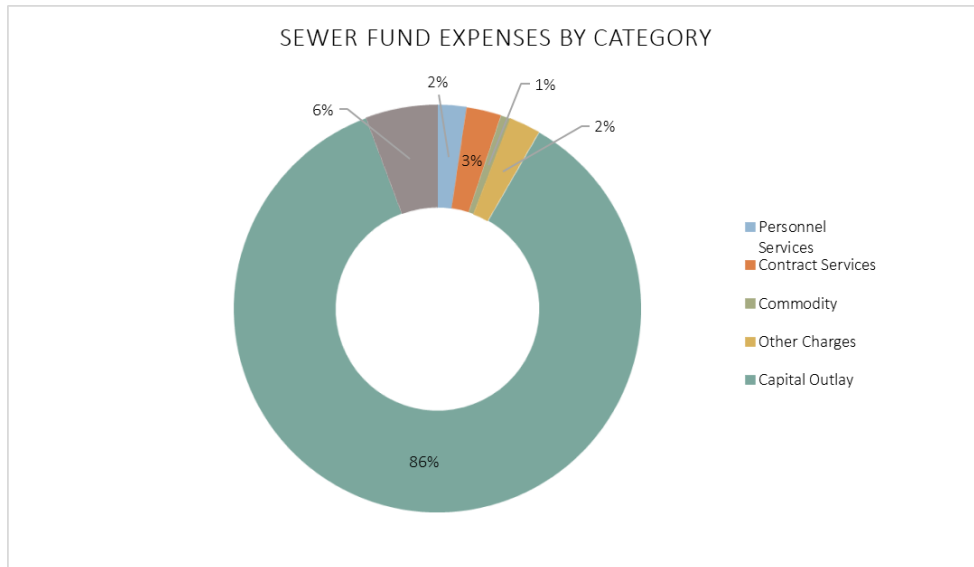
Ending Fund Balance \$ 17,219,921

PROJECTS FUNDED IN 2024 BUDGET

- Central WWTP construction
- Low Point WWTP construction
- North interceptor

FUND SUMMARIES

The chart below details the expenditures for the Sewer Fund by category. Clearly in 2024 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	1.00
Operations	7.50
Total	8.5

LONG-TERM DEBT

In September 2021, the Town of Johnstown issued \$56,698,413 in 2021 Series Wastewater Bonds to acquire, construct, improve, and make improvements to the Town’s wastewater system. The following is the detail of principal and interest requirements by year:

FUND SUMMARIES

Bond Debt Service					
Town of Johnstown, Colorado					
Wastewater Revenue Bonds, Series 2021					
Payment Date	Principal Expense	Coupon	Interest Expense	Total	Principal Balance
9/1/2021					46,585,000
12/1/2021			488,288	488,288	46,585,000
6/1/2022			976,575	976,575	46,585,000
12/1/2022			976,575	976,575	46,585,000
6/1/2023			976,575	976,575	46,585,000
12/1/2023	810,000	5.0%	976,575	1,786,575	45,775,000
6/1/2024			956,325	956,325	45,775,000
12/1/2024	855,000	5.0%	956,325	1,811,325	44,920,000
6/1/2025			934,950	934,950	44,920,000
12/1/2025	900,000	5.0%	934,950	1,834,950	44,020,000
6/1/2026			912,450	912,450	44,020,000
12/1/2026	940,000	5.0%	912,450	1,852,450	43,080,000
6/1/2027			888,950	888,950	43,080,000
12/1/2027	990,000	5.0%	888,950	1,878,950	42,090,000
6/1/2028			864,200	864,200	42,090,000
12/1/2028	1,040,000	5.0%	864,200	1,904,200	41,050,000
6/1/2029			838,200	838,200	41,050,000
12/1/2029	1,090,000	5.0%	838,200	1,928,200	39,960,000
6/1/2030			810,950	810,950	39,960,000
12/1/2030	1,145,000	5.0%	810,950	1,955,950	38,815,000
6/1/2031			782,325	782,325	38,815,000
12/1/2031	1,205,000	5.0%	782,325	1,987,325	37,610,000
6/1/2032			752,200	752,200	37,610,000
12/1/2032	1,265,000	4.0%	752,200	2,017,200	36,345,000
6/1/2033			726,900	726,900	36,345,000
12/1/2033	1,315,000	4.0%	726,900	2,041,900	35,030,000
6/1/2034			700,600	700,600	35,030,000
12/1/2034	1,365,000	4.0%	700,600	2,065,600	33,665,000
6/1/2035			673,300	673,300	33,665,000
12/1/2035	1,420,000	4.0%	673,300	2,093,300	32,245,000
6/1/2036			644,900	644,900	32,245,000
12/1/2036	1,475,000	4.0%	644,900	2,119,900	30,770,000
6/1/2037			615,400	615,400	30,770,000
12/1/2037	1,535,000	4.0%	615,400	2,150,400	29,235,000
6/1/2038			584,700	584,700	29,235,000
12/1/2038	1,600,000	4.0%	584,700	2,184,700	27,635,000
6/1/2039			552,700	552,700	27,635,000
12/1/2039	1,660,000	4.0%	552,700	2,212,700	25,975,000
6/1/2040			519,500	519,500	25,975,000
12/1/2040	1,730,000	4.0%	519,500	2,249,500	24,245,000
6/1/2041			484,900	484,900	24,245,000
12/1/2041	1,800,000	4.0%	484,900	2,284,900	22,445,000
6/1/2042			448,900	448,900	22,445,000
12/1/2042	1,870,000	4.0%	448,900	2,318,900	20,575,000
6/1/2043			411,500	411,500	20,575,000
12/1/2043	1,945,000	4.0%	411,500	2,356,500	18,630,000
6/1/2044			372,600	372,600	18,630,000
12/1/2044	2,020,000	4.0%	372,600	2,392,600	16,610,000
6/1/2045			332,200	332,200	16,610,000
12/1/2045	2,105,000	4.0%	332,200	2,437,200	14,505,000
6/1/2046			290,100	290,100	14,505,000
12/1/2046	2,185,000	4.0%	290,100	2,475,100	12,320,000
6/1/2047			246,400	246,400	12,320,000
12/1/2047	2,275,000	4.0%	246,400	2,521,400	10,045,000
6/1/2048			200,900	200,900	10,045,000
12/1/2048	2,365,000	4.0%	200,900	2,565,900	7,680,000
6/1/2049			153,600	153,600	7,680,000
12/1/2049	2,460,000	4.0%	153,600	2,613,600	5,220,000
6/1/2050			104,400	104,400	5,220,000
12/1/2050	2,560,000	4.0%	104,400	2,664,400	2,660,000
6/1/2051			53,200	53,200	2,660,000
12/1/2051	2,660,000	4.0%	53,200	2,713,200	-
	46,585,000		36,109,088	82,694,088	

FUND SUMMARIES

SEWER FUND ACCOMPLISHMENTS & GOALS

<u>2023 Accomplishments</u>	<u>Strategic Pillar</u>	<u>Percent Complete</u>
Complete construction on Central Ph1 and Ph2 projects	Quality Infrastructure & Facilities	100%
Perform emergency repairs in house	Quality Infrastructure & Facilities	100%
Low Point WWTP construction	Quality Infrastructure & Facilities	90%
Central WWTP construction	Quality Infrastructure & Facilities	20%
Staffed a wastewater superintendent and eliminated the need to outsource ORC	Organizational Excellence & Public Trust	100%

<u>2024 Goals</u>	<u>Strategic Pillar</u>	<u>Expected Completion</u>
Complete construction of Low Point Wastewater Treatment Plant	Quality Infrastructure & Facilities	2024
Optimize Lagoon winter operation to meet permit until new plant is operational	Quality Infrastructure & Facilities	2024
Construction on Central WWTP	Quality Infrastructure & Facilities	2026
Incorporate sewer collection system analysis in development review and master planning	Organizational Excellence & Public Trust	2026
Annual sewer/collections WWTP replacement and O&M program	Organizational Excellence & Public Trust	2024

APPENDIX

APPENDIX

Appendix

<u>Glossary of Terms</u>	A1
<u>Transfer Summary</u>	B1
<u>Staffing Summary</u>	C1
<u>Strategic Plan</u>	D1
<u>Capital Improvement Plan</u>	E1
<u>Changes to the Proposed 2024 Budget Summary</u>	F1

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 principal due on long-term debt.

DEPARTMENT: Major unit of organization in the Town.

APPENDIX

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

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

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 year's less current liabilities and are available for designation as a funding source for future budget years.

GAC: Granular Activated Carbon is a water treatment process used for taste and odor control.

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

GIS: Geographic Information System analyses and displays geographically referenced information.

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.

APPENDIX

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 the lease.

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

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

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

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

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

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

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

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.

APPENDIX

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.

WWTP: Wastewater treatment plant

APPENDIX

TRANSFER SUMMARY

	Transfers In	From	Transfers Out	To
GENERAL FUND				
General Fund	37,395	Library Fund (History)	2,491,362	Library Fund
General Fund			50,700,000	Water Fund
General Fund			1,000,000	Parks
General Fund			503,000	Rec Center
General Fund			700,000	Tax Allocation Fund
SPECIAL REVENUE FUNDS				
Library Fund	2,491,362	General Fund	37,395	Library Fund (History)
Library Fund			149,580	Arts & Culture
Arts & Culture Fund	149,580	Library Fund		
Recreation Center Fund	503,000	General Fund		
Parks & Open Space	70,000	Water Fund (Fees)		
Parks & Open Space	60,000	Sewer Fund (fees)		
Parks & Open Space	10,000	Drainage Fund (Fees)		
Parks & Open Space	1,000,000	General Fund		
Tax Allocation Fund	700,000	General Fund		
Tax Allocation Fund	50,000	Capital Projects Fund		
Capital Projects Fund			50,000	Tax Allocation Fund
PROPRIETARY FUNDS				
Water Fund (Fees)			70,000	Parks & Open Space
Sewer Fund (fees)			60,000	Parks & Open Space
Drainage Fund (Fees)			10,000	Parks & Open Space
Water Fund	50,700,000	General Fund		
TOTAL	55,771,337		55,771,337	

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.

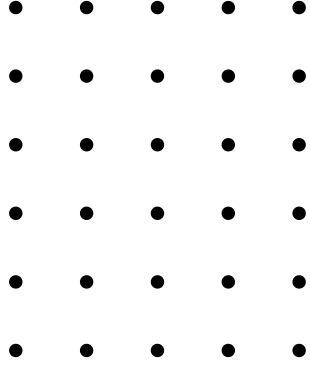
APPENDIX

STAFFING SUMMARY

Fund/Department	2022 Actual	2023 Budget	2024 Budget
Governmental Funds			
<u>General Fund:</u>			
Town Manager	5.95	5.95	6.95
Town Clerk	3.05	3.00	3.00
Finance	0.95	2.40	3.40
Planning	4.40	4.40	4.90
Engineering	0.00	0.00	7.00
Police	30.00	35.00	36.00
Public Works	5.50	5.20	4.05
Building Inspection	1.00	1.00	1.00
Buildings	0.00	0.00	0.00
General Fund Total	50.85	56.95	67.30
Street & Alley Fund	6.80	5.55	9.01
Parks & Open Space Fund	5.50	5.60	7.29
Conservation Trust Fund	0.00	0.00	0.00
Tax Allocation Fund	0.00	0.00	0.00
Capital Projects Fund	0.00	0.00	0.00
Recreation Center Fund	0.00	0.00	0.00
Library Fund	0.00	0.00	0.00
Proprietary Funds			
Water Fund	11.45	11.25	11.50
Drainage Fund	2.95	1.90	2.40
Sewer Fund	7.95	7.75	8.50
Fiduciary Funds			
Cemetery Perpetual Fund	0.00	0.00	0.00
Total FTE's:	85.50	89.00	105.00

CHANGES TO FTE's IN 2024

There were 17 full-time positions approved in the 2024 Budget. The positions added, Town wide include: HR Generalist (1), Accounting Technician (1), Admin Assistant (1), Community Service Officer (1), Construction Inspector (2), Civil Engineer (3), Parks maintenance (1), Streets maintenance (3), Mechanic (1), C&D Lead Operator (1), and Operations Supervisor (1).



TOWN OF JOHNSTOWN

STRATEGIC PLAN



2023 - 2032



TABLE OF CONTENTS



PROCESS

Message from the Mayor	D3
Community Focused Plan	D4
Mission, Vision	D5
Guiding Principles	D6



PILLARS

Strategic Pillars	D7
Organizational Excellence & Public Trust	D8
Safe & Welcoming Community	D9
Healthy & Resilient Economy	D10
Natural & Built Environment	D12
Quality Infrastructure & Facilities	D13
Timing and Impact	D14

MESSAGE FROM THE MAYOR



This ten-year Strategic Plan serves as a comprehensive roadmap, intended to accurately mirror the priorities of Johnstown residents and local businesses. Although the strategic actions primarily rest with the Municipality, their success hinges on forging meaningful partnerships with organizations in the community, advisory committees, and an unwavering commitment to working together for the betterment of the community.

We are grateful to the residents who took the time to participate in our community survey and outreach events, and we appreciate the insightful conversations our team had with stakeholders. The collaborative essence of this Strategic Plan is a culmination of perspectives shared by residents, businesses, community groups, staff, management, and Council members who actively engaged in the process.

We would like to thank our residents, businesses, community members, committees, and staff for your active engagement in, and commitment to, the development of this Strategic Plan. Your passion for our community and its future is genuinely inspiring, and your unwavering commitment to preserving what is invaluable is truly impressive.

We invite you to explore this plan, hoping that you connect with it, and encourage you to join us in the upcoming endeavors. While we may face challenges on the journey, the satisfaction derived from the progress will undoubtedly be rewarding.



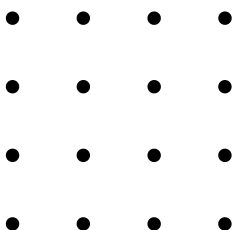
Creating Positive Outcomes

A well-executed strategic plan serves as a roadmap that enables us to work toward our goals, improve services, and enhance the quality of life for our constituents.



The purpose of a strategic plan:

- Create a Shared Vision among stakeholders within our community and organization: This consensus is critical for alignment and moving forward effectively.
- Increase Efficiency and Effectiveness: By setting clear goals and strategies, we can allocate resources more efficiently and achieve better outcomes.
- Ensure Common Goals: Engaging both internal and external stakeholders ensures that a wide range of perspectives and needs are considered, leading to a more comprehensive and robust plan.
- Identifies Improvement Opportunities: Strategic planning involves a thorough examination of current practices, identifying strengths and weaknesses, and uncovering opportunities for improvement. This data-driven approach helps us make informed decisions.
- Define Identity and Services: Through strategic planning, we can define our identity by clarifying our mission, vision, and values. We can also specify the services we intend to provide.
- Service Delivery: Determining how best to provide services is a critical aspect of strategic planning. This may involve evaluating different service delivery models, considering technology advancements, and optimizing resource allocation.



Mission

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



Vision

Johnstown will be/will be known for connecting community with opportunity.

Guiding Principles

Service Excellence

We put our community at the center of everything we do. We are dedicated to delivering the best outcomes for our community.

Teamwork

We have a “One-Town, One Team” approach that promotes collaboration.

Communication

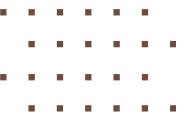
We invite participation and exchange reliable information.

Integrity

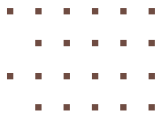
We do the right thing and hold ourselves accountable.

Innovation

We foster creativity that challenges constraints and drives progress.



Strategic Pillars



J
O
H
N
S
T
O
W
N



Organizational Excellence
& Public Trust



Safe & Welcoming
Community



Healthy & Resilient
Economy



Natural & Built
Environment



Quality Infrastructure &
Facilities



Organizational Excellence & Public Trust

We support and empower a team that builds public confidence through transparency, integrity, service innovation, and fiscal responsibility. Our team ensures our values are aligned with continuing to move the organization in a positive direction as we work together with the community.

Goal: Strengthen public trust and confidence

Strategies:

- Provide value to our customers by balancing efficiency and cost management with innovation and customer convenience.
- Seek out customer service enhancement opportunities.
- Maintain Records Management program that is compliant and sustainable.
- Maintain financial sustainability.
- Pursue and maintain accreditations and certifications.
- Strengthen election process through development and implementation of processes and software.

Goal: Engage, inform and involve the community.

Strategies:

- Increase positive engagement and interaction with members of the public.
- Identify and develop a consistent brand for the Town.
- Continue to develop and expand communication programming.
- Work to improve ease of use and accessibility of material.

Goal: Be an employer of choice that attracts dedicated team members, passionate about Johnstown.

Strategies:

- Invest in an organizational culture that values development, creative problem solving, and service.
- Improve organizational capabilities and effectiveness through leadership, professional development, organizational literacy, and employee engagement.
- Develop and implement recruiting strategies, increasing diversity, and succession planning.



Safe & Welcoming Community

The Town is committed to creating a safe, friendly, and connected experience for residents and visitors. We value the role that Johnstown's unique charm and character play in our community.

Goal: Provide and maintain public safety services and awareness in our community.

Strategies:

- Deliver the highest level of police services to ensure that residents feel safe and secure.
- Provide comprehensive municipal safety services.
- Collaborate with regional partners in response and education.
- Engage the community in safety preparedness.
- Develop resiliency plans and establish a local emergency management program for continuity of operations.

Goal: Partner in creating more community based, community service, and action opportunities.

Strategies:

- Provide volunteer resources to the community.
- Work with regional partners to develop or implement programming.
- Develop a needs study for community services such as arts, culture, recreation, and educational opportunities.

Goal: Create arts and culture opportunities that connect the community.

Strategies:

- Create community events.
- Promote community-wide art initiatives.
- Honor our agricultural heritage and work to celebrate Johnstown's history.

Goal: Grow an open, inclusive environment where all residents have the opportunity to flourish.

Strategies:

- Conduct an independent DEI study to identify growth areas.
- Implement DEI growth suggestions.
- Provide reasonable accommodations to non-english speaking residents.



Healthy & Resilient Economy

We are committed to a sustainable and growing business community, skilled workforce, and regional cooperation. Our healthy economy provides residents and visitors access to goods, services, and jobs.

Goal: Invest in the development of a vibrant and interconnected downtown.

Strategies:

- Create a visitor experience.
- Develop a Downtown Master Plan.
- Complete a financial improvement study for the the downtown to determine financing mechanisms that can support the vision of the downtown.
- Assist with the creation of an improvement district.
- Drive development to expand the downtown corridor.

Goal: Drive projects and initiatives that promote Johnstown as a premier destination for business.

Strategies:

- Maintain a strong business retention and expansion program.
- Develop a business attraction strategy that focuses on attracting quality employers to the area.
- Identify and drive future development areas that can provide opportunities for employment, flex, and industrial space.
- Develop and implement marketing strategies that encourage the best uses and users of activity areas including commercial and employment centers.

Goal: Cultivate local and regional partnerships that ensure the long term success and growth of Northern Colorado.

Strategies:

- Partner with regional entities that support local development.
- Focus on economic development by maintaining partnerships with local, regional, and state partners.



Healthy & Resilient Economy

We are committed to a sustainable and growing business community, skilled workforce, and regional cooperation. Our healthy economy provides residents and visitors access to goods, services, and jobs.

Goal: Support the local labor market and work with partners to grow diverse employment opportunities.

Strategies:

- Cultivate partnerships with school districts and county agencies to develop a local talent force.
- Connect Johnstown employers with local talent force.
- Create strong partnerships with post-secondary institutions to create local learning opportunities.



Natural & Built Environment

We create amazing community spaces by balancing and blending Johnstown's agricultural heritage, natural environment, and innovative development.

Goal: Invest in, enhance, and conserve our parks, open spaces, agricultural areas, and natural environment.

Strategies:

- Acquire and dedicate land for open space and trails.
- Prioritize, expand, and maintain park and recreational amenities.
- Development of new parks and gathering spaces that serve the entire Johnstown community.
- Develop programs and partnerships that prioritize sustainability.

Goal: Expect and encourage community centered design.

Strategies:

- Create and maintain neighborhoods and activity centers with high standards of site and architectural design.
- Create a cohesive community through connectivity.
- Implement the Town-wide wayfinding sign plan.
- Guide growth in the community through appropriate annexation, zoning, planning, and land use development.

Goal: Support a broad range of housing options.

Strategies:

- Perform a Housing Needs Study and create policy as necessary.
- Preserve, stabilize, and enhance all neighborhoods.
- Determine different funding methods for affordable and attainable housing.



Quality Infrastructure & Facilities

We provide essential services to the community by investing in, operating, and maintaining, quality facilities and infrastructure.

Goal: Establish and maintain levels of service.

Strategies:

- Perform a condition assessment of assets and infrastructure.
- Collaborate with Council to identify programs and desired level of service.
- Meet or exceed all State and Federal standards for water, sewer, and storm water.

Goal: Ensure future viability of infrastructure and facilities.

Strategies:






- Create, update, and administer infrastructure plans and studies that prioritize resiliency and stability.
- Dedicate resources to build and deploy a comprehensive fiber network that will serve the entire community.
- Expect high-quality infrastructure construction.

Goal: Repair and maintain existing infrastructure, facilities, and equipment.

Strategies:






- Develop and implement Maintenance Programs to improve and extend the life of existing public assets.
- Implement replacement programs.
- Improve accuracy of Mapping System to assist with maintaining and replacing infrastructure.

Short-Term (Up to 3 Yrs)






					Strategy
					Identify and develop a consistent brand for the Town.
					Work to develop ease of use and accessibility of material.
					Strengthen election process through development and implementation of processes and software.
					Develop and implement recruiting and retention strategies, increasing diversity, and succession planning.
					Acquire and dedicate land for open space and trails.
					Prioritize, expand and maintain park and recreational amenities.
					Perform a Housing Needs Study and create policy as necessary.
					Determine different funding methods for affordable and attainable housing.
					Develop a Downtown Master Plan.
					Complete a financial improvement study for the downtown to determine financing mechanisms that can support the vision of downtown.
					Assist with the creation of such improvement district.
					Work with regional partners to develop or implement programming.
					Develop a needs study for community services such as arts, culture, recreation and educational opportunities.
					Promote community wide art initiatives.
					Conduct an independent DEI study to identify growth areas.
					Implement DEI growth suggestions.
					Provide reasonable accommodations to non-english speaking residents.
					Perform a condition assessment of assets and infrastructure.
					Dedicate resources to build and deploy a comprehensive fiber network that will serve the entire community.
					Develop and implement Maintenance Programs to improve and extend the life of existing public assets.



Mid-Term (4 - 6 Yrs)






					Strategy
					Development of new parks and gathering spaces that serve the entire Johnstown community.
					Develop programs and partnerships that prioritize sustainability.
					Develop a business attraction strategy that focuses on attracting quality employers to the area.
					Identify and drive future development areas that can provide opportunities for employment, flex, and industrial space.
					Develop and implement marketing strategies that encourage the best uses and users of activity areas including commercial and industrial centers.
					Collaborate with regional partners in response and education.
					Provide volunteer resources to the community.
					Implement Replacement Programs.

Long-Term (7+ Yrs)

					Strategy
					Create a cohesive community through connectivity.
					Implement the Town-wide wayfinding sign plan.
					Create strong partnerships with post-secondary institutions to create local learning opportunities.



Constant Focus

					Strategy
					Increase positive engagement and interaction with members of the public.
					Continue to develop and expand communication programming.
					Provide value to our customers by balancing efficiency and cost management with innovation and customer convenience.
					Seek out customer service enhancement opportunities.
					Maintain Records Management program that is compliant and sustainable.
					Maintain financial sustainability.
					Pursue and maintain accreditations and certifications.
					Invest in an organizational culture that values employee development, creative problem solving, and service.
					Improve organizational capabilities and effectiveness through leadership, professional development, organizational literacy, and employee engagement.
					Create and maintain neighborhoods and activity centers with high standards of site and architectural design.
					Guide growth in the community through appropriate annexation, zoning, planning and land use development.
					Preserve, stabilize, and enhance all neighborhoods.
					Create a visitor experience.
					Drive development to expand the downtown corridor.
					Maintain a strong business retention and expansion program.
					Partner with regional entities that support local development.
					Focus on economic development by maintaining partnerships with existing local, regional and state partners.
					Cultivate partnerships with school districts and county agencies to develop a local talent force.
					Connect Johnstown employers with local talent force.
					Deliver the highest level of police services to ensure residents feel safe and secure.
					Provide comprehensive municipal safety services.

Constant Focus

					Strategy
					Engage the community in safety preparedness.
					Create community events.
					Collaborate with Council to identify programs and desired levels of service.
					Honor our agricultural heritage and work to celebrate Johnstown's history.
					Meet or exceed all State and Federal standards for water, sewer, and storm water.
					Create, update, and administer infrastructure plans and studies that prioritize resilience and scalability.
					Expect high-quality infrastructure and construction.
					Develop resiliency plans and establish a local emergency management program for continuity of operations.
					Improve accuracy of Mapping System to assist with maintaining and replacing infrastructure.

**2024 – 2033
CAPITAL IMPROVEMENT
PLAN**



DECEMBER 2023

Table of Contents

Introduction	E1
Funding Summaries	E3
By Fund	E3
By Project Type	E5
By Department	E7
Capital Improvement Plan	E9

Introduction

Capital Improvement Plan Overview

The Town of Johnstown's 2024-2033 Capital Improvement Program (CIP) contains information on how the Town plans to invest available resources into key infrastructure and facilities between 2024 and 2033. The plan provides a working blueprint for sustaining and improving the community's assets by coordinating strategic planning, financial capacity, and physical development. The goals of the CIP are to provide sustainable funding sources for essential capital needs; improve the resiliency of essential services; and save the Town money over time by not deferring necessary improvements.

The CIP is a living document and as such, it is reviewed and updated annually to reflect changing community needs, priorities, and funding opportunities to ensure that the infrastructure exists to advance the strategic and long-term goals and objectives.

The Town has chosen to utilize a 10-year plan, because while the Town continues to make significant capital investments on an annual basis, the amount of resources available in one year are not sufficient to fund all identified capital needs, and there are future needs that have been identified that do not make sense to fund today. Although the Town has a 10-year CIP, the Town Council approves only the first year of the capital plan in the annual adoption of the budget.

The continued investment in the Town's public infrastructure is key to ensuring the high quality of life for our residents.



Introduction

Introduction

The Town of Johnstown's Capital Improvement Program (CIP) is a comprehensive, ten-year plan for capital investment in maintaining and enhancing public infrastructure. The CIP provides a list of all capital projects and their estimated costs over the ten-year period. The CIP serves as a guide that provides the framework for meeting current and future goals related to the physical assets of the community.

The Town of Johnstown invests in community facilities and infrastructure and provides a high level of municipal services. The Town owns and maintains 9 public buildings including the Recreation and Senior Center, 46 acres of parks and open space, 4.68 miles of trails, 102 lane miles of roadways, 5 bridges, one water treatment plant and its distribution water infrastructure, two wastewater treatment plants and its sewer collection infrastructure, and drainage infrastructure.

Recommended 2024 – 2033 Capital Improvement Plan

The 2024 – 2033 CIP is based on a steady revenue picture as the Johnstown economy has remained stable despite a number of recent challenges, including the COVID pandemic. With that, the 2024 – 2034 CIP has \$115 million recommended for 2024, and approximately \$411 million recommended for years 2024 – 2033. It is important to remember that, unlike an operating budget, the capital budget may fluctuate widely between years due to the timing of projects and the availability of funds.

The Town is spending the majority, about 69.4%, of its 2024 – 2033 capital funds on new infrastructure with the bulk of that being on water and sewer infrastructure. In addition to new infrastructure, 30.6% of the funds are planned for enhancement and maintenance of assets the Town already owns. The Town recognizes the importance of taking care of our assets. Capital enhancements involve upgrades to existing facilities that may include upgraded technologies, materials and equipment that can be more efficient, effective, and less costly to operate over time.



Funding Summaries

Overview

The Funding Summary section provides detail of the Town's CIP budget needs from 2024 – 2033 by fund, department, and project type.

By Fund:

The Town of Johnstown utilizes fund accounting for budgeting and accounting purposes. Each fund is established for a specific purpose and is considered a different accounting entity.

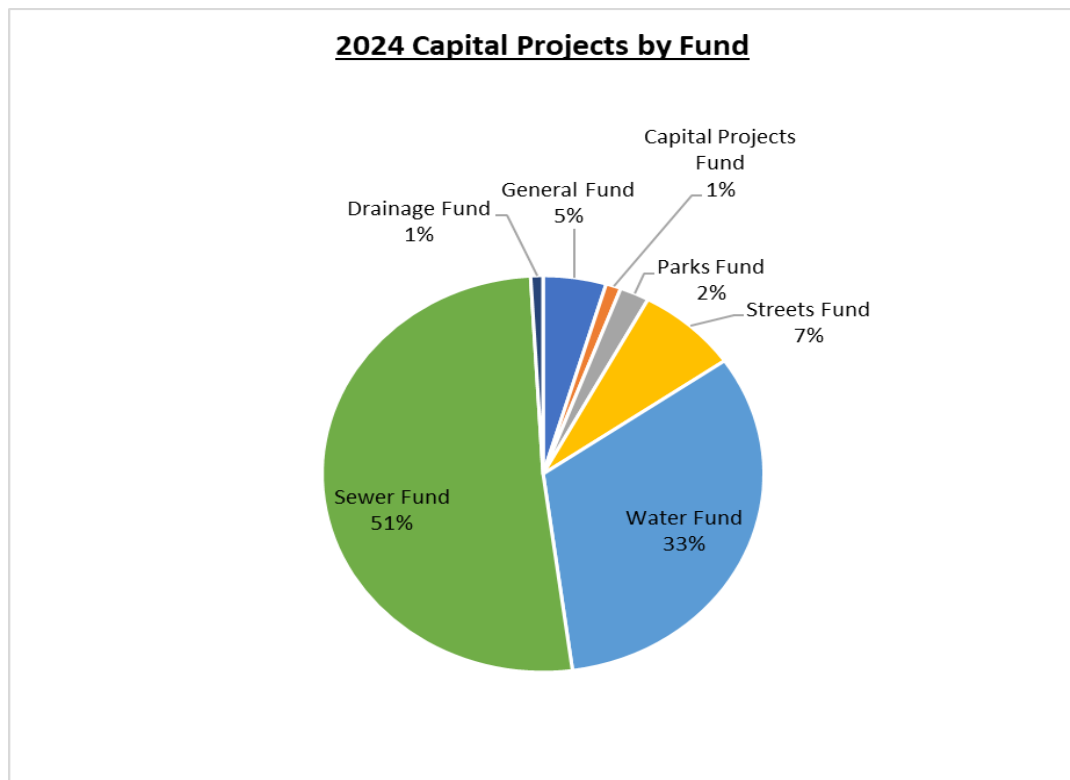
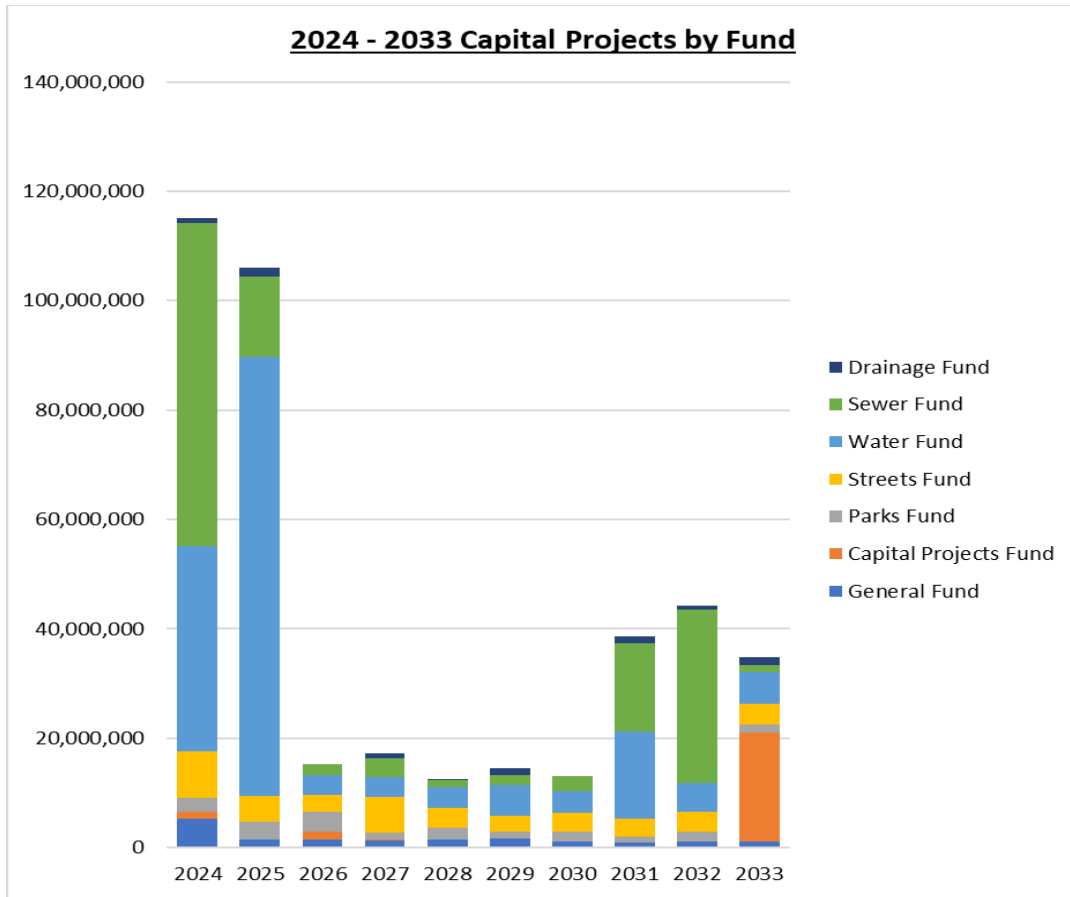
Currently the Town maintains 13 different funds, including the following:

- General Fund
- Conservation Trust Fund
- Arts and Culture Fund
- Parks and Open Space Fund
- Street and Alley Fund
- Capital Improvement Fund
- Tax Allocation Fund
- Water Fund
- Sewer Fund
- Drainage Fund
- Cemetery Perpetual Fund
- Library Fund
- Recreation Center Fund

Detailed descriptions of the funds are available in the Town of Johnstown budget document. Because a number of the funds have restrictions on the use of funds, the Town must provide consistency in planning for project types and timing in order to allocate resources to maintain existing priorities.

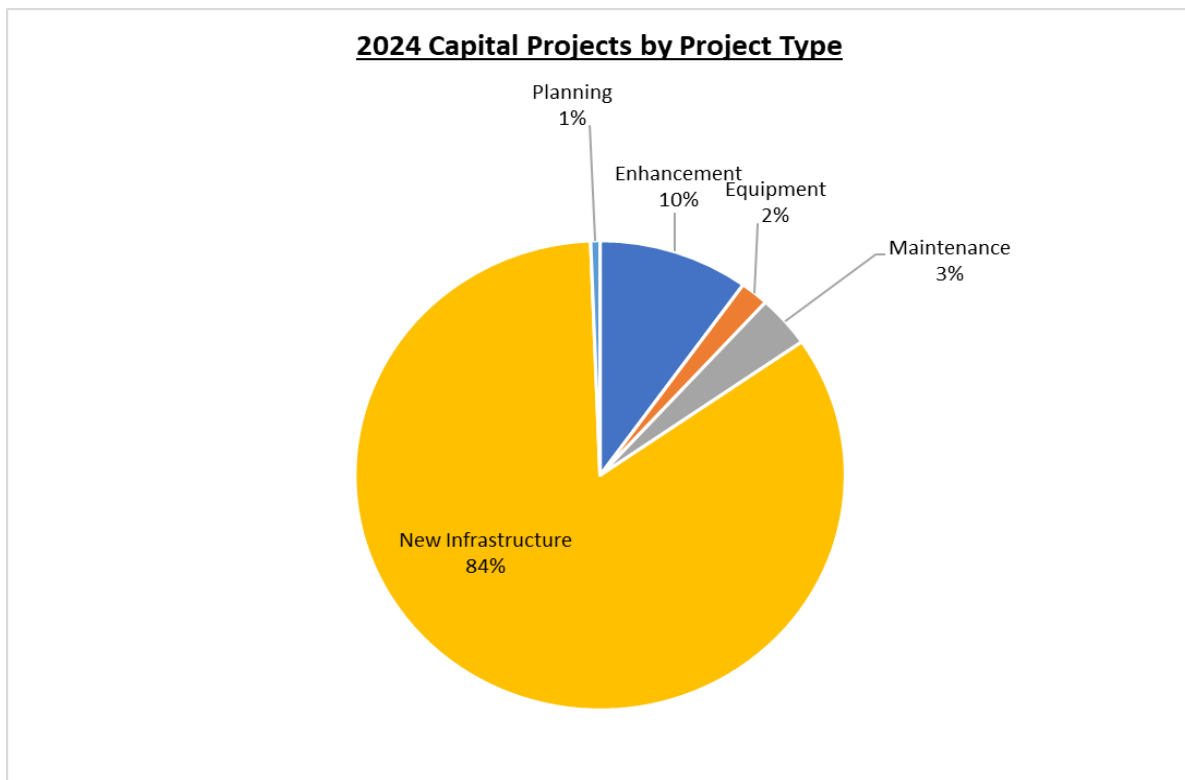
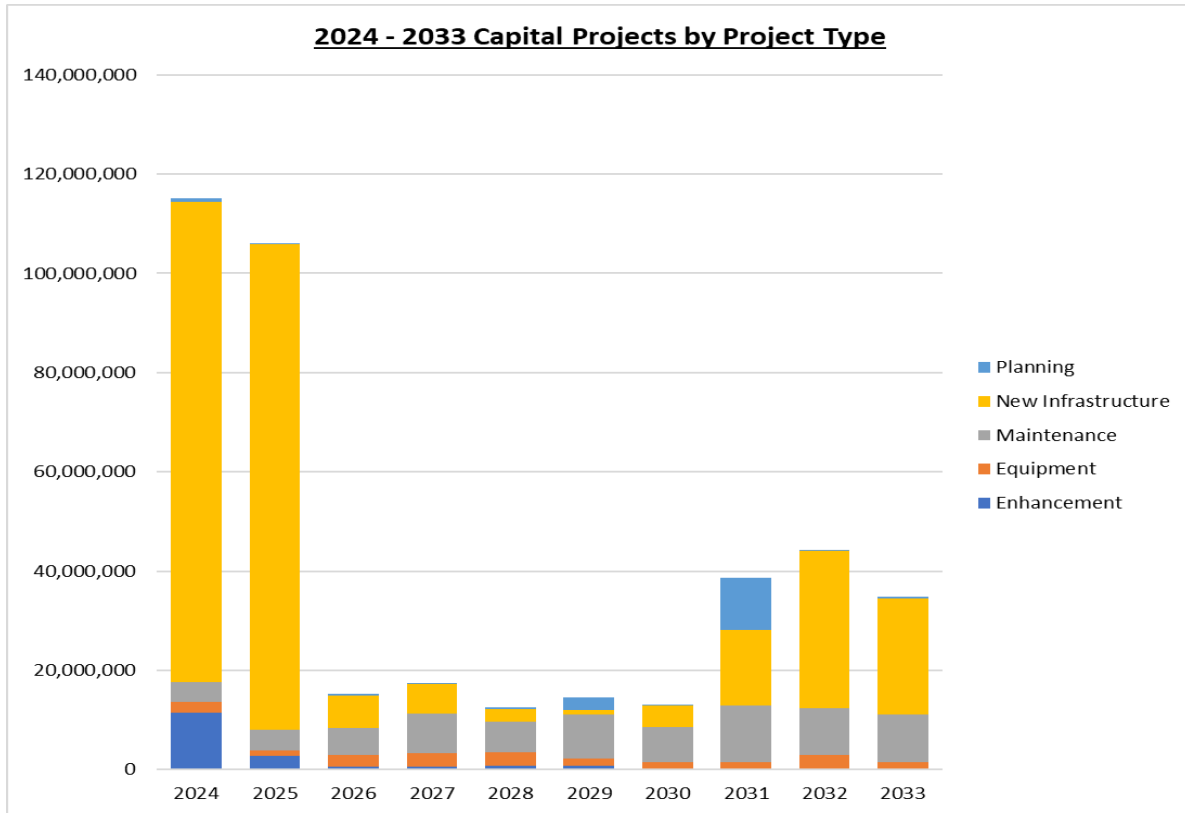
The charts below show the distribution of the ten-year CIP by fund and by year and show a breakdown of the planned capital expenditures in 2024 alone.

Funding Summaries



Funding Summaries

The charts below show the funding by project type, broken down by year and a summary for 2024.

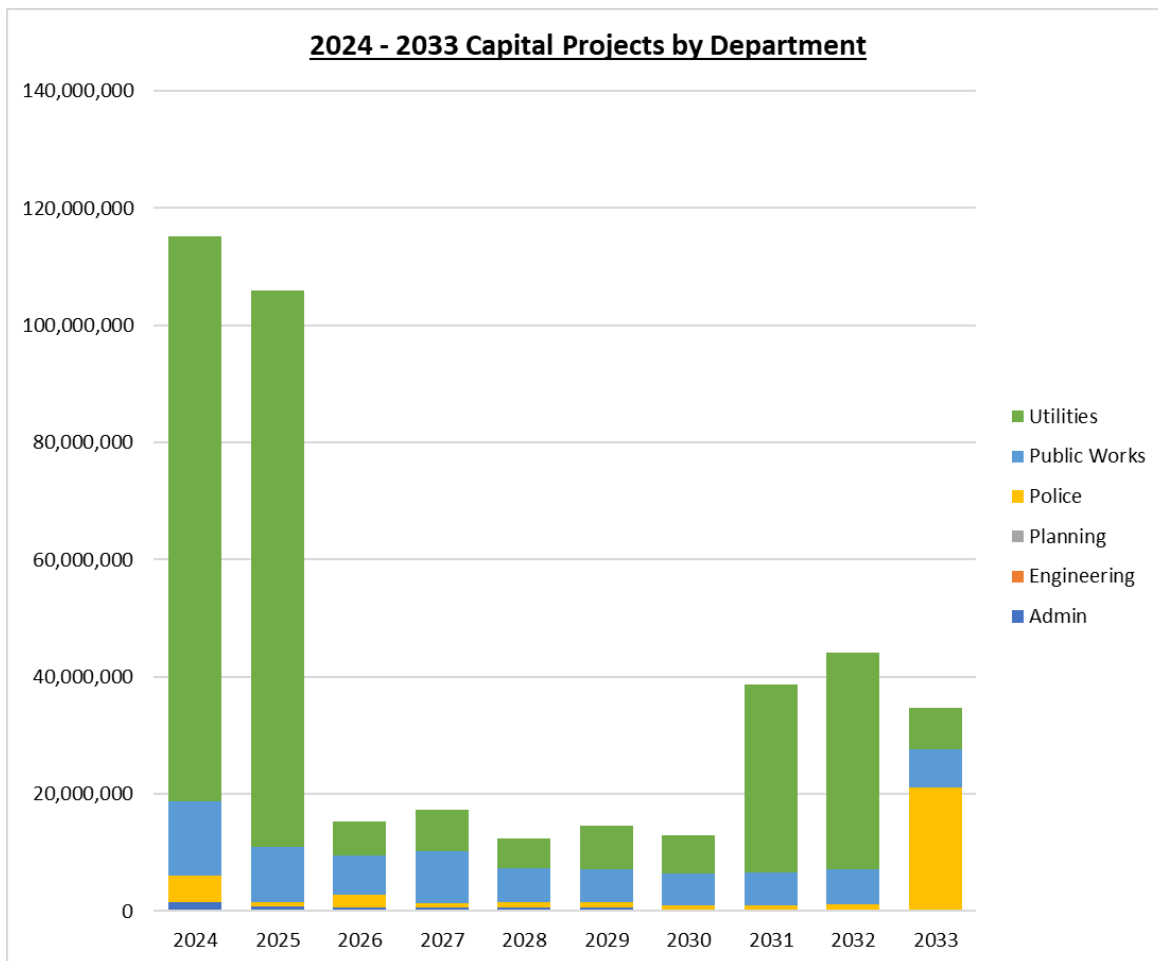


Funding Summaries

By Department:

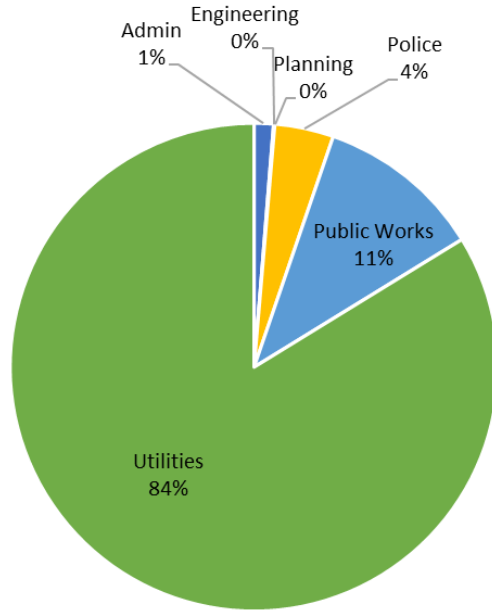
Many departments have dedicated revenue sources that impact their CIP funding. For example, the Public Works Department manages funds that come from a 0.5% sales tax that was approved by voters to be used to fund street and sidewalk maintenance and repairs and for transportation-related capital improvement projects. In recent years, sales tax revenues have increased, thus increasing the potential use of those funds.

The charts below show the CIP funding broken down by department and by year and show the breakdown for just the 2024 budget year.



Funding Summaries

2024 Capital Projects by Department



Dept.	Capital Request	Category	Fund	Old/New	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Admin	Downtown Branding & Wayfinding- carryover FY22	Enhancement	General	New	60,000	650,000		
Admin	Town wide wayfinding signage	Enhancement	General	New			500,000	500,000
Admin	Networks & IT	Maintenance	General	Old	20,000	70,000	20,000	20,000
Admin	Town Hall Vehicle	Equipment	General	Old	76,000		32,000	
Admin	Financial software	Enhancement	General	Old				
Admin	Events van with wrap	Equipment	General	New	30,000			
Planning	Comp Plan updates	Planning	General	Old			60,000	
Planning	Land Use Code audit and revisions	Planning	General	New				50,000
Planning	Housing Needs Assessment & Strategy Plan	Planning	General	New		80,000		
Police	Police vehicles - 8 cars per year	Equipment	General	Old	495,000	693,000	727,650	764,033
Police	PD expansion	Enhancement	General	Old	4,000,000			
Eng	Work trucks - 2	Equipment	General	New	100,000			
PW	Building remodel	Enhancement	General	New	500,000			
PW	Keyless access/Cameras	Enhancement	General	Old	30,000			
PW	Aerial photography	Maintenance	General	New			35,000	
General Fund Totals:					5,311,000	1,493,000	1,374,650	1,334,033
Police	Land purchase for expansion	New Infrastructure	Capital Projects	New			1,500,000	
Police	New Police department	New Infrastructure	Capital Projects	New				
Admin	EV charging stations	Enhancement	Capital Projects	New	50,000			50,000
Admin	Downtown Branding & Wayfinding Sign Design/Const	Enhancement	Capital Projects	New	1,229,000			
Capital Fund Totals:					1,279,000	0	1,500,000	50,000
PW	Cemetery irrigation	Enhancement	Parks & OS	Old			50,000	
PW	Cemetery expansion	New Infrastructure	Parks & OS	Old				
PW	Columbarium	New Infrastructure	Parks & OS	Old				
PW	Equipment - mowers, tanks, etc.	Equipment	Parks & OS	Old	196,000	25,000		
PW	Parks vehicles	Equipment	Parks & OS	New	30,000	45,000		45,000
PW	Tree program	Maintenance	Parks & OS	Old	50,000	30,000	35,000	35,000
PW	Park development	New Infrastructure	Parks & OS	Old		2,000,000	2,000,000	
PW	Outdoor recreation facilities/amenities	New Infrastructure	Parks & OS	Old		150,000	120,000	
PW	Playground improvements/replacements	Maintenance	Parks & OS	Old	350,000		150,000	200,000
PW	Park development	New Infrastructure	CTF	Old	350,000		350,000	
PW	Trail development	New Infrastructure	Parks & OS	Old	1,300,000	1,000,000	1,000,000	1,000,000
PW	Parks, Trails, OS Master Plan	Planning	Parks & OS	Old	200,000			
Parks Totals:					2,476,000	3,250,000	3,705,000	1,280,000
PW	Streets Maintenance program	Maintenance	Streets	Old	2,250,000	2,300,000	2,500,000	2,500,000
PW	RRX upgrade agreements	Enhancement	Streets	Old		75,000		
PW	Major construction projects	New Infrastructure	Streets	Old				3,750,000
PW	Bridge maintenance	Maintenance	Streets	Old	103,000	30,000	20,000	25,000
PW	HPB/Hwy. 34 D & C	Enhancement	Streets	Old	750,000	2,000,000		
PW	Alley overlay program	Enhancement	Streets	Old	100,000	100,000	100,000	100,000
PW	Curb/gutter/sidewalk replacement	Maintenance	Streets	Old	50,000	115,000	115,000	125,000
PW	Sweeper	Equipment	Streets	Old				
PW	Plow Trucks	Equipment	Streets	Old	555,000		175,000	
PW	Milling attachment	Equipment	Streets	New	80,000			
PW	Breaker attachment	Equipment	Streets	New	30,000			
PW	Plate tamper	Equipment	Streets	New	5,000			
PW	Tack tank	Equipment	Streets	New	8,000			
PW	Water tank and tools	Equipment	Streets	New	6,000			
PW	Skid Steer	Equipment	Streets	New	85,000			
PW	Streets vehicles	Equipment	Streets	Old	50,000		50,000	
PW	Trailer build out	Equipment	Streets	New	15,000			
PW	Transportation Master Plan Update	Planning	Streets	New				
PW	Colorado half-street improvements	Enhancement	Streets	New	2,000,000			
PW	Colo & Hwy 60 construction	Enhancement	Streets	New	2,500,000			
Streets Totals:					8,587,000	4,620,000	2,960,000	6,500,000

Dept.	Capital Request	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected	Total
Admin	Downtown Branding & Wayfinding- carryover FY22							710,000
Admin	Town wide wayfinding signage	500,000	500,000					2,000,000
Admin	Networks & IT	20,000	75,000	25,000	25,000	55,000	60,000	390,000
Admin	Town Hall Vehicle			34,000			39,000	181,000
Admin	Financial software	150,000						150,000
Admin	Events van with wrap				40,000			70,000
Planning	Comp Plan updates			60,000				120,000
Planning	Land Use Code audit and revisions					80,000		130,000
Planning	Housing Needs Assessment & Strategy Plan			40,000				120,000
Police	Police vehicles - 8 cars per year	802,234	842,346	884,463	928,686	975,121	1,014,126	8,126,659
Police	PD expansion							4,000,000
Eng	Work trucks - 2		104,000					204,000
PW	Building remodel							500,000
PW	Keyless access/Cameras							30,000
PW	Aerial photography		35,000			40,000		110,000
General Fund Totals:		1,472,234	1,556,346	1,043,463	993,686	1,150,121	1,113,126	16,841,659
Police	Land purchase for expansion							1,500,000
Police	New Police department						20,000,000	20,000,000
Admin	EV charging stations							100,000
Admin	Downtown Branding & Wayfinding Sign Design/Construction							1,229,000
Capital Fund Totals:		0	0	0	0	0	20,000,000	22,829,000
PW	Cemetery irrigation							50,000
PW	Cemetery expansion	400,000						400,000
PW	Columbarium					100,000		100,000
PW	Equipment - mowers, tanks, etc.	25,000		75,000		25,000		346,000
PW	Parks vehicles		50,000		50,000		50,000	270,000
PW	Tree program	40,000	40,000	45,000	45,000	45,000	50,000	415,000
PW	Park development							4,000,000
PW	Outdoor recreation facilities/amenities	120,000		120,000			120,000	630,000
PW	Playground improvements/replacements	200,000	200,000	200,000		150,000		1,450,000
PW	Park development	350,000		375,000		375,000		1,800,000
PW	Trail development	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	10,300,000
PW	Parks, Trails, OS Master Plan	100,000					100,000	400,000
Parks Totals:		2,235,000	1,290,000	1,815,000	1,095,000	1,695,000	1,320,000	20,161,000
PW	Streets Maintenance program	2,700,000	2,700,000	3,000,000	3,000,000	3,250,000	3,250,000	27,450,000
PW	RRX upgrade agreements		85,000				100,000	260,000
PW	Major construction projects							3,750,000
PW	Bridge maintenance	25,000	25,000	25,000	25,000	25,000	25,000	328,000
PW	HPB/Hwy. 34 D & C							2,750,000
PW	Alley overlay program	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
PW	Curb/gutter/sidewalk replacement	125,000	125,000	135,000	135,000	135,000	150,000	1,210,000
PW	Sweeper	285,000						285,000
PW	Plow Trucks	175,000		175,000		175,000		1,255,000
PW	Milling attachment							80,000
PW	Breaker attachment							30,000
PW	Plate tamper							5,000
PW	Tack tank							8,000
PW	Water tank and tools							6,000
PW	Skid Steer							85,000
PW	Streets vehicles	55,000		55,000			60,000	270,000
PW	Trailer build out							15,000
PW	Transportation Master Plan Update	100,000					100,000	200,000
PW	Colorado half-street improvements							2,000,000
PW	Colo & Hwy 60 construction							2,500,000
Streets Totals:		3,565,000	3,035,000	3,490,000	3,260,000	3,685,000	3,785,000	43,487,000

Dept.	Capital Request	Category	Fund	Old/New	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Utilities	WTP Exp (D&C)	New Infrastructure	Water		30,000,000	38,000,000		
Utilities	WTP Storage Tanks Rehab	Maintenance	Water					
Utilities	WTP - Central Weld Participation	Planning	Water					
Utilities	Raw Water - Transmission Line	New Infrastructure	Water		1,200,000	42,000,000		
Utilities	Raw Water - Flushing Line to Town Lake	Maintenance	Water					
Utilities	Equip - Crew Vehicles (3/4 Ton Truck)	Equipment	Water	Old	60,000			45,000
Utilities	Equip - Fork Lift (WTP)	Equipment	Water				45,000	
Utilities	Water Dist - SH60 Water Line	New Infrastructure	Water	New	5,000,000			
Utilities	Water Dist - Water Meter Replacement	Equipment	Water				1,000,000	1,000,000
Utilities	Water Dist - Master Plan & Model (CIP & Dev Reimb)	Planning	Water				300,000	
Utilities	Water Dist - Annual Waterline Replacement	Maintenance	Water	Old	500,000		500,000	1,000,000
Utilities	Water Dist - Interconnect with Little Thompson	New Infrastructure	Water			300,000		
Utilities	Facility - C&D Water	New Infrastructure	Water					
Utilities	Equip - Hydrant gutting tool	Equipment	Water	New	25,000			
Utilities	Equip - Water Mini Vac Trailer - Valves	Equipment	Water	New	30,000			
Utilities	Equip - 1/2 C&D (Water) Shoring	Equipment	Water		10,000			
Utilities	Equip - 1/2 C&D (Water) Crew Vehicles (250)	Equipment	Water			60,000	60,000	60,000
Utilities	Equip - 1/2 C&D (Water) Emergency Utility Van	Equipment	Water					50,626
Utilities	Equip - 1/2 - Tandum Dump Truck	Equipment	Water					
Utilities	Equip - 1/2 C&D (Water) Backhoe	Equipment	Water					
Utilities	Equip - 1/2 C&D (Water) Mini Ex	Equipment	Water					
Utilities	WTP R&R	Maintenance	Water				1,337,500	1,481,600
Utilities	PRV Vault SH60/Colorado Blvd	Enhancement	Water		200,000			
Utilities	Equip - 1/2 Vac Truck (Water, Sewer)	Equipment	Water	Old	52,500			
Utilities	Water Shares	New Infrastructure	Water	Old	400,000		500,000	
Water Totals:					37,477,500	80,360,000	3,742,500	3,637,226
Utilities	WWTP - Central Plant (D&C)	New Infrastructure	Sewer	Old	26,500,000	14,296,800		
Utilities	WWTP - Low Point Retrofit (D&C)	New Infrastructure	Sewer	Old	2,000,000			
Utilities	WWTP - Low Point Admin Retrofit	New Infrastructure	Sewer	Old				
Utilities	WWTP - Central Lagoon Decommission	New Infrastructure	Sewer				570,583	1,192,519
Utilities	Equip - Fork Lift (WWTP)	Equipment	Sewer		40,000	56,166		
Utilities	Equip - Crew Vehicles (3/4 Ton Truck)	Equipment	Sewer	Old	105,000		51,352	
Utilities	Sewer Coll - Master Plan and Model	New Infrastructure	Sewer	Old			456,466	
Utilities	Sewer Coll - Sewer Inspection & Cleaning	Maintenance	Sewer		70,000	250,554	171,175	178,878
Utilities	Sewer Coll - North Interceptor Project	New Infrastructure	Sewer		30,000,000			
Utilities	Sewer Coll - Annual Sewer Rehab Project	Maintenance	Sewer				570,583	1,192,519
Utilities	Sewer Coll - Interceptor Oversizing	Maintenance	Sewer		200,000		114,117	119,252
Utilities	Facility - C&D Sewer	New Infrastructure	Sewer					
Utilities	Equip - C&D Emergency Pump	Equipment	Sewer		15,000			
Utilities	Equip - 1/2 C&D (Sewer) Shoring	Equipment	Sewer		10,000			
Utilities	Equip - Crew Vehicles	Equipment	Sewer			35,000	36,000	35,776
Utilities	Equip - 1/2 C&D (Sewer) Emergency Utility Van	Equipment	Sewer					59,626
Utilities	Equip - 1/2 - Tandum Dump Truck	Equipment	Sewer					
Utilities	Equip - 1/2 C&D (Sewer) Crew Vehicles (250)	Equipment	Water			60,000	60,000	60,000
Utilities	Equip - 1/2 C&D (Sewer) Backhoe	Equipment	Sewer					
Utilities	Equip - 1/2 C&D (Sewer) Mini Ex	Equipment	Sewer					
Utilities	Equip - 1/2 Vac Truck (Water, Sewer, Storm)	Equipment	Sewer	Old	52,500			
Utilities	Equip - Sewer CCTV Inspection Vehicle	Equipment	Sewer					596,259
Sewer Totals:					58,992,500	14,698,520	2,030,276	3,434,829
PW	Storm Drainage Master Plan	Planning		Old	508,000			
PW	Jet/Vacuum/Camera/Survey Drainage Network	Planning & Maintenance		New		100,000		
PW	Capital stormwater projects	Maintenance			530,000	1,500,000		1,000,000
PW	Vactruck	Equipment		Old				
Drainage Totals:					1,038,000	1,600,000	0	1,000,000
Total Capital Improvement Costs:					115,161,000	106,021,520	15,312,426	17,236,088

Dept.	Capital Request	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected	2033 Projected	Total
Utilities	WTP Exp (D&C)						2,300,000	70,300,000
Utilities	WTP Storage Tanks Rehab					500,000		500,000
Utilities	WTP - Central Weld Participation		2,500,000		10,500,000			13,000,000
Utilities	Raw Water - Transmission Line							43,200,000
Utilities	Raw Water - Flushing Line to Town Lake					1,000,000		1,000,000
Utilities	Equip - Crew Vehicles (3/4 Ton Truck)		45,000		45,000			195,000
Utilities	Equip - Fork Lift (WTP)							45,000
Utilities	Water Dist - SH60 Water Line							5,000,000
Utilities	Water Dist - Water Meter Replacement	1,000,000						3,000,000
Utilities	Water Dist - Master Plan & Model (CIP & Dev Reimb)							300,000
Utilities	Water Dist - Annual Waterline Replacement	500,000	1,000,000	500,000	1,000,000	500,000	750,000	6,250,000
Utilities	Water Dist - Interconnect with Little Thompson							300,000
Utilities	Facility - C&D Water			1,000,000				1,000,000
Utilities	Equip - Hydrant gutting tool							25,000
Utilities	Equip - Water Mini Vac Trailer - Valves				100,000			130,000
Utilities	Equip - 1/2 C&D (Water) Shoring							10,000
Utilities	Equip - 1/2 C&D (Water) Crew Vehicles (250)	65,000	65,000	65,000	65,000	65,000	65,000	570,000
Utilities	Equip - 1/2 C&D (Water) Emergency Utility Van							50,626
Utilities	Equip - 1/2 - Tandum Dump Truck		130,226					130,226
Utilities	Equip - 1/2 C&D (Water) Backhoe					111,457		111,457
Utilities	Equip - 1/2 C&D (Water) Mini Ex	40,000						40,000
Utilities	WTP R&R	1,641,100	1,817,900	2,013,700	4,198,384	2,622,719	2,800,000	17,912,903
Utilities	PRV Vault SH60/Colorado Blvd							200,000
Utilities	Equip - 1/2 Vac Truck (Water, Sewer)							52,500
Utilities	Water Shares	500,000		500,000		500,000		2,400,000
Water Totals:		3,746,100	5,558,126	4,078,700	15,908,384	5,299,176	5,915,000	165,722,712
Utilities	WWTP - Central Plant (D&C)				7,110,503	14,860,951		62,768,254
Utilities	WWTP - Low Point Retrofit (D&C)				7,110,503	14,860,951		23,971,454
Utilities	WWTP - Low Point Admin Retrofit	228,233						228,233
Utilities	WWTP - Central Lagoon Decommission							1,763,102
Utilities	Equip - Fork Lift (WWTP)							96,166
Utilities	Equip - Crew Vehicles (3/4 Ton Truck)	56,078		61,239		66,874		340,543
Utilities	Sewer Coll - Master Plan and Model							456,466
Utilities	Sewer Coll - Sewer Inspection & Cleaning	186,927	195,339	204,129	213,315	222,914	231,831	1,925,062
Utilities	Sewer Coll - North Interceptor Project							30,000,000
Utilities	Sewer Coll - Annual Sewer Rehab Project	623,091	1,302,260	680,431	1,422,101	743,048	772,770	7,306,803
Utilities	Sewer Coll - Interceptor Oversizing	124,618	130,226	136,086	142,210	148,610	154,554	1,269,673
Utilities	Facility - C&D Sewer			1,360,862				1,360,862
Utilities	Equip - C&D Emergency Pump							15,000
Utilities	Equip - 1/2 C&D (Sewer) Shoring							10,000
Utilities	Equip - Crew Vehicles	37,385	39,068	40,826	42,663	44,583	44,583	355,884
Utilities	Equip - 1/2 C&D (Sewer) Emergency Utility Van							59,626
Utilities	Equip - 1/2 - Tandum Dump Truck		130,226					130,226
Utilities	Equip - 1/2 C&D (Sewer) Crew Vehicles (250)	65,000	65,000	65,000	65,000	65,000	65,000	570,000
Utilities	Equip - 1/2 C&D (Sewer) Backhoe					111,457		111,457
Utilities	Equip - 1/2 C&D (Sewer) Mini Ex	49,847						49,847
Utilities	Equip - 1/2 Vac Truck (Water, Sewer, Storm)					600,000		652,500
Utilities	Equip - Sewer CCTV Inspection Vehicle							596,259
Sewer Totals:		1,371,179	1,862,119	2,548,573	16,106,295	31,724,388	1,268,738	134,037,417
PW	Storm Drainage Master Plan	100,000					100,000	708,000
PW	Jet/Vacuum/Camera/Survey Drainage Network							100,000
PW	Capital stormwater projects		1,250,000		1,250,000		1,250,000	6,780,000
PW	Vactruck					600,000		600,000
Drainage Totals:		100,000	1,250,000	0	1,250,000	600,000	1,350,000	8,188,000
Total Capital Improvement Costs:		12,489,513	14,551,591	12,975,736	38,613,365	44,153,685	34,751,864	411,266,788

Town of Johnstown 2024 Amended Proposed Budget Changes

The original proposed 2024 budget was presented to the Town Council on September 25, 2023 and October 11, 2023. The proposed budget that was originally presented to the Town Council was amended to reflect Council suggestions, updates to revenue projections as well as other changes that better reflect the current and expected future financial position of the Town. The budget presented at the November 6, 2023 Public Hearing included these changes and no further changes were made to the budget that was adopted on December 4, 2023.

General Fund – There has been an increase in fund balance of \$145,740. The changes are detailed as follows:

Description	Impact
Revenues – 2023 year-end projections increased. The changes are in taxes, permits, and interest.	\$ 632,817
Revenues – 2024 decreased – \$100,000 pipeline grant was not awarded and \$257,663 cultural impact fees accounted for in transfers.	(357,663)
Expenses – 2023 year-end projections increased.	(9,415)
Expenses – 2024 increased– \$1,500 increase due to staffing changes, \$58,000 increase for software, \$13,000 increase for office set-up, \$102,500 decrease for pipeline grant, and \$150,000 building demo costs.	(120,000)

Arts & Culture – There has been an increase in fund balance of \$9,926. The changes are detailed as follows:

Description	Impact
Revenues – 2023 increased – year-end projections	\$9,926

Parks & Open Space – There has been an increase in fund balance of \$165,300. The changes are detailed as follows:

Description	Impact
Revenues – 2023 increased – year-end projections	\$150,300
Expenses – 2024 decreased – equipment removed	15,000

Street & Alley – There has been an increase in fund balance of \$522,341. The changes are detailed as follows:

Description	Impact
Revenues – 2023 increased – year-end projection	\$534,976
Expenses – 2023 decreased – year-end projection due to timing of project completion	187,365
Expenses – 2024 increased – Thompson Pkwy study	(200,000)

Capital Projects – There has been a decrease in fund balance of \$1,220,300. The changes are detailed as follows:

Description	Impact
Revenues – 2023 year-end projections increased	\$479,700
Expenses – 2024 increased for alleyway project	(1,700,000)

Tax Allocation – There has been no change in fund balance.

Town of Johnstown 2024 Amended Proposed Budget Changes

Water Fund – There has been an increase in fund balance of \$1,304,416. The changes are detailed as follows:

Description	Impact
Revenues – 2023 year-end projections increased (permits and interest)	\$1,336,151
Expenses - 2023 year-end projections increased infrastructure maintenance)	(33,735)

Sewer Fund – There has been an increase in fund balance of \$1,055,809. The changes are detailed as follows:

Description	Impact
Revenues – 2023 year-end projections increased (permits and interest)	\$1,107,709
Expenses – 2023 year-end projections increased (infrastructure maintenance)	(51,900)

Drainage – There has been an increase in fund balance of \$110,000. The changes are detailed as follows:

Description	Impact
Revenues – 2023 year-end projections increased (permits and interest)	\$110,000

Library Fund – The Library budget was updated at the second work session. There has been an increase in fund balance of \$70,771. The changes are detailed as follows:

Description	Impact
Revenues – 2023 year-end projections increased	\$70,771