

2022 BUDGET

THE COMMUNITY THAT CARES

Town of Johnstown

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LEGISLATIVE BODY



Mayor Gary Lebsack



Mayor Pro Tem Chad Young



Councilmember Damien Berg



Councilmember Troy Mellon



Councilmember Jesse Molinar, Jr.



Councilmember Bill Stevens



Councilmember Amy Tallent

EXECUTIVE STAFF

Matthew LeCerf

Town Manager

Jamie Barker

Communications Manager

Sarah Crosthwaite

Economic Development Manager

Ellen Hillbig

Utilities Director

Mitzi McCoy

Finance Director

Kim Meyer

Planning Director

Brian Phillips

Police Chief

Diana Seele

Town Clerk

Laura Stephens

Human Resources Director

Troy White

Public Works Director



Town of Johnstown

January 1, 2022

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

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

It is my pleasure to present to you the January 1, 2022 – December 31, 2022 fiscal year budget approved and adopted by the Johnstown Town Council. The fiscal year budget is one of the most important processes and decisions the Town Council undertakes each year. The budget, which is compliant with state statute and follows the modified accrual method, outlines the direction, and presents the goals and outcomes that are to be achieved during the 2022 fiscal year. This document is a result of the clear direction provided by the Council and the hard work and diligence of both the Council and the Town Staff. The budget represents operational and maintenance objectives, capital improvements, and anticipates the future needs of the organization for the benefit of the citizens and the community we proudly serve.

In general, the Town is in a sound financial position across all funds. At the same time, the Town has significant capital projects on the horizon that are not negotiable, must be completed, and have the potential to impact our financial condition in the short term. We will work to control the project costs as best as possible, but some of these projects are regulatory in nature and aspects of the work may not be flexible to other alternatives. Throughout this correspondence project highlights are pointed out and both Council and Staff are aware of these obligations and are prepared to talk in greater detail about their benefits for the community.

Staffing in the FY 2022 is also at the forefront of this budget. As the community continues to grow, the demands on the services we provide continue to increase. Ensuring that we are responsive to the community needs and execute both our projects and standard work for the community is one of the basic principles by which the organization will be measured and evaluated. At the end of 2021 we had 65.5 FTE's approved in the budget. With a population of approximately 17,500 our anticipated FTE's across all funds in the FY 2022 budget will increase to 85.5 FTE's.

Budget Development and Purpose

The Town of Johnstown Budget is developed through continued cooperation between the Citizens, Town Council, and Town Staff. All three are instrumental in the process and its

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

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

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

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

Values:

Communication
Accountability
Respect
Excellence
Stewardship

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

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

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

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organization.

In 2022, Town Staff will begin developing a strategic plan that will complement the mission vision and values of the organization. The plan will act as a comprehensive and systematic management tool designed to assess the current environment, anticipate and respond appropriately to changes in the environment, envision the future, increase effectiveness, develop commitment to the organization's mission and achieve consensus on strategies, outcomes, results, and objectives for achieving that mission.

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

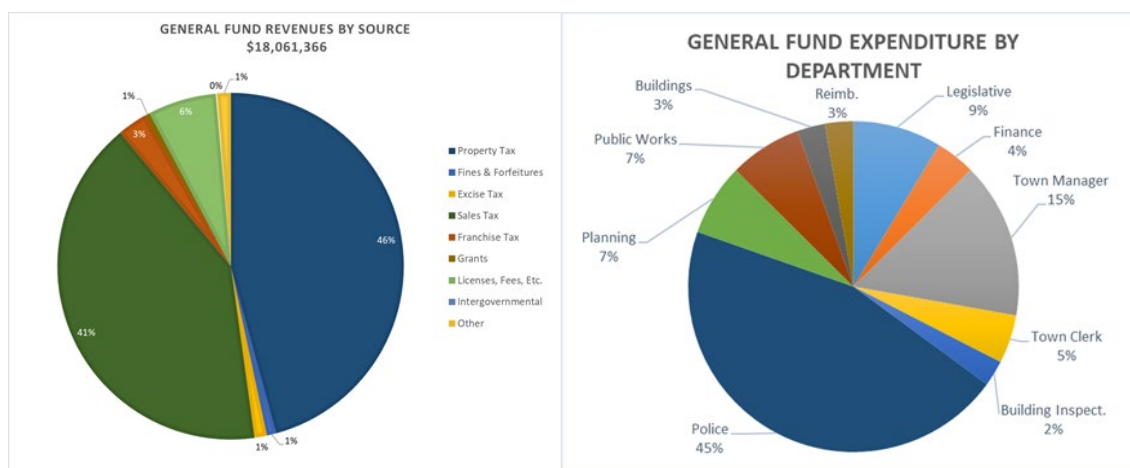
General Fund

The general fund is the primary fund from which most departments operate. Departments managed within the general fund includes, but are not limited to: administration, finance, legislative, planning, public works and police. The general fund budget is balanced and does not require the use of the unreserved fund balance to match expenditures appropriated and approved in 2022. In 2022, we anticipate that economic conditions will continue to be positive. Based on this positive economic climate, we have projected an increase in total revenues in the general fund when compared to 2021. The projected increase as part of the budget adoption is estimated to be 11.4% or approximately \$1.8 million. The additional revenue is predominantly attributed to the positive construction market and overall economic environment. The primary source of the increased revenues in 2022 are from sales and use tax, representing 72% of the revenue increase.

Our continued optimistic outlook for sustainable revenues in the short term also includes the fact that development inquiries still continue and there is strong evidence that there is still low inventory of available housing in the Northern Colorado region which continues to grow in population. Estimates are that the housing market demand will not balance itself until sometime in 2025. Further evidence of a construction market is evidenced by our home and commercial construction starts. In 2021 we issued 184 single-family home permits and 16 commercial permits compared to 113 and 13 respectively in 2020.

The total revenue for the general fund is generated from many different sources. It is critical to be as diversified as possible so that if one of the revenue items declines significantly, the overall impact does not extend into the Town's key operations. As a total, ad valorem, sales and use taxes collected by the Town represent approximately 86.9% of the Town's general fund revenue. This represents a decrease of 1.7% of the total revenue segment compared to the approved FY 2021 budget. While the total percentage of these two revenue sources is high compared to the balance of other revenue sources, we believe the proportionate share of each of these revenue

sources provide for a stable financial position. All of the revenue sources are critical to maintaining the high level of core services and operations, which are provided to the Community. The chart below shows the general fund revenue by source and the expenditures by department.



We anticipate at the end of 2022 to have a healthy reserve fund balance, that in future years will be utilized for community enhancements. Staff anticipates the programs and projects will be identified in the Council's upcoming retreat in May 2022 following the April 2022 election.

- Revenues:
 - Total Projected Revenues – \$18,061,366
- Expenditures:
 - Total Expenditures – \$10,768,661
 - Additional Transfers
 - Water Fund Loan – \$40M
 - Library Mill Levy – \$1,140,000
 - Park Fund Allocation – \$1,112,000
 - Tax Reimbursement – \$585,000
 - Total Expenditures (including transfers not subject to repayment) – \$13,605,661
- Staffing:
 - Deputy Town Manager – 1 FTE
 - Communication Specialist – 1 FTE
 - Code Enforcement Officer – 1 FTE
 - GIS Technician – 1 FTE
 - Civil Engineer II – 1 FTE
 - Engineer in Training – 1 FTE

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- Inspector – 1 FTE
- Planner III – 1 FTE
- Administrative Assistant/Customer Service – 2 FTE
- Capital and Other Notable Projects:
 - Photovoltaic System (Solar Panel) on Johnstown Community YMCA
 - Camera upgrades to Council Chamber Technology
 - Conversion of 250 Street Lights from High Pressure Sodium to LED
 - Downtown Improvement and Branding Plan
 - Continued Broadband Exploration and Development
 - Design for Expansion of the Police Department Headquarters
 - Update to Town Land Use Code
 - 3 Police Vehicles
 - Police Department Radio Replacement
 - Generator Installation for Public Works Facility

Water Fund

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

In 2021, we worked predominantly planning and designing elements to upgrade the water system. We completed construction of the Granular Activated Carbon (GAC) project which has been successful in controlling or eliminating the taste and odor issues in the water caused by geosmin and MIB. Another important construction project started in 2021 which will be completed in 2022 includes the construction of a new water tower on the south side of Town measuring 1.5 million gallons and 37,000 linear feet of 16" water pipe that will connect the water tower to our current distribution system. The results of this project will be better water pressure, great fire suppression capacity, more effective distribution of the water throughout the system, and greater overall capacity in the distribution system.

In 2022, we will continue working on planning and design elements related to a new Water Treatment Plant and a new water trunkline from Lonetree Reservoir. Lonetree Reservoir serves as our primary water source in partnership with the Consolidated Home Supply Ditch and Reservoir Company. Construction for both of these projects is scheduled to begin in 2023. Successful completion of these projects will help secure the Town's water supply for the next 20 years based on growth projection estimates.

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The planned improvements to the water system will cost tens of millions of dollars. To meet both these current and future demands, rate increases have been necessary. Water usage rates increased for 2022 by approximately 3% across all water rate structures and connection fees for new water services increased 4.2%. While water is not recognized as the most critical resource, it definitely is the most critical resource. At the same time, compared to the rates we pay for other utilities including our cell phones, it is consistently the least expensive of the services we have that we use in our daily lives. These increases are designed to ensure high quality water and cover the costs necessary to properly operate our system from the raw water delivery to the tap in our homes.

Officially in 2022, we made some organizational changes. In years past, the Public Works Director was responsible for the water and wastewater operations as well as other general requirements. To help balance the work and address resource allocation, we created a Utility Director who will be responsible for both the water and wastewater divisions. The Public Works Director will still handle other divisions critical to the community and the organization.

The capital projects included in the fiscal year 2022 budget include the items shown below. While there is an obvious variance between revenues and expenditures in 2022, the majority of the variance is due to the loan being provided by the general fund to prepare for the necessary capital improvements to the water system. In 2021, we had planned to provide a loan from the general fund of \$5 million to begin preparing for these improvements. We opted not to make this loan in 2021 and instead will provide a single loan in 2022 to meet the capital needs of the fund. Additionally, we plan to utilize reserves as well in the Water Fund to finance these expenditures and the fund does end with a positive fund balance.

- Revenues:
 - Total Revenues \$45,881,850 (includes loan from General Fund)
- Expenditures:
 - Total Expenditures \$25,732,580
- Staffing:
 - Utility Director – 0.5 FTE
 - Collection & Distribution Staff – 2.0 FTE
- Capital and Other Notable Projects:
 - New Water Town Construction with Water Trunk Line
 - Generator at Lonetree Reservoir and Johnstown Lake
 - Water Treatment Plant Expansion (Design Only)
 - Water Trunkline Construction (Design Only)
 - Charlotte Street Waterline Replacement
 - Purchase of a Vac Truck (25%)
 - Replacement of 4 PRV's

Sewer Fund

The Sewer Fund is the second enterprise fund in the Town and is responsible for the collection and treatment of the Town's wastewater. The Town operates two wastewater treatment plants and three lift stations in the system. The sewer fund also has many significant challenges in the future.

These challenges 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 CDPHE. As part of the consent order, the Town is required to make improvements and upgrades to the Town's two wastewater treatment plants since the facilities are inadequate to regularly meet the permit requirements. In compliance with the consent order, we are working to expand the treatment capacity of the Low Point Wastewater Treatment Plant (WWTP) and replacement of the Central WWTP. The capital projects for each of these facilities will ensure the Town is responsible in meeting permitted discharge requirements and future growth expected in the community. To afford these critical improvements that serve the current residents, at the end of 2020, Staff recommended an increase to sewer monthly fees which had not changed since 2015. This increase was to ensure proper maintenance of equipment, capital repair of equipment and treatment systems, and retainage of our employee talent.

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 1 year 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 with the intent to not burden the existing customers with this financial obligation. As part of the interceptor project, we are completing Phase 1 now of the Central Interceptor and will begin and complete Phase 2 in 2022. These two phases of the Central Interceptor construction are estimated to cost roughly \$20 million. The North Interceptor will begin in 2022 with an expected completion of 2023. A rough order of magnitude for this project is \$27 million.

In 2021, the Town issued a \$56 million revenue bond to finance the necessary capital improvements in this fund. The bond funds will cover a portion of the costs for the Low Point Wastewater Treatment plant expansion, as well as some of the costs for the interceptor project. The debt service associated with the interceptor project will be funded by the Regional Impact Fee. Existing customers will not be expected to cover or be burdened by the costs associated with the interceptor projects.

The Town Council and Town Staff (including our new Utility Director) are committed to

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addressing the issues and realities of our sanitary sewer system. These projects, with defined outcomes, have been in the planning stages since 2019. Construction of the Low Point WWTP Expansion began in 2021 and will continue through 2022 with completion expected by the end of 2023. This \$23 million project will help meet permit requirement currently in effect, new permit requirements expected in the next 5-7 years, and to accommodate future growth on the north side of Town. A short overview of these and other projects are listed below for fiscal year 2021.

- Revenues:
 - Total Revenues \$7,296,940
- Expenditures:
 - Total Expenditures \$53,623,000
- Staffing:
 - Utility Director – 0.5 FTE
 - Collection & Distribution Staff – 2.0 FTE
- Capital and Other Notable Projects:
 - Central Inceptor Phase 2 Construction
 - North Interceptor Line (Design & Construction)
 - Low Point WWTP Expansion Construction
 - Central WWTP Expansion (Design Only)
 - Purchase of a Vac Truck (25%)
 - Charlotte Street Sewer Replacement

Storm Water Fund

The Storm Water Fund is the third and final enterprise fund in the Town and is responsible for the maintenance, expansion, and capital improvements of the storm water system. The storm water fund is an enterprise fund and receives its funding exclusively from monthly fees on storm water maintenance and impact fees from new development to manage newly introduced impervious surfaces. Expenditures planned in 2022 will be focused on areas of localized flooding in Downtown which is currently under construction and the Charlotte Street stormwater improvements.

In 2022 we will also review the drainage and impact fees within this fund. Rates for maintenance of the existing storm water system and the impact fees have been at their current rates for over 10 years stagnant and at their current rate since 2004. The cost for material and labor associated with this utility have increased in the past 18 years and adjustments will need to be made to continue managing the system effectively.

- Revenues:
 - Total Revenues \$ 586,900

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- Expenditures:
 - Total Expenditures \$1,000,865
- Staffing:
 - Stormwater Maintenance Crew – 0.75 FTE
- Capital and Other Notable Projects:
 - Curb and Gutter Improvements
 - Estes Avenue & N. 1st Area Drainage Improvements
 - Charlotte Street Stormwater Improvements
 - Purchase of a Vac Truck (25%)
 - Municipal Storm Sewer Separation System Permit (MS4)

Street and Alley Fund

The Street and Alley Fund is responsible for the maintenance, expansion, and capital improvements of the transportation network. In April 2020, the community 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 in 2022 has increased compared to 2021 by 42% to \$1 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 increases. Also, the Town is completing design of the Charlotte Street improvements with construction planned to begin in the summer following submittal of a grant application to the Department of Local Affairs. In addition to the roadway reconstruction, the improvements on this corridor will also include water and sewer line replacement as well as storm water improvements.

Finally, starting in 2022 we will begin working on the dirt alleyways in downtown. These road sections will be improved with “V” shape concrete surface to effectively handle drainage and provide better transportation and maintenance in the alleys. Long-term, this will also reduce our gravel and grading maintenance requirements on these sections. The project will be phased in over a 7 to 10 year period with us completing about 2-3 alley blocks per year based on appropriations.

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

- Revenues:
 - Total Revenues \$5,202,617
 - Includes \$500K Grant for Charlotte Street
- Expenditures:
 - Total Expenditures \$6,368,400
- Staffing:

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- Street Maintenance Crew – 2.25 FTE
- Capital and Other Notable Projects:
 - Property Acquisition for High Plains Blvd.
 - Charlotte Street Construction
 - Pavement Maintenance Program (includes striping)
 - Alleyway Improvement Program
 - Purchase of a Vac Truck (25%)

Park & Open Space Fund

The Park & Open Space Fund exists for the purposes of maintenance of the park, open space and trails system which includes both the neighborhood pocket parks and the regional park system. Revenues generated for this fund are very limited since parks are free services provided to citizens and they are designed to enhance the overall quality of life and place in the community. The funding to maintain the parks predominantly is provided through franchise fees charged to our enterprise funds and 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).

The Town currently has in place a Park & Trail Master Plan. Our intention is to continue implementing the recommendations of this plan and based on successes realize from the plans vision, evaluate the need to update in a future fiscal year. Many of the projects planned for this fiscal year are based on feedback received by the community or outlined in the plan. We encourage this feedback so we can build projects and create outcomes that meet the community's active lifestyle and the recreation options you want!

In 2022 we expect to take ownership of the land currently occupied by the Letford Elementary School. When we receive the land, the building will be razed by the School District and we plan to conduct listening sessions and gain feedback for what it is the community wants at this location as we will begin incrementally making improvements to the land.

Below is a detailed overview of the Park & Open Space Fund programming:

- Revenues:
 - Total Revenues \$1,884,650
- Expenditures:
 - Total Expenditures \$3,774,550
- Staffing:
 - Parks Maintenance: 2.0 FTE's
- Capital and Other Notable Projects:
 - Little Thompson River Trail Project

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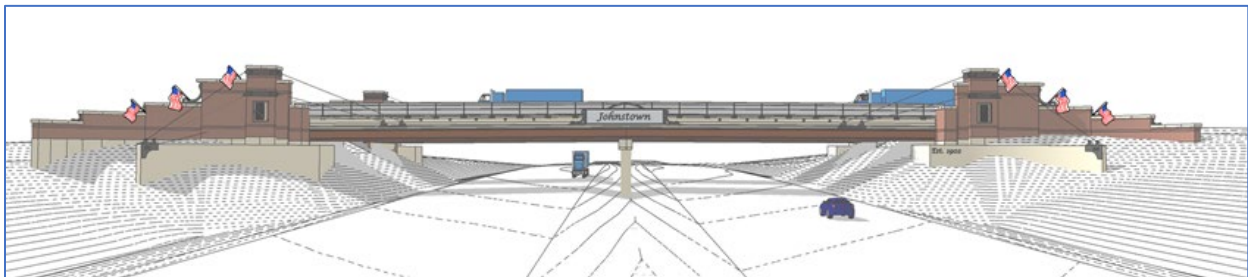
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- Cemetery Irrigation System Upgrade
- Reconstruction of the Johnstown Lake Dam
- Construction of a Pickleball Court
- Construction of a Dog Park
- New Mower
- Park Planning for Letford or an Additional Site
- Tree Voucher Program

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, this revenue has been utilized for construction of the Library, a Senior/Community Center, and most recently the Recreation Center construction. The fund has a healthy fund balance and will continue to contribute to improving the Town with new amenities and capital projects in the future. Last year the Town appropriated funds for two project which were not completed in 2021 due to construction scheduling. We anticipate these projects being completed in 2022 and these appropriations have been made again in FY 2022. The projects include the aesthetic improvement at I-25 and Highway 60 with the rendering shown below. This will be a key gateway into the Town and will complement the economic development projects expected to begin this year. Also appropriated is the replacement of the 2nd Street Bridget Project that crossing the Hillsborough Ditch.



- Revenues:
 - Total Revenues \$184,500
- Expenditures:
 - Total Expenditures \$7,111,500
- Capital and Other Notable Projects:
 - Aesthetic Improvements at I-25 and Highway 60 Interchange
 - Replacement/Construction of 2nd Street Bridge
 - Preliminary Aesthetic Design Considerations for Highway 402 and I-25

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Future Plans and Conclusion

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

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

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

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

Best regards,


Matthew S. LeClerc
Town Manager

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JOHNSTOWN AT A GLANCE



Johnstown Town Hall

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



Johnstown YMCA

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

14.6 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.

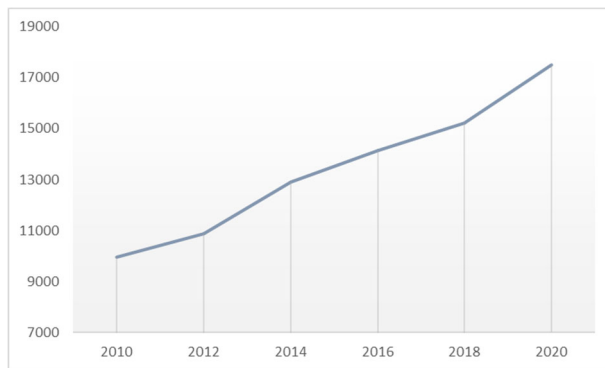
BOND RATING

Standard & Poor's A+

JOHNSTOWN AT A GLANCE

POPULATION

The Town of Johnstown's population in 2021 is approximately 18,078, making it one of the fastest growing communities in Colorado. The population has increased 75% since the 2010 census, which had a recorded population of 9,887.



MEDIAN AGE: 34.1

- Males 33.1
- Female 36.5

POPULATION BY RACE:

- White 92.71%
- Asian 3.02%
- Two or More Races 1.80%
- Some Other Race 1.75%
- Black or African American .56%
- American Indian .16%

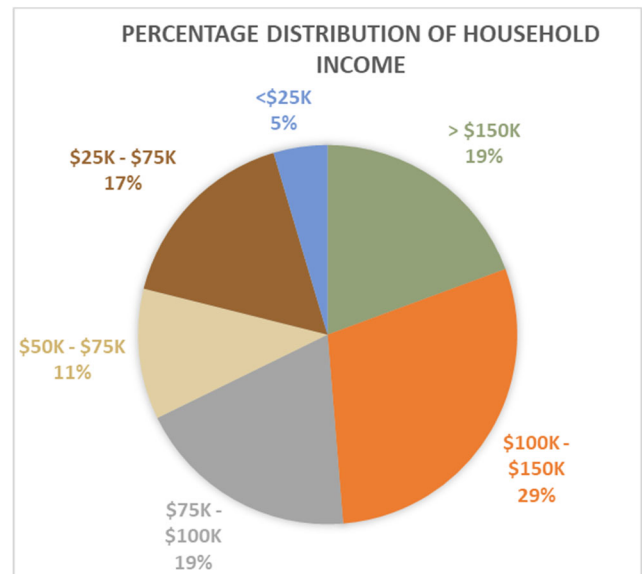
EDUCATIONAL ATTAINMENT

2018	% of High School Graduate or Higher	% of Bachelors Degree or Higher
Johnstown	96.59%	34.96%

Source(s): US Census 2019 AC 5-Year Survey

MEDIAN HOUSEHOLD INCOME

The Town of Johnstown's median household income in 2019 is \$100,025.



Source(s): US Census 2019 AC 5-Year Survey

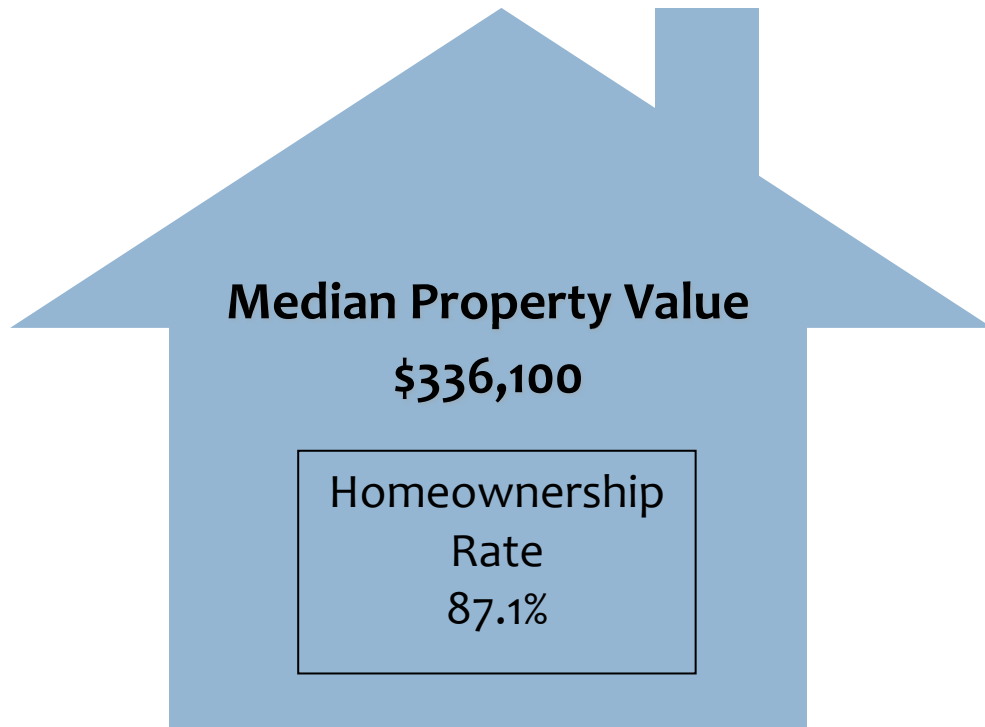
EMPLOYMENT BY AGE

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	41.3
20-24	76.20
25-29	92.50
30-34	96.10
35-44	91.60
45-54	80.10
55-59	90.30
60-64	61.60
65-74	26.1
75+	

Source(s): US Census 2019 AC 5-Year Survey

JOHNSTOWN AT A GLANCE



<u>Type of Residential Property</u>	<u>Approx. Number of Units</u>
Single Family Homes/Townhomes	5,361
Condominium/Apartments	1,008

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 400 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, newly built 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
Weld County School Dist. R5J	Education	390
Scheels All Sports	Retail	375
Northern Co. Long Term Acute Care	Healthcare	250
FedEx Ground Packaging System Inc.	Transportation	169
Swire Coca Cola	Manufacturing	165
High Country Beverage	Manufacturing	160
Canyon Bakehouse	Manufacturing	156
TRC Construction	Construction	103
US Engineering	Service	100
Hays Market	Retail	86

JOHNSTOWN AT A GLANCE

EMPLOYMENT BY INDUSTRY

Occupation	% of Workforce
Professional and Business Services	20.6%
Government	17.0%
Trade, Transportation and Utilities	16.3%
Education and Health Services	10.3%
Arts, Entertainment, Recreation and Tourism	8.8%
Construction	8.7%
Manufacturing	8.4%
Other services	5.4%
Agriculture and Mining	4.5%

Source: State of Colorado Demographers Office



TOWN OF JOHNSTOWN MAJOR TAXPAYERS

Taxpayer	Type of Business	2020 Taxable Assessed Value
Extraction Oil and Gas, LLC	Mining	18,495,254
Flowers Foods, Inc.	Manufacturing	6,245,237
Scheels All Sports, Inc.	Retail Services	5,725,522
Johnstown Heights Behavioral Health LLC	Health Services	5,510,000
Ronald Reagan CO Partners, LLD	Real Estate Services	4,994,275
Rise 2534, LLC	Apartment Complex	4,842,831
Canyon Bakehouse, LLC	Manufacturing	4,785,000
Continental 389 Fund, LLC	Real Estate Services	4,370,887
Payton Property Management, LLC	Real Estate Services	4,025,780
4200 RR, LLC	Transportation	3,740,304

Source: Larimer and Weld County Assessor's Office

JOHNSTOWN AT A GLANCE

PARKS, RECREATION, COMMUNITY AMMENITIES



Johnstown Community YMCA

This brand-new recreation center 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, a number of 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	24	Fire Personnel	65
Police Vehicles	27	Fire Trucks	5
K9	1	Ambulances	5

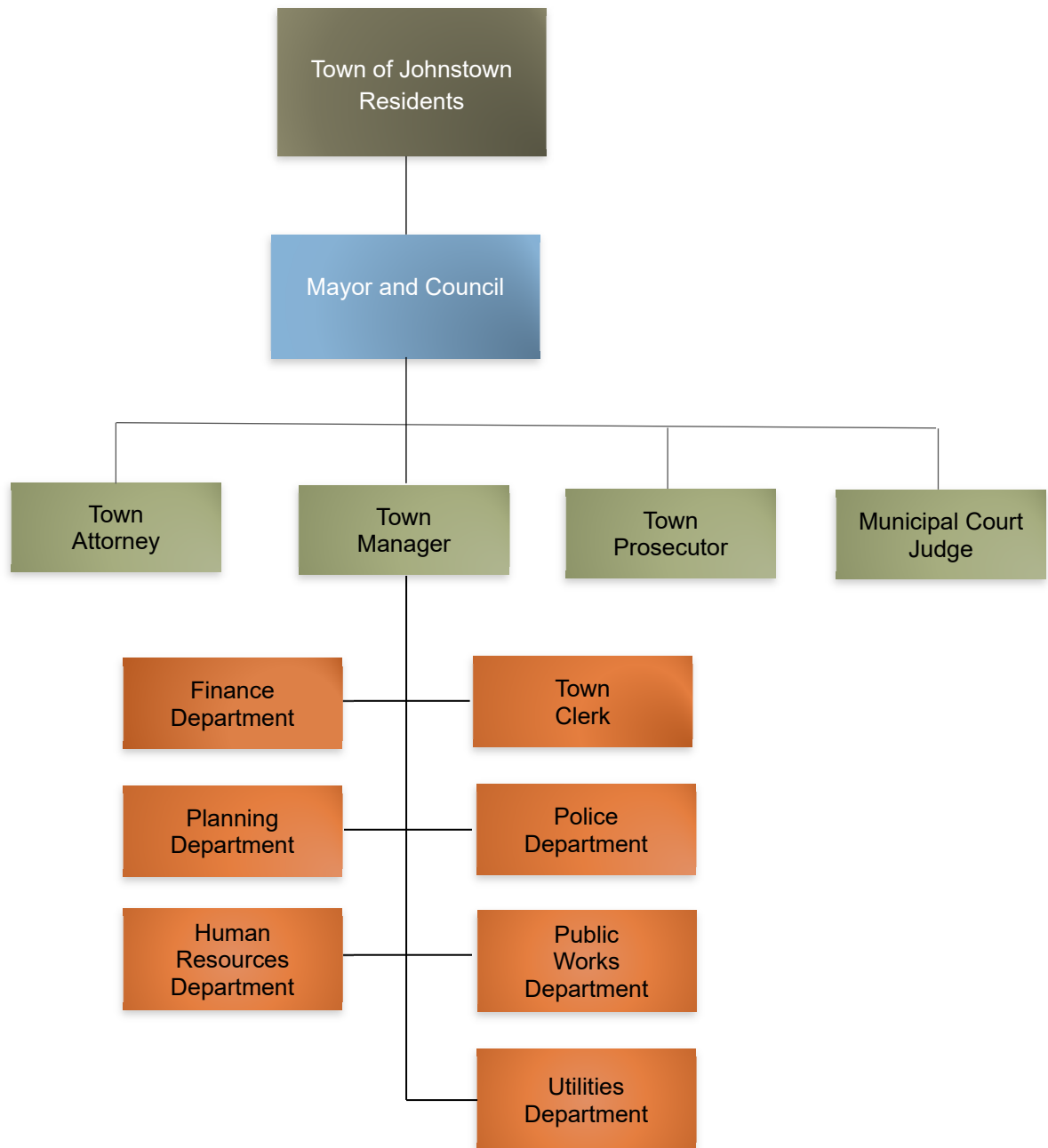
*Fire services in the Town are provided by independent Fire Districts. There are a total of 5 stations that serve Johnstown but not all are located within the Town limits.

THINGS TO GET EXCITED ABOUT

Capital Project	Type of Project
I-25 Interchange Improvements	Bridge and overpass improvements
Low Point Wastewater Treatment Plant Expansion	Expansion and upgrades to existing plant
Central Wastewater Treatment Plant	Design and construction of a new plant
Water Treatment Plant Expansion	Design and construction of a new plant
Charlotte Street Reconstruction	Replacement of failing infrastructure
Downtown Business Improvement Plan	Wayfinding and branding for downtown corridor
Parks Master Plan	Strategic plan to assess current and future needs
Police Department Expansion Design	Design for expansion of evidence space
Little Thompson Trail Construction	New trail in the vicinity CR46.5 and CR19
Pour in Place Playground resurfacing	New playground surface at Rolling Hill Ranch Park
Pickleball Courts	Recreational courts
Sewer Interceptor Expansion	Design and construction of sewer interceptor
Trees – new and replacement	Improve the tree count for the Town

INTRODUCTION

ORGANIZATIONAL CHART



Elected
Positions

Appointed
Positions

Staff Positions

INTRODUCTION

BOARDS AND COMMISSIONS

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

Cemetery Committee

Building Board of Appeals

Planning and Zoning Commission

Housing Authority

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.

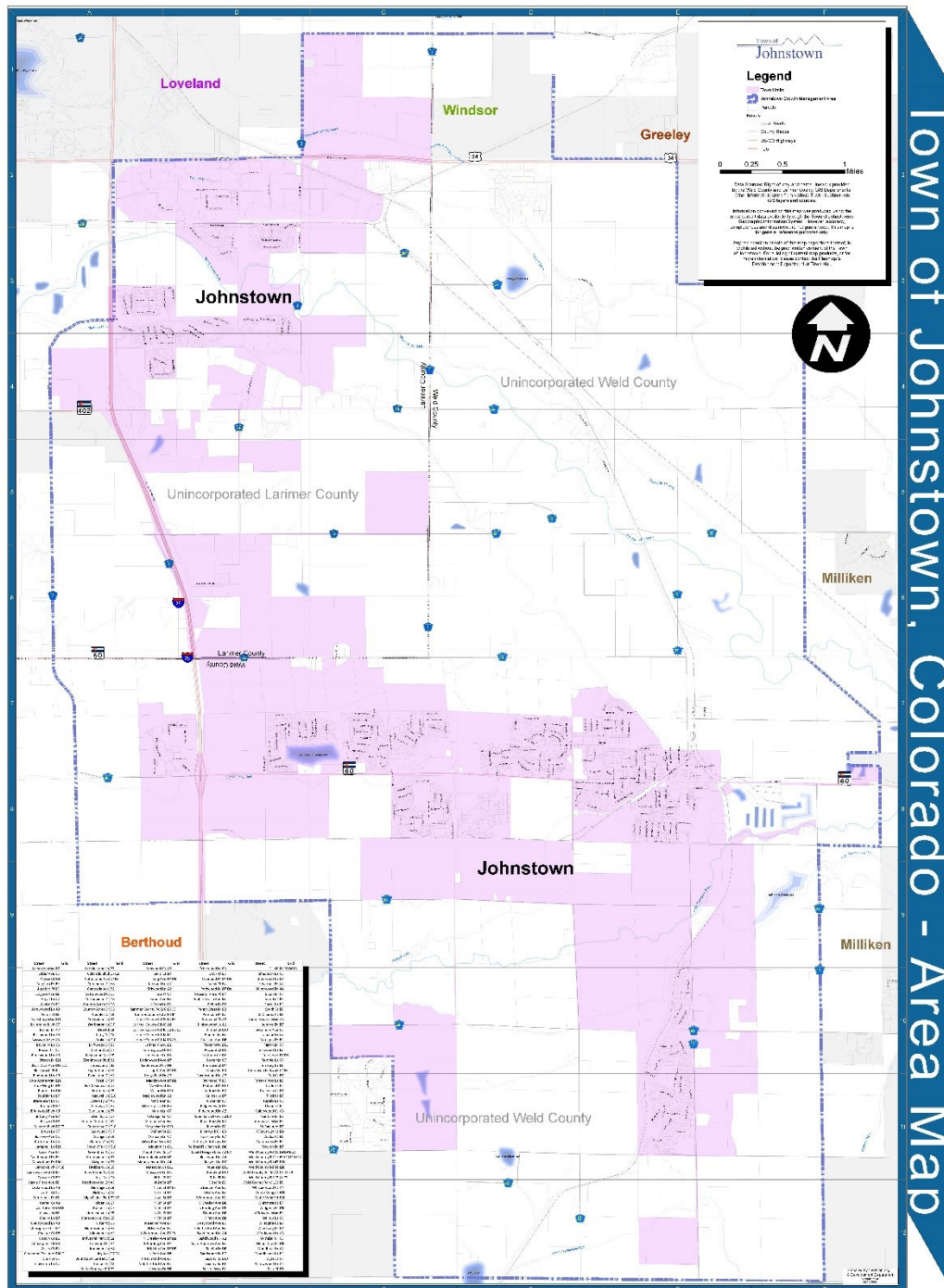
The Town of Johnstown greatly appreciates the efforts of citizen volunteers in studying special community issues, obtaining public comment on key projects, and offering recommendations to the Town Council on any number of matters.

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

Location – Town Map



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 currently had approximately 66 regular, full-time positions (exempt and non-exempt) for 2021. In addition, a varying number are employed on a seasonal/part-time basis. The Town of Johnstown neither recognizes nor bargains with any employee union.

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

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

The Town has established retirement plans for employees. Regular, full-time employees are eligible to participate in the plan. Employees are encouraged to make contributions up to the maximum allowed by law of the base wage under the plan. Employees of the Town that serve as sworn police officers are required to participate in a police pension plan.

INTRODUCTION

BUDGET PROCESS

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

BUDGET TERM

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

BASIS OF BUDGETING

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

BUDGET RECOMMENDATION

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		Budget Guidance Town Council holds goal setting sessions to identify priorities and level of service expectations for the upcoming budget year.	
February			
March			
April			
May			
June	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.		Capital Improvement Plan CIP Plan is updated
July			Town Manager identifies Budget Priorities Town Manager defines priorities based on Council direction
August			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
September			
October	Budget Public Hearing(s) Residents comment on the proposed budget and offer suggestions to the Town.	Proposed Budget is presented for consideration no later than October 15th.	
November		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.	Budget Response & Refinement Town staff respond to inquiries from Town Council and make modifications as suggested
December		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.	

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

INTRODUCTION

BUDGET PREPARATION

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

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

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

PUBLIC HEARINGS

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

ADOPTION OF BUDGET AND APPROPRIATION OF FUNDS

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

BUDGET AMENDMENTS

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

INTRODUCTION

SUPPLEMENTAL APPROPRIATION

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

ENCUMBRANCE CARRYOVER

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

BUDGET DECREASES

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

LEVEL OF CONTROL AND BUDGET TRANSFERS

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

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

FINANCIAL POLICIES

FINANCIAL POLICIES

REVENUE POLICIES

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

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

EXPENDITURE POLICIES

The General Fund is comprised of eight departments or divisions, consisting of Legislative, Town Manager, Town Clerk, Finance, Building Inspections, Planning, Police, Public Works and Buildings. Each department can be further broken down into a variety of divisions and/or programs.

Expenditures are classified as the following:

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

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

Contract Services includes services that are typically provided by an outside vendor such as SWAT team services, legal services, and audit services.

Commodity encompasses administrative costs such as office supplies, uniforms, small tools, ammunition, salt, sand and gravel, fuel and computers, to name a few.

Other Charges includes items such as insurance, memberships and subscriptions, costs associated with the K-9, and National Night Out, among others.

Capital Outlay consists of fixed assets over \$5,000 and a useful life of greater than one year. This expenditure area consists of major projects, land, buildings, and other infrastructure.

FINANCIAL POLICIES

TAXPAYERS' BILL OF RIGHTS (TABOR)

Colorado voters approved an amendment to the Colorado Constitution that placed limits on revenue and expenditures of the State and all local governments in 1992. Even though the limit is placed on both revenue and expenditures, the constitutional amendment ultimately applies to a limit on revenue collections. Growth in revenue is limited to the increase in the Denver-Boulder-Greeley Consumer Price Index plus Local Growth (new construction and annexation minus demolition). This percentage is added to the preceding year's revenue base, giving the dollar limit allowed for revenue collection in the ensuing year. Any revenue collected over the limit must be refunded in the subsequent year. Towns have the option of placing a ballot question before the voters asking for approval on retaining revenue over the limit. Federal grants and/or gifts to the Town are not included in the revenue limit. Town "Enterprise Funds" (Electric, Storm Water and Water) are exempt from the imposed limits.

On November 7, 2000, voters within the Town approved the collection, retention and expenditure of the full revenue generated by the Town commencing on January 1, 1999 and subsequent years. Therefore, the Town is not subject to the revenue limitations of the Tabor amendment.

RESERVES POLICY

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

Undesignated Reserves

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

Designated Reserves

The Town Council has determined that additional reserves be established to provide for unforeseen reductions in revenues in the current year if budgeted revenues are less than actual revenues, and expenditures including encumbrances, are greater than actual. The reserve minimum is equal to 150 days of approved General Fund operating expenditures.

FINANCIAL POLICIES

CAPITAL PROJECT FUNDS

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

DEBT POLICIES

The Town of Johnstown recognizes that the primary purpose of capital facilities is to support provision of services to residents. Using debt financing to meet the capital needs of the Town must be evaluated according to two tests: efficiency and equity. The test of efficiency equates to the highest rate of return for a given investment of resources. The test of equity requires a determination of who should pay for the cost of capital improvements. In meeting the demand for additional capital facilities, the Town strives to balance the load between debt financing and "pay as you go" methods. The Town realizes failure to meet the demands of growth may inhibit its continued economic viability, but also realizes that too much debt may have detrimental effects. Through the rigorous testing of the need for additional debt financed facilities and the means by which the debt will be repaid, the Town strikes an appropriate balance between service demands and the amount of debt.

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

CASH MANAGEMENT AND INVESTMENT POLICIES

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

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 rate at least AA or the equivalent at the time of purchase by at least two NRSROs and rated not less by all NRSROs that rate the bank. The aggregate investment in banker’s acceptances, commercial paper, and corporate debt shall not exceed 50% of the Town’s investment portfolio, and no more than 5% of the Town’s investment portfolio may be invested in the obligations of any one issuer.
- Money Market Mutual Funds registered under the Investment Company Act of 1940 that: 1) are “no-load” (no commission or fee shall be charged on purchases or sales of shares); 2) have a constant net asset value of \$1.00 per share; 3) limit assets of the fund to those authorized by state statute; 4) have a maximum stated maturity and weighted average maturity in accordance with Rule 2a-7 of the Investment Company Act of 1940; and 5) have a rating of AAA or the equivalent by one or more NRSROs.

RISK MANAGEMENT

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

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

It is important to note that beginning in 2020 the budget reflects a fund restructure in an effort to increase transparency and simplify functions. Consequently, for the 2022 budget cycle, comparisons with years prior to 2020 do not provide users with an accurate representation of fund changes, so they are not included. In future budgets, more lengthy comparisons, and analysis will be provided.

TOWN FUND TYPES

GOVERNMENTAL

- General Fund
- Special Revenue Funds

PROPRIETARY

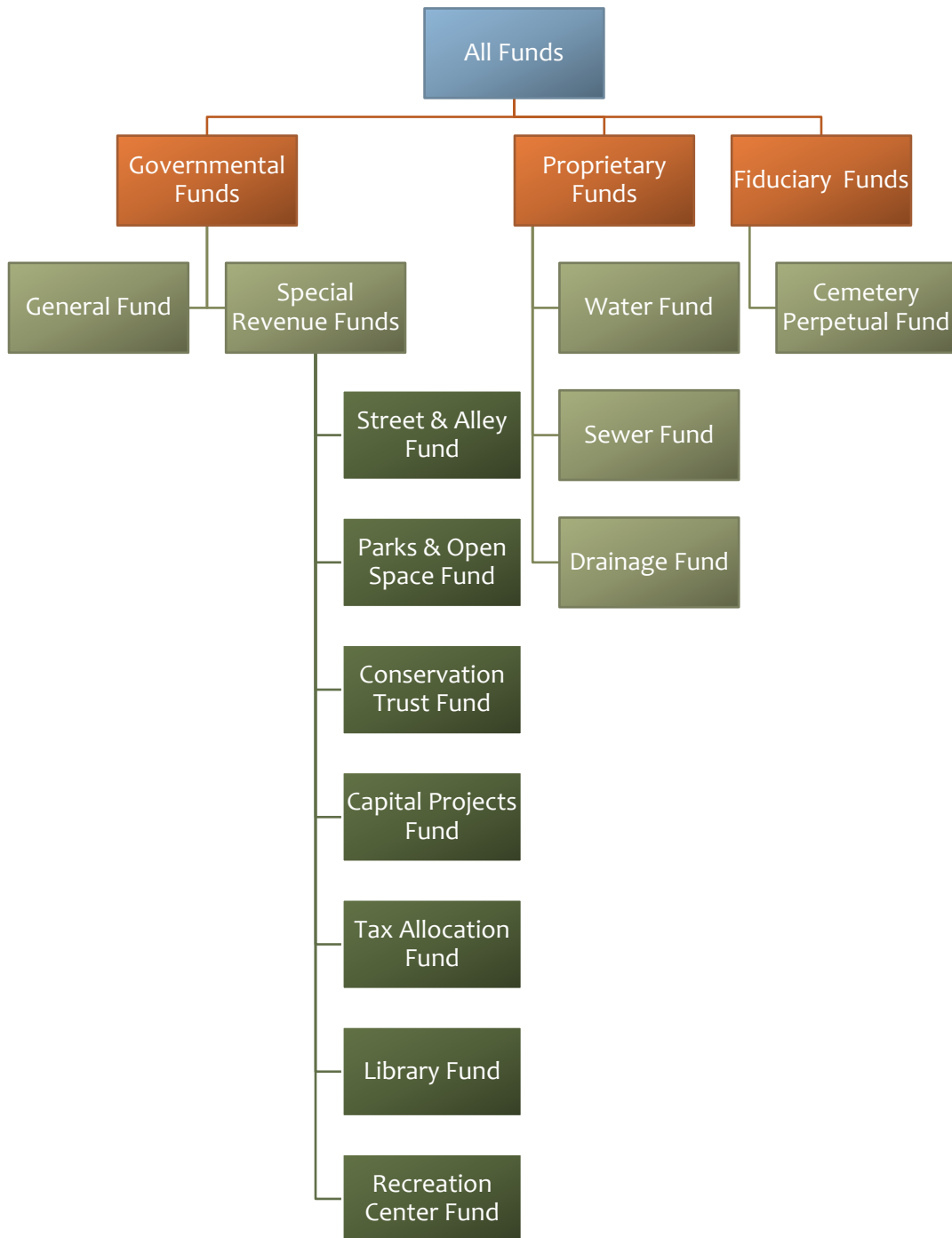
- Enterprise Funds
- Internal Service Funds

FIDUCIARY

- Trust and Agency Funds

BUDGET OVERVIEW

FUND STRUCTURE



BUDGET OVERVIEW

DEPARTMENT INVOLVEMENT BY FUND

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

	Legislative	Town Mgr	Town Clerk	Finance	Planning	Public Works & Buildings	Police	Utilities
<u>Governmental Funds</u>								
General Fund	✓	✓	✓	✓	✓	✓	✓	
<u>Special Revenue Funds</u>								
Conservation Trust 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.

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

BUDGET OVERVIEW

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 5,563 customers.

FIDUCIARY FUNDS

CEMETERY PERPETUAL CARE FUND

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

COMPONENT UNITS

NONE

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

NOTES AND ASSUMPTIONS

The following notes and assumptions were used to build the various detail budgets for revenues and expenditures and are applicable for all funds except in cases where specifically noted. The overall driving factors were established through joint efforts with the Town Manager, the Finance Department, and Town Council. Fund Balance is the excess or deficiency of the assets of a fund over its liabilities at any point in time. This is shown in the following schedules as Revenues minus Expenditures and plus Other Financing Sources (Uses) plus Beginning Fund Balance to derive the Ending Fund Balance.

BUDGET OVERVIEW

TOTAL COMBINED TOWN BUDGET

The 2022 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 of the fund budgets for the organization.

	General Fund	Special Revenue Funds	Capital Project Funds	Enterprise Funds	Trust and Agency Funds	Total All Funds	% of Total Rev. & Exp.
2022 BUDGET - ALL FUNDS							
BEGINNING BALANCE:	64,808,551	27,219,499	13,640,578	69,679,591	160,314	175,508,533	
REVENUES:							
CHARGES FOR SERVICES	3,750	898,400	-	7,310,250	5,000	8,217,400	21.18%
FINES AND FORFEITURES	160,500	-	-	-	-	160,500	0.41%
PROPERTY TAXES	8,265,436	-	-	-	-	8,265,436	21.30%
SALES TAXES	7,435,380	2,175,600	244,500	-	-	9,855,480	25.40%
LICENSES AND PERMITS	1,299,000	930,950	-	4,406,340	-	6,636,290	17.10%
MISCELLANEOUS	597,900	20,100	-	149,100	60	767,160	1.98%
OTHER TAXES	211,900	1,116,000	-	-	-	1,327,900	3.42%
GRANTS	87,500	1,585,376	-	1,900,000	-	3,572,876	9.21%
TOTAL REVENUES	18,061,366	6,726,426	244,500	13,765,690	5,060	38,803,042	100.00%
OTHER SOURCES/USES:							
TRANSFERS IN	-	2,947,000	-	40,000,000	-	42,947,000	
TRANSFERS OUT	42,837,000	-	60,000	50,000	-	42,947,000	
TOTAL OTHER SOURCES/USES	(42,837,000)	2,947,000	(60,000)	39,950,000	-	-	
EXPENDITURES:							
PERSONNEL SERVICES	6,601,010	1,686,500	-	1,465,675	-	9,753,185	8.78%
CONTRACT SERVICES	2,219,825	4,370,600	11,500	3,431,640	-	10,033,565	9.03%
COMMODITY	409,833	503,250	-	1,796,950	-	2,710,033	2.44%
OTHER CHARGES	957,243	693,650	-	1,079,750	-	2,730,643	2.46%
CAPITAL OUTLAY	357,750	4,461,000	7,100,000	70,579,280	-	82,498,030	74.26%
IMPACT OUTLAY	223,000	1,190,000	-	-	-	1,413,000	1.27%
DEBT SERVICE	-	-	-	1,953,150	-	1,953,150	1.76%
TOTAL EXPENDITURES	10,768,661	12,905,000	7,111,500	80,306,445	-	111,091,606	100.00%
ENDING BALANCE:	29,264,256	23,987,925	6,713,578	43,088,836	165,374	103,219,969	

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 2022 Beginning Balance	Anticipated FY 2022 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	64,808,551	29,264,257	(35,544,294)	-54.8%

Discussion:

The anticipated General Fund ending fund balance decreases primarily due to a loan to the Water Fund (\$40,000,000). Operational costs have increased in 2022, but that increased outflow of funds has been counterbalanced with increased revenues from sales 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 2022 Beginning Balance	Anticipated FY 2022 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	107,659	43,809	(63,850)	-59.3%

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. No projects were budgeted in 2021 and there is a Pour in Place project budgeted for 2022.

Parks and Open Space Fund	Anticipated FY 2022 Beginning Balance	Anticipated FY 2022 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	7,049,432	5,159,532	(1,889,900)	-26.8%

Discussion:

The fund balance decrease in this fund is associated with large capital outlays in 2022. Budgeted outlays include: \$800,000 budgeted for trail projects, \$80,000 for a dog park, \$1.377 million for lake improvements, \$250,000 Master Plan, \$60,000 for pickleball courts, \$40,000 for cemetery irrigation, \$20,000 for backflow vaults, \$25,000 in new trees, \$45,000 vehicle, \$20,000 riding mower and \$20,000 for fencing for the cemetery.

Capital Projects Fund	Anticipated FY 2022 Beginning Balance	Anticipated FY 2022 Ending Balance	Increase (Decrease)	Percent Change
Fund Balance Available for Appropriation	13,640,578	6,713,578	(6,927,000)	-50.8%

Discussion:

The decrease in fund balance in this fund is due to a budgeted \$6,600,000 expenditure for improvements to I-25, \$400,000 for the 2nd Street bridge, and \$100,000 for 402 monument. 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.

BUDGET OVERVIEW

	Anticipated FY 2022 Beginning Balance	Anticipated FY 2022 Ending Balance	Increase (Decrease)	Percent Change
Water Fund				
Fund Balance Available for Appropriation	18,223,899	38,373,169	20,149,270	110.6%

Discussion:

In 2022, this fund anticipates and budgeted for substantial loan revenues (\$40,000,000). Capital expenditures for this fund include a \$13,100,000 for the construction of a south water tank and distribution line, \$400,000 for PRV's, \$800,000 Charlotte St, \$310,000 generator, \$150,000 tank cathodic protection, \$1,000,000 easements, \$300,000 Design Lonetree line, \$1,400,000 raw water design, \$470,000 Engineering costs, \$9,000 vehicle, \$80,000 vac truck, \$831,280 pilot program for water plant expansion and \$1,610,000 water treatment plant design.

	Anticipated FY 2022 Beginning Balance	Anticipated FY 2022 Ending Balance	Increase (Decrease)	Percent Change
Sewer Fund				
Fund Balance Available for Appropriation	50,116,839	3,790,779	(46,326,060)	-92.4%

Discussion:

The increase in beginning fund balance is primarily attributed to the issuance of approximately, \$56 million of bonds in 2021. Major outlays included in the 2022 budget include: \$20,600,000 for the Low Point WWTP, \$800,000 Charlotte St project, \$26,075,000 Central Interceptor construction, \$100,000 Hwy 60 design, \$75,000 CMAR Services, \$900,000 Central Interceptor Design Ph3, \$100,000 Ridgeview pipe upsizing, \$450,000 Central design - Ph3, \$9,000 vehicle, and \$80,000 Vac truck.

	Anticipated FY 2022 Beginning Balance	Anticipated FY 2022 Ending Balance	Increase (Decrease)	Percent Change
Drainage Fund				
Fund Balance Available for Appropriation	1,338,853	924,888	(413,965)	-30.9%

Discussion:

The decrease in fund balance in this fund is associated with capital expenditures. The 2022 budget includes expenditures of \$400,000 for Charlotte St. improvements, \$80,000 for a vac truck.

	Anticipated FY 2022 Beginning Balance	Anticipated FY 2022 Ending Balance	Increase (Decrease)	Percent Change
Recreation Center Fund				
Fund Balance Available for Appropriation	922,738	422,738	(500,000)	-54.2%

Discussion:

Expenditures in this fund are operations related. No transfers in were budgeted in 2022 to balance the expenditures.

BUDGET OVERVIEW

SUMMARY OF CAPITAL EXPENDITURES

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

Street & Alley Fund

Project Description	Capital Expenditure Amount	Recurring?
Estes Paving & ROW	\$400,000	No

Discussion:

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

Charlotte Design	\$2,000,000	No
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Discussion:

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.

Parks and Open Space Fund

Project Description	Capital Expenditure Amount	Recurring?
Trail Projects	\$800,000	No

Discussion:

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

Johnstown Lake Improvements	\$1,377,000	No
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Discussion:

This project includes dewatering the lake, performing structural dam improvements, dredging the lake, and accomodating state required revisions for the work being performed.

Parks Master Plan	\$250,000	No
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Discussion:

A Parks Master Plan provides a practical, comprehensive plan of action for meeting the immediate, short-term and long-range needs and interests for parks, open space and facilities in the Town.

BUDGET OVERVIEW

Capital Projects Fund

Project Description	Capital Expenditure Amount	Recurring?
I-25 Interchange Construction	\$6,600,000	No

Discussion:

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

2nd Street Bridge	\$400,000	No
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Discussion:

The bridge over 2nd Street adjacent to downtown is scheduled for replacement in 2021 with carryover into 2022 as the current structure is not sufficient. The new bridge will widen the roadway and improve access to the area. Long term financial costs are limited to general maintenance of the asset.

Sewer Fund

Project Description	Capital Expenditure Amount	Recurring?
Low Point WWTP Construction	\$20,600,000	No

Discussion:

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.

Central Interceptor - Ph. 1 - 3	\$26,745,000	No
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Discussion:

This project consists of the final design and installation of a sewer interceptor complete with new lift station on south side of town. This infrastructure expansion will allow for continued growth and development in the area.

Charlotte St. Improvements	\$800,000	No
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Discussion:

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.

Central Wastewater Treatment Plant design	\$680,000	No
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Discussion:

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

BUDGET OVERVIEW

<u>Water Fund</u>		
Project Description	Capital Expenditure Amount	Recurring?
Easement purchases	\$1,000,000	No
<u>Discussion:</u> This is a capital expense to purchase easements for future waterline infrastructure.		
Generators at Lone Tree	\$310,000	No
<u>Discussion:</u> New generators at Lone Tree will allow the Town to continue to produce water during power interruptions, thus improving reliability of the system.		
Lonetree Line - Design	\$300,000	No
<u>Discussion:</u> This expense covers the design of a water line from Lonetree to the Lake that can be used for flushing.		
Water plant expansion	\$1,610,000	No
<u>Discussion:</u> This project is the design phase of the water plant expansion project, which, when completed, will allow the Town to better meet peak flow requirements.		
South tank construction & distribution line	\$13,670,000	No
<u>Discussion:</u> This project will provide additional water storage that will help mitigate the stress on the system during peak demand periods and will improve water pressures in some areas of Town. As this is a new structure, operational and maintenance costs are expected to increase when this asset is functional.		
Raw Water - Design	\$1,400,000	No
<u>Discussion:</u> This project is the initial design for a raw water system.		
Charlotte St. Improvements	\$800,000	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

Drainage Fund

Project Description	Capital	Recurring?
	Expenditure Amount	
Charlotte St. Improvements	\$400,000	No

Discussion:

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.

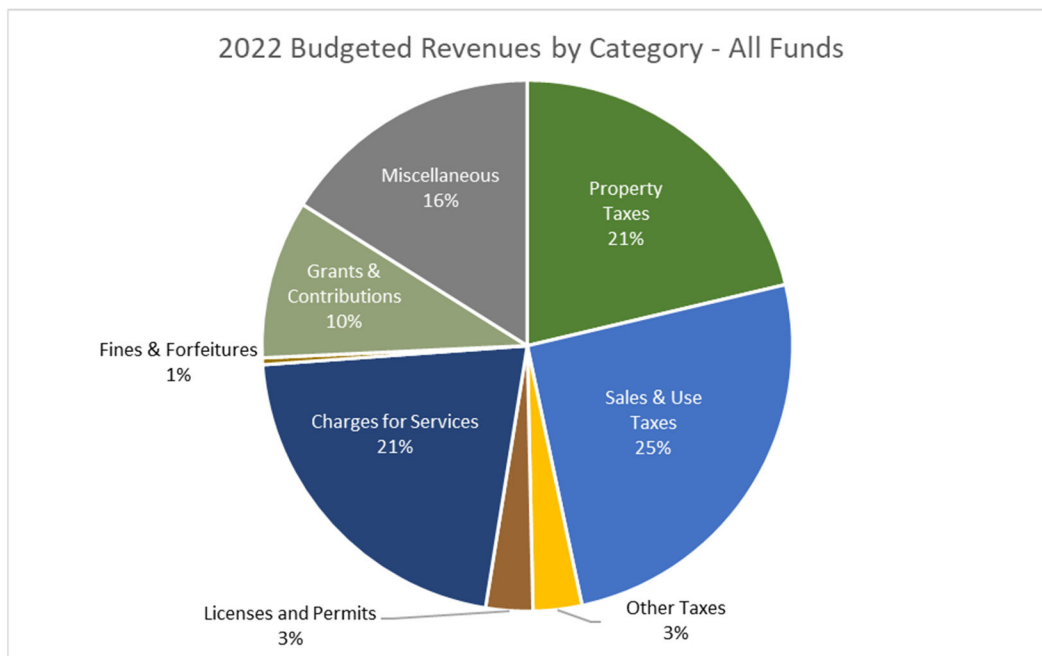
BUDGET OVERVIEW - REVENUES

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 2017 to 2021 that were used in forecasting:

Year	2017	2018	2019	2020	2021
Consumer Price Index (CPI)	3.386%	2.731%	1.924%	2.2%	3.25%

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

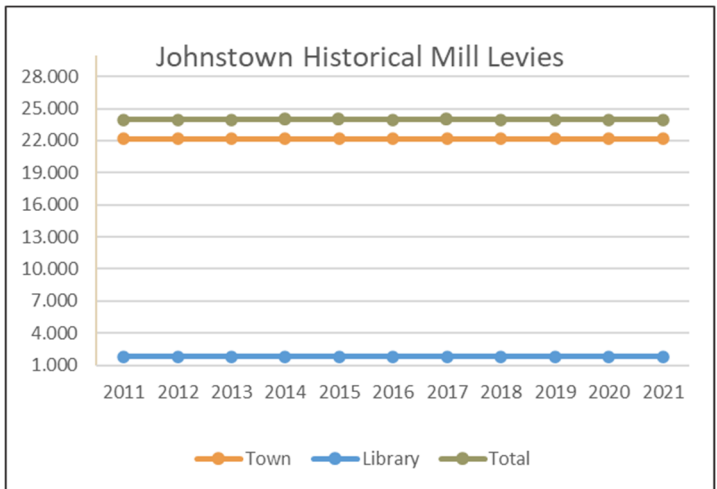


The following are descriptions of the Town's revenue resources, associated forecasting assumptions, and revenue trends.

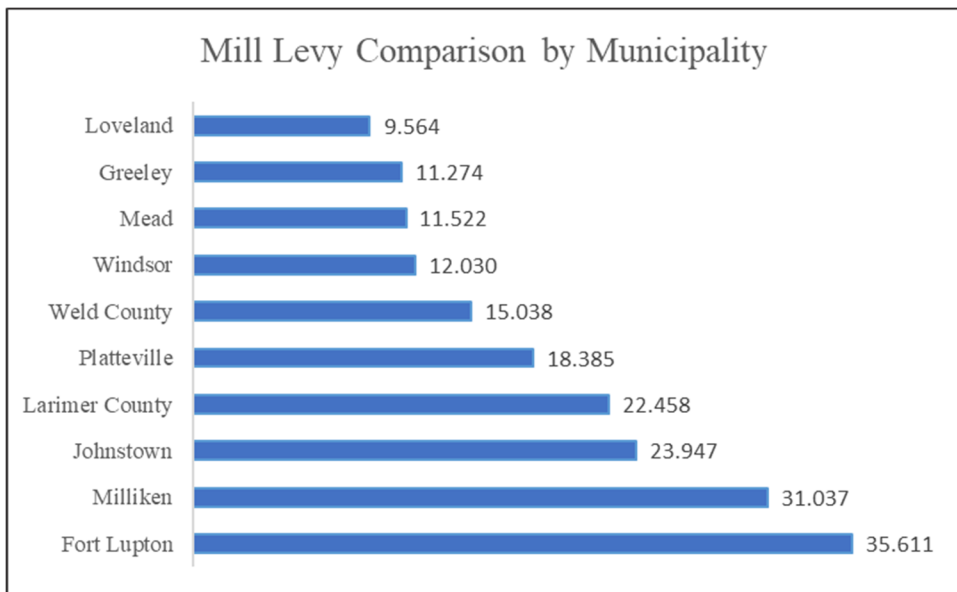
BUDGET OVERVIEW - REVENUES

PROPERTY TAX

Property taxes are levied on December 31, and attach as an enforceable lien on property as of January 1. Installation payments are due at the end of February and June 15th. Single payments are due on or before April 30th. Taxes are delinquent, if not paid, as of June 15th. If the taxes are not paid within subsequent periods, the property may be sold at a public auction. Weld and Larimer Counties bill and collect all of the property taxes and remits collections to the Town on a monthly basis after deducting a one percent (1% Weld County and 2% Larimer County) collection fee.



The mill levy rate for Johnstown in 2022 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	2020 Budget Taxes Levied	2021 Budget Taxes Levied	2022 Budget Taxes Levied	% Change 2021 to 2022
Vacant Land	220,838	198,639	240,130	20.89%
Residential	3,404,994	3,581,014	3,880,316	8.36%
Commercial	2,339,529	2,618,128	2,830,823	8.12%
Industrial	475,172	455,362	589,017	29.35%
Agricultural	29,475	29,011	27,636	-4.74%
Oil & Gas	3,085,066	1,231,543	502,650	-59.19%
State Assessed	132,525	141,906	186,016	31.08%
State Backfill	0	0	8,847	0.00%
Total Revenue	9,687,599	8,255,603	8,265,436	0.12%

The changes in property tax revenues can vary substantially by category. One of the most volatile categories is Oil & Gas because the valuation depends on well production, which is calculated annually. Oil & Gas had substantial decreases in valuation in 2020 followed by even more decreases in 2021. As property taxes are collected in arrears, the decreased 2021 valuations impact the 2022 budget. In contrast to the substantial decrease in Oil and Gas, most other categories experienced at least a modest increase in valuation as 2021 was a reassessment year. The budget projections for property tax revenues are based on the Certification of Valuation which is provided annually by Weld and Larimer Counties. The Town does not make any adjustments to the calculations that they provide.

SALES TAX

The Town of Johnstown collects a three and one-half percent (3.5%) tax on sales of tangible personal property and specific services. Sales taxes are collected by the retailer and are reported to the State of Colorado on either a monthly, quarterly, or annual basis. The State then collects Johnstown's portion of the sales taxes and remits it to the Town monthly. Three percent (3.0%) of the Town's sales tax goes into the General Fund and one-half percent (.5%) goes into the Street and Alley Fund.

Sales taxes are forecasted using historical trends for the past five years combined with knowledge of new businesses that are locating in the Town. Generally speaking, this trend projection approach is effective, however, with the current ongoing COVID 19 pandemic, sales tax revenues are far less predictable and the stability of some of the businesses in Johnstown may be questionable. Since sales tax revenue is often one of the first indicators when there is a downward

BUDGET OVERVIEW - REVENUES

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.

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 2022 budgeted figures on 150 new homes expected to be built in the community during the year.

EXCISE TAX

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

[Tobacco Products Tax](#) - State of Colorado taxes 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. 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

BUDGET OVERVIEW - REVENUES

substantial. Revenue projections for severance tax are forecasted using a combination of trend analysis as well as information that we receive from the oil and gas industry and other sources.

FRANCHISE CHARGES

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

[Cable Franchise](#) - This fee is compensation for the benefits and privileges granted under the Franchise Agreement. The fees are in consideration of permission to use Town streets and rights-of-way for the provision of cable services. The franchise fee is three percent (3%) of the gross revenues. Revenue projection is completed using trend analysis.

[Gas/Electric Franchise Charge](#) - The Town currently has a franchise agreement with gas and electric service companies for the right to furnish, sell, and distribute electric and natural gas to residents and businesses within the community. The agreement provides them with access to public property to provide these services. In consideration for this franchise, the companies pay the Town a sum equal to three percent. Revenue projection is completed using trend analysis.

FINES AND FORFEITURES

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

LICENSES AND PERMITS

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

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

BUDGET OVERVIEW - REVENUES

INTERGOVERNMENTAL REVENUES

Intergovernmental Revenues are transfers from any fund into another fund.

CHARGES FOR SERVICES

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

UTILITY CHARGES

Utility charges are user-based fees that are charged for the participation with the Town's utility services. Those services include water, 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 2022 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 4.2%. The increase to the usage rate is 3%.

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 2022 budget includes an increase of 5% 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 2022 budget.

IMPACT FEES

Impact Fees are charged as a part of the building permit process and allow the Town to take into consideration the affect a new development will have on parks and open space, drainage and streets among others. Impact fees are forecast using the current year's activities. Impact fees in all funds were calculated based on an anticipated 150 new homes in the community in 2022.

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 percent of assessed valuation to total countywide assessed valuation. Revenues are forecast using trend analysis.

HIGHWAY USER'S TAX

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

MOTOR VEHICLE REGISTRATION FEES

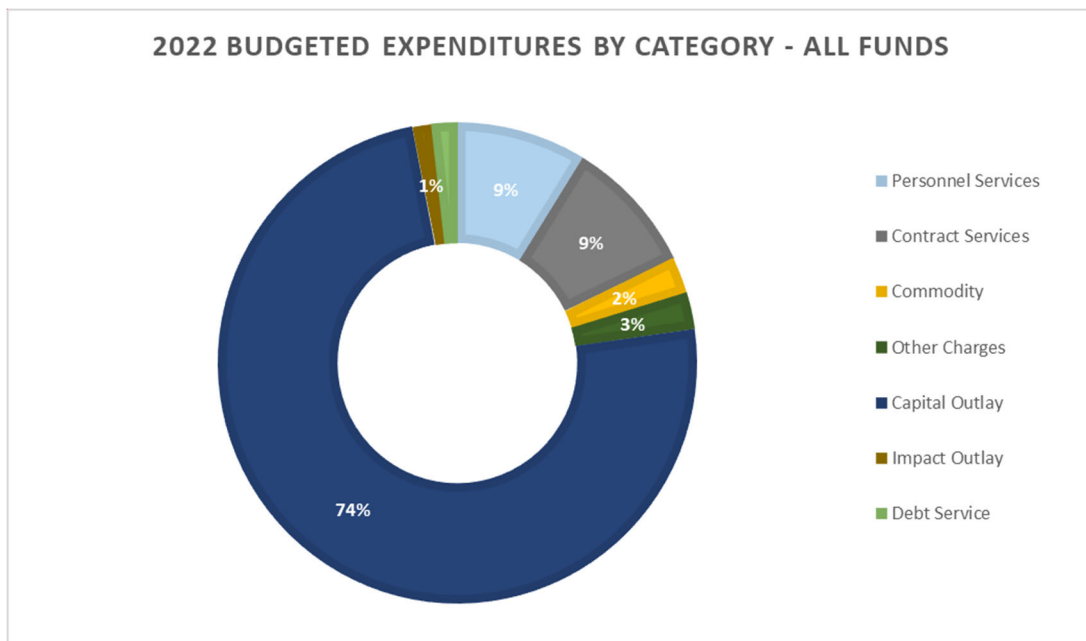
Motor Vehicle Registration Fees are state imposed on the registration of a vehicle. Fees are primarily based on the weight of the vehicle (as published by the manufacturer) and the age of the vehicle. In addition to the base fees, there are numerous add-on fees that are imposed. The revenue received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

BUDGET OVERVIEW - EXPENDITURES

EXPENDITURES/EXPENSE OVERVIEW

The Town of Johnstown categorizes the expenses in each fund by function. The categories of expenses include: Personnel Services, Contract Services, Commodity, Other Charges, Capital Outlay and Debt Service. Each category is detailed below.

The following chart consolidates and summarizes the Town's expenditures by category:



Note: The 2022 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 fork lifts, commercial mowers, street sweepers, plow trucks, new parks, new buildings, building remodels, infrastructure expansions, new waterlines, playground equipment, new streets, new trails, bridges, street widening, etc.

DEBT SERVICE

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

BUDGET OVERVIEW - DEBT

DEBT SERVICE AND FINANCIAL OBLIGATIONS

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

LEGAL DEBT LIMIT

The Town of Johnstown is a Home Rule Municipality and as such, Section 13.6 of the Home Rule Charter states "Except as provided in this Charter, there shall be no limitation on the total amounts or other terms of securities the Town may issue or on the incurring of other debts or payment obligations by the Town." Comparatively, statutory municipalities are bound by the Colorado Revised Statutes which provide that general obligation indebtedness for all purposes shall not at any time exceed three percent (3%) of the actual value, as determined by the County Assessor, of the taxable property in the Town.

As of December 31, 2021, the Town has no general obligation debt outstanding.

LONG RANGE PLAN

FUND SUMMARIES

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

FORECAST ASSUMPTIONS

- **Revenues**
 - Property Tax Revenues have been projected using a conservative growth pattern for the next ten years.
- **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: 2023, 2024, 2026, and 2029. Additionally, one full-time planner was added in 2024 and 2028, a full-time accountant was added in 2025, a full-time engineer was added in 2024 and a full-time deputy clerk was added in 2026.

ANALYSIS

The projections as presented, depicts stable revenues in the foreseeable future and expenditures increasing consistently each year. In 2022, existing fund balance will be utilized to balance the budget as a consequence of unusually large interfund transfers. These large transfers have been projected in 2022 as there is a great deal of infrastructure work that needs to occur in other funds and internal loans may be the most cost-effective way of approaching these needs. In the 2022 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.

FUND SUMMARIES

General Fund	2022 Projected	2023 Projected	2024 Projected	2025 Projected
Beginning Fund Balance*	64,808,551	29,264,256	11,138,150	11,395,558
<u>Revenues:</u>				
Taxes & Fees	16,413,716	16,686,978	16,917,325	17,222,105
Licenses & Permits	1,150,050	1,131,503	1,131,367	1,154,434
Fines & Forfeitures	160,500	215,706	222,088	224,170
Earnings on Investment	52,500	15,750	12,600	12,852
Miscellaneous Revenue	196,600	201,048	208,044	214,622
Grants & Contributions	88,000	46,838	42,528	37,328
<i>Transfers In</i>	0	0	0	0
Total Operating Revenues	18,061,366	18,297,822	18,533,953	18,865,510
<u>Operating Expenditures:</u>				
Town Manager	1,524,593	1,585,577	1,758,000	1,828,320
Town Clerk	509,750	530,140	551,346	573,399
Legislative	887,500	923,000	959,920	998,317
Finance	417,510	434,210	451,579	564,642
Planning	752,128	782,213	913,502	950,042
Building Inspections	271,400	282,256	293,546	305,288
Police	4,515,580	4,796,203	5,088,051	5,291,573
Public Works & Buildings	1,009,450	1,049,828	1,091,821	1,135,494
Reimbursement	300,000	312,000	324,480	337,459
<i>Transfers Out</i>	42,837,000	25,325,000	2,511,000	2,611,440
Total Operating Expenditures	53,024,911	36,020,427	13,943,245	14,595,974
Net Operating Revenues (Loss)	(34,963,545)	(17,722,606)	4,590,708	4,269,536
<u>Capital Expenditures:</u>				
Administration	120,000	0	0	10,000
Finance	0	0	0	0
Courts Division	45,000	0	0	0
Legislative	0	0	0	0
Engineering	7,750	0	0	60,000
Planning	0	0	0	0
Police	363,000	253,500	4,258,300	271,200
Public Works & Buildings	45,000	150,000	75,000	150,000
Total Capital Expenditures	580,750	403,500	4,333,300	491,200
Net Change in Fund Balance	(35,544,295)	(18,126,106)	257,408	3,778,336
Ending Fund Balance	29,264,256	11,138,150	11,395,558	15,173,894

FUND SUMMARIES

2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected
15,173,894	18,840,189	22,391,481	25,703,684	28,648,572	30,902,881
17,759,193	18,196,825	18,647,276	19,105,169	19,368,432	19,835,235
1,177,978	1,202,312	1,226,420	1,251,998	1,277,356	1,302,991
221,722	226,684	229,294	234,352	245,777	245,777
13,109	13,371	13,639	13,911	14,190	14,190
232,815	263,506	274,447	287,187	298,357	271,285
24,990	94,281	85,980	70,630	46,260	46,260
0	0	0	0	0	0
19,429,808	19,996,979	20,477,056	20,963,248	21,250,372	21,715,738
1,901,453	1,977,511	2,056,611	2,138,876	2,224,431	2,313,408
688,335	715,869	744,504	774,284	805,255	837,465
1,038,249	1,079,779	1,122,971	1,167,889	1,214,605	1,263,189
587,228	610,717	635,145	660,551	686,973	714,452
988,043	1,027,565	1,172,668	1,219,574	1,268,357	1,319,092
317,500	330,200	343,408	357,144	371,430	386,287
5,603,236	5,827,366	6,160,460	6,514,879	6,775,474	7,046,493
1,180,914	1,228,150	1,277,276	1,328,367	1,381,502	1,436,762
350,958	364,996	379,596	394,780	410,571	426,994
2,715,898	2,824,534	2,937,515	3,055,015	3,177,216	3,304,305
15,371,813	15,986,686	16,830,153	17,611,359	18,315,814	19,048,446
4,057,994	4,010,293	3,646,903	3,351,888	2,934,559	2,667,292
32,000	0	0	10,000	0	0
0	0	0	0	0	0
0	0	0	0	0	0
0	0	150,000	0	0	0
0	0	0	0	60,000	0
0	0	0	0	0	0
284,700	309,000	104,700	317,000	446,250	468,600
75,000	150,000	80,000	80,000	174,000	80,000
391,700	459,000	334,700	407,000	680,250	548,600
3,666,294	3,551,293	3,312,203	2,944,888	2,254,309	2,118,692
18,840,189	22,391,481	25,703,684	28,648,572	30,902,881	33,021,573

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 2022 Budget includes revenues of \$18,061,366, transfers out of \$42,837,00 and \$10,768,661 in expenditures. The most notable increase in revenues is the sales tax revenues as a result of increased local shopping habits related to the COVID 19 pandemic that began in 2020 and has continued into 2022. While an increase has been projected in sales tax revenues, the projected revenues are still conservative when compared to the 4th quarter 2021. The transfers to other funds include a \$40,000,000 loan to the Water Fund for infrastructure expansion, \$1,140,000 for the Library support, \$1,112,000 to the Parks and Open Space Fund for lake improvements, and \$585,000 to meet contractual obligations in the Tax Allocation Fund.



FUND SUMMARIES

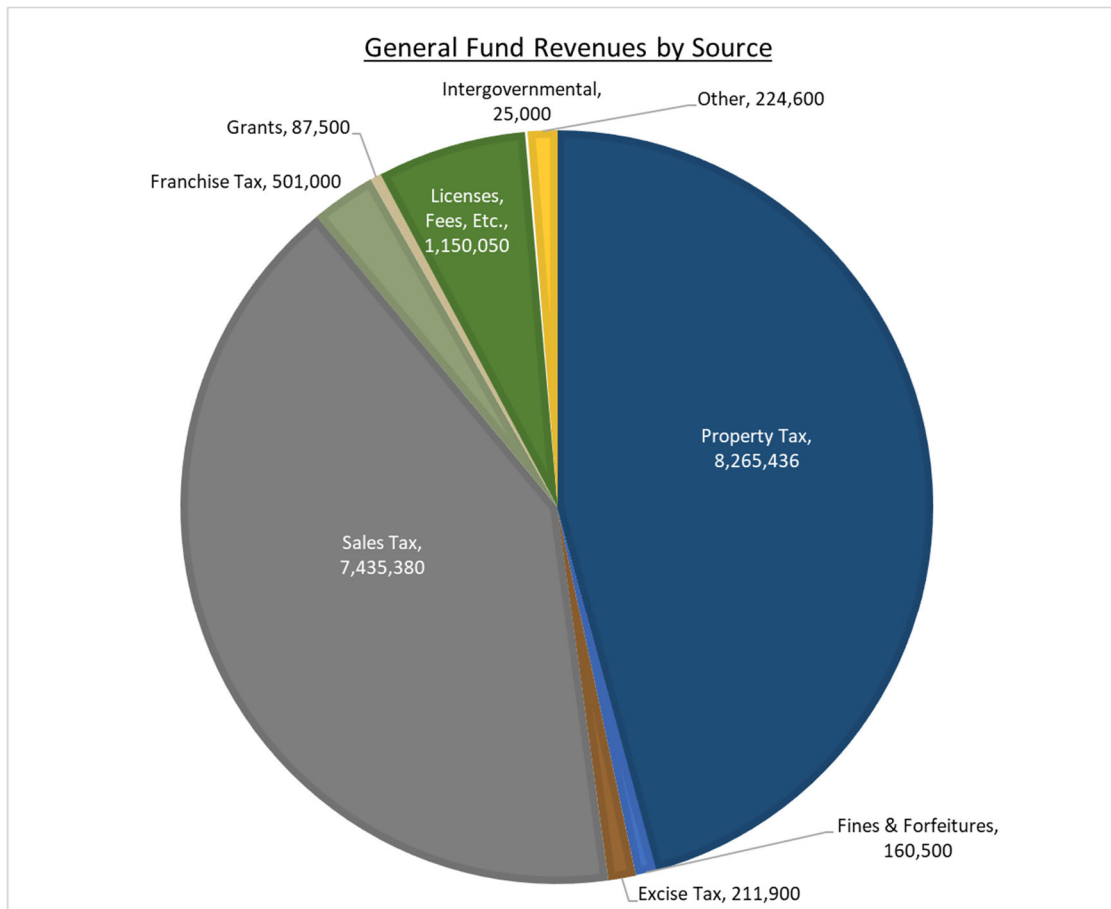
GENERAL FUND BUDGET

General Fund	2020 Actuals	2021 Actuals Jan - Sept	2021 Year-End Estimates	2022 Adopted Budget
Beginning Fund Balance	44,232,368	53,447,470	53,447,470	64,808,551
<u>Revenues:</u>				
Taxes & Fees	17,075,633	16,751,943	19,443,850	16,413,716
Licenses & Permits	806,904	817,871	847,070	798,000
Fines & Forfeitures	148,877	197,017	201,425	160,500
Earnings on Investment	493,435	82,864	82,950	52,500
Miscellaneous Revenue	1,241,902	731,974	741,914	369,900
Grants & Contributions	888,909	653,332	662,340	238,000
<i>Transfers In</i>	-	-	-	-
Total Operating Revenues	21,055,542	19,301,691	22,046,719	18,061,366
<u>Expenditures:</u>				
Council	1,947,095	1,023,952	1,998,600	932,500
Town Manager	391,807	444,796	965,371	1,644,593
Town Clerk	325,754	271,782	406,720	509,750
Finance	187,450	117,917	265,230	417,510
Planning	757,493	619,909	776,490	759,878
Bldg Inspections	217,166	168,441	254,550	271,400
Police	3,193,597	2,494,438	3,706,059	4,878,580
Public Works & Buildings	446,175	313,349	469,175	1,054,450
Reimbursements	-	-	-	300,000
<i>Transfers Out</i>	4,373,903	382,483	1,843,443	42,837,000
Total Expenditures	11,840,440	5,837,067	10,685,638	53,605,661
Excess (Deficiency) of Revenues and Other Sources over Expenditures	9,215,102	13,464,624	11,361,081	(35,544,295)
Ending Fund Balance	53,447,470	66,912,094	64,808,551	29,264,256

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 87 percent of the total revenues projected for 2022. 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, Town Clerk, Finance, Building Inspection, Police, Planning, Public Works and Buildings. The expense categories that are used include Personnel Services, Contract Services, Commodity, Other Charges, Capital Outlay and Debt Service. Capital outlay for the 2022 Budget includes an expense of \$45,000 for AV Council chamber upgrades, \$120,000 for a Downtown Improvement Plan, \$7,750 for a new copier, \$140,000 to replace existing police vehicles, \$45,000 for a generator at the Public Works building. Impact outlay includes \$50,000 for a code enforcement truck, \$150,000 for the design for an expansion at the Police Department, \$18,500 for substation rent and \$4,500 for a computer for the code enforcement officer.

GENERAL FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Impact Outlay	Debt Service	Total
Council	28,200	250,300	8,500	600,500	887,500	45,000	-	-	932,500
Town Manager	876,150	422,925	51,523	173,995	1,524,593	120,000	-	-	1,644,593
Town Clerk	400,750	91,000	8,900	9,100	509,750	-	-	-	509,750
Finance	161,810	206,700	42,000	7,000	417,510	-	-	-	417,510
Planning	537,800	177,300	25,380	11,648	752,128	7,750	-	-	759,878
Bldg Inspections	79,900	188,500	1,700	1,300	271,400	-	-	-	271,400
Police	3,817,300	349,800	231,280	117,200	4,515,580	140,000	223,000	-	4,878,580
Public Works	699,100	15,650	34,550	11,900	761,200	-	-	-	761,200
Buildings	-	217,650	6,000	24,600	248,250	45,000	-	-	293,250
Reimbursements	-	300,000	-	-	300,000	-	-	-	300,000
Totals	\$6,601,010	\$2,219,825	\$409,833	\$957,243	\$10,187,911	\$357,750	\$223,000	\$0	\$10,768,661

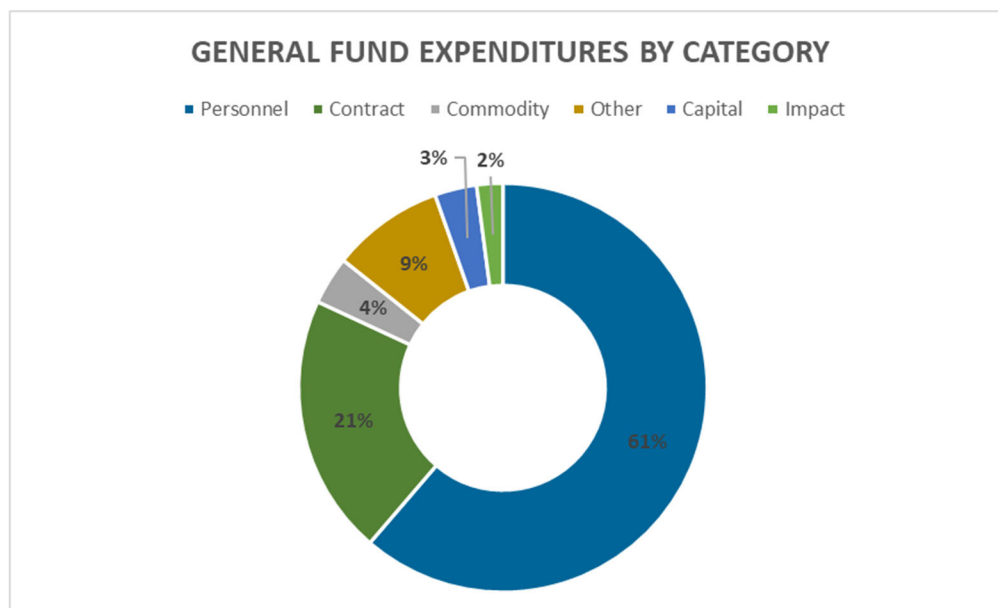
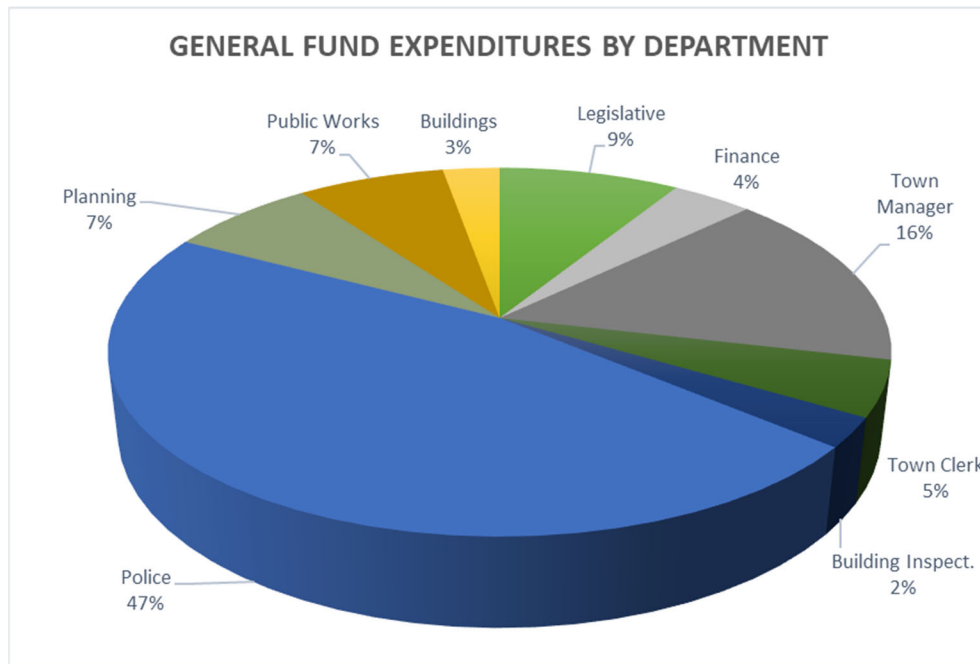
Total Cash Available \$ 40,047,916

Ending Fund Balance \$ 29,279,255

% of Total Budget	61.30%	20.61%	3.81%	8.89%	94.61%	3.32%	2.07%	0.00%	100.00%
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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 61% 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 2022 Adopted Budget includes funding for two, new full-time positions, an Assistant Town Manager and a Communications Specialist. In addition to those positions, funding was provided for branding activities, and a Downtown Improvement Plan.

FUND SUMMARIES

TOWN MANAGER GOALS & ACCOMPLISHMENTS

<u>2021 Accomplishments</u>	<u>2022 Goals</u>
Completion of Phase I of the Regional Broadband Needs Assessment and Financial Feasibility Study	Enter into MOU for broadband/fiber deployment in the Town of Johnstown
Completion of the Impact Fee Study Update	Adoption of updated Impact Fee Study
Successful negotiation of compliance order with Colorado Department of Public Health and Environment	Completion of 200kW Solar Photovoltaic System at Johnstown YMCA Facility
Hiring of key personnel at leadership team level	Completion of Town Strategic Plan
Completion of Tree City USA application	Complete loan process for Johnstown Housing Authority
Continued navigation of COVID-19 with 0 spread events in the organization	Completion of SEP projects in compliance with compliance order with Colorado Department of Public Health and Environment

COMMUNICATIONS



Overview and Description

The Office of Communications, exists within the Administration Department and is responsible for managing internal and external communications, including the Town website, social media platforms, monthly newsletter, media relations duties such as press releases, articles, press kits,

FUND SUMMARIES

and management and oversight of Town branding and marketing. Communications works closely with all Town departments to identify key messaging and information relevant to residents and communicates the priorities, activities and news of the Town with a goal of providing accurate, understandable, and timely information. Communications strives to encourage citizen understanding and involvement through public education and communication of the Town Council's goals and initiatives. Office skills that support all Town Departments (where relevant) are: website development, graphic design, written communications, graphic data representation, video messaging, and communications campaigns.

COMMUNICATIONS GOALS & ACCOMPLISHMENTS

2021 Accomplishments	2022 Goals
Develop sustainable and timely newsletter for residents and internal staff	Develop Communication Plan and Policy
Maneuvering continuing COVID communications	Town-wide engagement initiative
Maintaining an organized and easy to navigate, website	Work on rebranding initiative
Assisted with development and execution of Johnstown Cash Program	Conduct a community-wide sample survey
Successfully completed Round 2 of the Johnstown Micro Grant Program	
Earned a Gold Winner award from MarComm for outstanding concept, design and production of the website.	

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 GOALS & ACCOMPLISHMENTS

2021 Accomplishments	2022 Goals
Development of Business Retention and Expansion programs	Development and implementation of business attraction strategy
Developed an Economic Incentive Policy	Development of a Downtown Improvement Plan
Completed and published Johnstown Economic Development Profile	Pursue grant programs that benefit the downtown corridor
Engaged with local, regional, and state stakeholders to position the Town as a partner	Continue to build regional presence and partnerships with communities in Northern Colorado

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 GOALS & ACCOMPLISHMENTS

2021 Accomplishments	2022 Goals
Researched and began implementation of Human Resource Information System (HRIS)	Continue to develop and refine onboarding process
Researched and updated retirement plans	Digitize employee records
Implemented onboarding program. Hired and onboarded 25% of organization staff in 90 days	Implement performance management process
Completion of Compensation Study	Implement steps towards culture building
	Update and implement new personnel handbook

FUND SUMMARIES

ADMINISTRATION STAFFING – 5.95 FTE'S

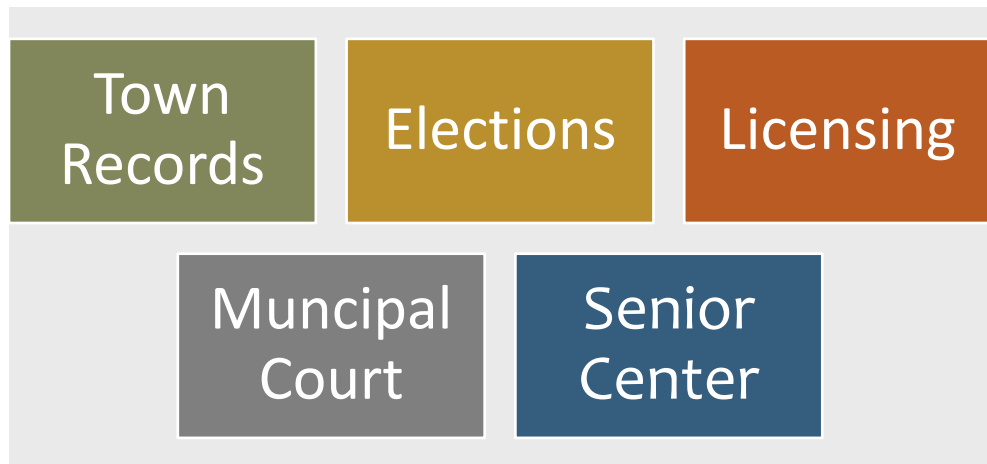
Title	Allocation
Town Manager	.35
Assistant Town Manager	1.0
Executive Secretary	.60
Community Relations Manager	1.0
Economic Development Specialist	1.0
Human Resources Director	1.0
Communications Manager	1.0

ADMINISTRATION BUDGET

Town Manager	2022 Budget
Personnel Services	876,150
Contract Services	422,925
Commodity	51,523
Other Charges	173,995
Total Operating	1,524,593
Capital Outlay	120,000
Total Expenditures	1,644,593

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 a timely manner. The Town Clerk is also responsible for preparing Council agenda and packets; legal publishing and recording of documents and cemetery administration. The Town Clerk administers all municipal regular and coordinated elections as well as handles all business and liquor licensing for the Town. The Town Clerk also supervises the Municipal Court Clerk, Building Permit Tech, Customer Service Technicians and Senior Coordinator.

Notable items that were included in the 2022 Adopted Budget include shifting an existing part-time employee to a full-time employee.

TOWN CLERK STAFFING – 3.05 FTE'S

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

FUND SUMMARIES

TOWN CLERK BUDGET

Town Clerk	2022 Budget
Personnel Services	400,750
Contract Services	91,000
Commodity	8,900
Other Charges	9,100
Total Operating	509,750
Capital Outlay	-
Total Expenditures	509,750

TOWN CLERK GOALS & ACCOMPLISHMENTS

<u>2021 Accomplishments</u>	<u>2022 Goals</u>
Laserfiche integration	2022 Election process
Cemetery software implementation	Improve business license functionality by providing online options
Revised Cemetery and Park sections of the Municipal Code	Improve customer service
Drafted Rules and Regulations for the Cemetery and Parks	Staff training and development
Completed AV upgrades in Council Chambers	

FUND SUMMARIES

LEGISLATIVE



Overview and Description

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

Notable items in the 2022 Adopted Budget include a contribution for BBQ Day, Council chamber upgrades, funds for the downtown façade program, and funds for a solar project at the Recreation Center.

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	2022 Budget
Personnel Services	28,200
Contract Services	250,300
Commodity	8,500
Other Charges	600,500
Total Operating	887,500
Capital Outlay	45,000
Total Expenditures	932,500

LEGISLATIVE GOALS & ACCOMPLISHMENTS

<u>2021 Accomplishments</u>	<u>2022 Goals</u>
Filled Councilmember vacancy	Passage of Home Rule Charter Amendment
Secured High School construction site in Johnstown	Orient new Councilmembers if applicable from 2022 regular election
Approved referendum for Home Rule Charter Amendment	Conduct 2022 Council Retreat
Created new Economic Development Policy	Adopt FY 2023 Balanced Budget
IGA Adoption of Hwy 34 Access Control Plan	Achieve Long-Term Sustainability for Org.
Approved FY2022 Budget, creating meaningful outcomes for the community	Develop Policies and Programs that ensure the Town's desired image as an Employer of Choice.

FUND SUMMARIES

FINANCE



Overview and Description

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

FINANCE STAFFING – .95 FTE'S

Title	Allocation
Finance Director	.45
Asst. Finance Director	.50
Utility Billing Technician	.00

FUND SUMMARIES

FINANCE BUDGET

Finance Budget	2022 Budget
Personnel Services	161,810
Contract Services	206,700
Commodity	42,000
Other Charges	7,000
Total Operating	417,510
Capital Outlay	-
Total Expenditures	417,510

FINANCE GOALS & ACCOMPLISHMENTS

<u>2021 Accomplishments</u>	<u>2022 Goals</u>
Assisted with the issuance of Sewer Bonds to fund needed capital projects	Improve efficiency by making records easily accessible to all departments and move towards a paperless system
Implementation of GASB 87 – Lease Accounting	Improve internal standard operating processes and procedures
Rate study reviews for enterprise funds completed	Implement new budgeting software
Utility accounts audited	Implement cross-training program
Continued improvement of existing processes and procedures	Update the Town of Johnstown Financial Policies

FUND SUMMARIES

BUILDING INSPECTIONS



Overview and Description

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

The Adopted 2022 Budget provides for contractual building inspection services and one-full time existing administrative employee.

BUILDING INSPECTION STAFFING – 1.0 FTE

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

FUND SUMMARIES

BUILDING INSPECTION BUDGET

Building Inspections	2022 Budget
Personnel Services	79,900
Contract Services	188,500
Commodity	1,700
Other Charges	1,300
Total Operating	271,400
Capital Outlay	-
Total Expenditures	271,400

BUILDING INSPECTION GOALS & ACCOMPLISHMENTS

<u>2021 Accomplishments</u>	<u>2022 Goals</u>
Worked closely with planning to continue to develop new building permit software	Continue digitizing building permit files
Promoted building safety and education	Continue to monitor building codes for needed updates
Monitored building codes for needed updates	Continue to coordinate with planning for development review

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.

Notable items in the 2022 Budget are the addition of one full-time Planner III position and the addition of 50% of an Administrative Assistant position, and a summer intern.

FUND SUMMARIES

PLANNING STAFFING – 4.40 FTE'S

Title	Allocation
Planning Director	.9
Planner III	1.0
Planner II	1.0
Planner I	1.0
Administrative Assistant	.5

PLANNING BUDGET

Planning Budget	2022 Budget
Personnel Services	537,800
Contract Services	177,300
Commodity	25,380
Other Charges	11,648
Total Operating	752,128
Capital Outlay	7,750
Total Expenditures	759,878

PLANNING GOALS & ACCOMPLISHMENTS

2021 Accomplishments	2022 Goals
Implemented and supported TrakIt	Land Use Code Final Draft
Finalized Comprehensive Plan	Coordinated Code Compliance Program (with Police Department)
Updated process flows and implementation	Expand/Complete intergovernmental agreements and cooperative planning agreement talks with neighboring counties and municipalities
	Expand and expedite document retrieval through TrakIt

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 2022 Budget for the Police Department include the addition of 1 full-time code enforcement officer, moving one part time administrative position to a full-time administrative position, 1 new code enforcement vehicle, 2 vehicle replacements, and an expansion design for the existing Police Department building. The Police budget also includes funding for the substation up at the intersection of I-25 and Hwy 34, and community events such as National Night Out and BBQ days.

FUND SUMMARIES

POLICE STAFFING – 30.0 FTE'S

Title	Allocation
Police Chief	1.0
Commander	1.0
Lieutenant	1.0
Detective	2.0
Sergeant (4)	4.0
Officers (16)	16.0
Code Enforcement Officer	2.0
Secretary/Administrative Staff/Records	3.0

POLICE BUDGET

Police Budget	2022 Budget
Personnel Services	3,817,300
Contract Services	349,800
Commodity	231,280
Other Charges	117,200
Total Operating	4,515,580
Capital Outlay	140,000
Impact Outlay	223,000
Total Expenditures	4,878,580

POLICE GOALS & ACCOMPLISHMENTS

2021 Accomplishments	2022 Goals
Traffic unit was implemented to improve response to traffic issues	Increase size of code enforcement unit and include enforcement of building codes
Full compliance with SB217 including racial profile tracking	Purchase and implement radios that in compliance with 2023 radio upgrade
Implementation of eForce and Lumen technologies	Improve recruiting and implement a program to increase applicants for open positions
Implemented eCitation for the traffic unit	Implement CPC program to proactively monitor local social media and respond to complaints
	Begin design of Police Department Building expansion.

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 2022 Budget for the Public Works Department include the addition of 2 full-time engineers, 1 full-time GIS Technician, 1 full-time Inspector, and .5 of a full-time administrative assistant.

PUBLIC WORKS STAFFING – 5.5 FTE

Title	Allocation
Public Works Director	1.0
Engineer	2.0
GIS Technician	1.0
Inspector	1.0
Admin. Assistant	.5

FUND SUMMARIES

PUBLIC WORKS BUDGET

Public Works Budget	2022 Budget
Personnel Services	699,100
Contract Services	15,650
Commodity	34,550
Other Charges	11,900
Total Operating	761,200
Capital Outlay	-
Total Expenditures	761,200

PUBLIC WORKS GOALS & ACCOMPLISHMENTS

<u>2021 Accomplishments</u>	<u>2022 Goals</u>
Reorganized staff to better accommodate the needs at the Cemetery	Develop training program for equipment operations
Increased personnel to expand maintenance on Town infrastructure	Design Standard Update
Purchased new equipment to increase level of service to community	Implement work order system to plan and track daily activities
Increased safety precautions to allow for facilities to remain open during pandemic	Work towards mapping infrastructure assets to be able to create an asset management program

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	2022 Budget
Personnel Services	-
Contract Services	217,650
Commodity	6,000
Other Charges	24,600
Total Operating	248,250
Capital Outlay	45,000
Debt Service	-
Total Expenditures	293,250

FUND SUMMARIES

BUILDINGS GOALS & ACCOMPLISHMENTS

<u>2021 Accomplishments</u>	<u>2022 Goals</u>
Sealed Police Department and Senior Center Parking lots	Install a generator and wiring at the Public Works Facility
Repaired roof on Police Department	Continue maintenance on Town buildings
Replaced carpet in Police Department	
Work to improve functioning of HVAC at Town Hall	

REIMBURSEMENTS

Cost Recovery

Overview and Description

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

Reimbursements	2022 Budget
Contract Services	300,000
Total Operating	300,000
Total Expenditures	300,000

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 85 centerline miles of paved roadways, Manual on Uniform Traffic Control Devices (MUTCD) compliance of regulatory and street signs, snow plowing, street sweeping, pest control, and gravel road maintenance. The Street and Alley Fund is a 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.

The Town is excited that, in 2020, residents voted in favor of a 0.5% increase in sales taxes to be dedicated to transportation needs. In 2022, this increase will provide funding for a \$1 million pavement maintenance program, a vac truck and improvements to Charlotte St.



FUND SUMMARIES

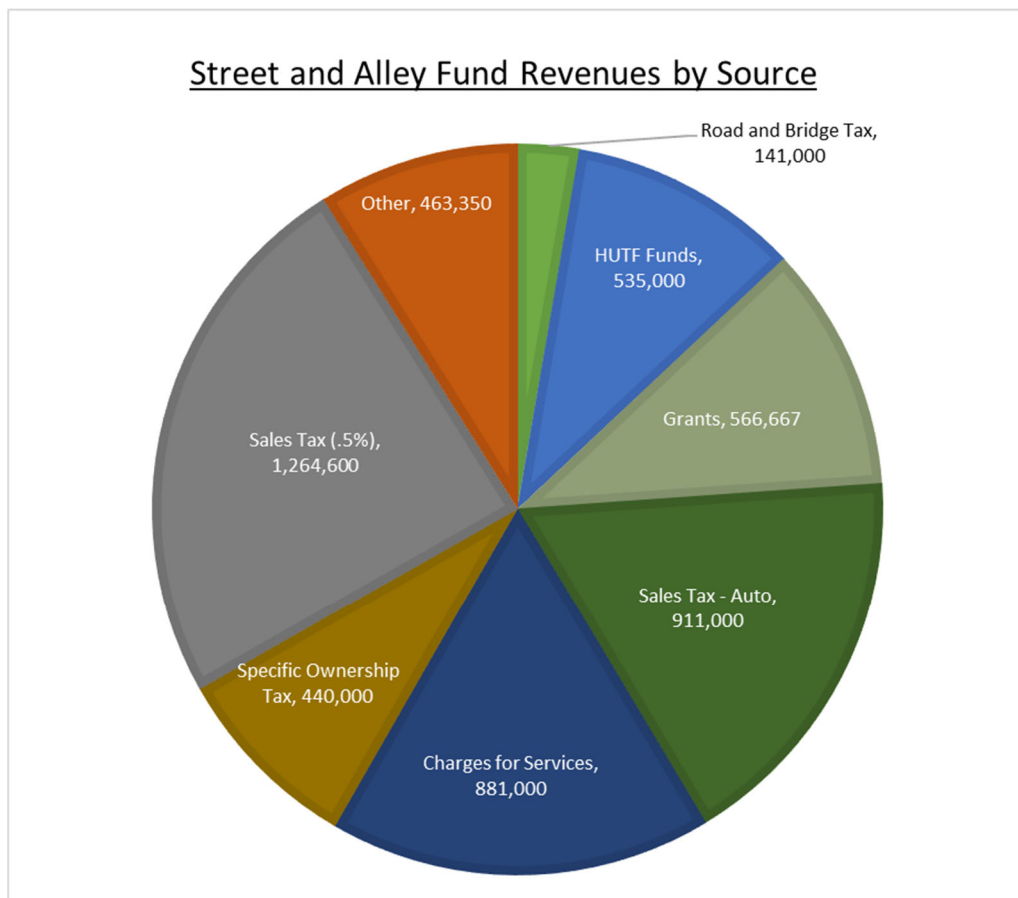
STREET AND ALLEY FUND BUDGET

Street & Alley Fund	2020 Actuals	2021 Actuals Jan - Sept	2021 Year-End Estimates	2022 Adopted Budget
Beginning Fund Balance	9,763,088	9,867,538 	9,867,538	12,259,156
<u>Revenues:</u>				
Taxes & Fees	5,871,158	4,727,095	5,914,528	4,633,950
Charges for Services	717,070	573,718	-	-
Earnings on Investment	74,466	2,840	50,000	-
Miscellaneous Revenue	1,427,167	67,320	70,160	568,667
Total Operating Revenues	10,788,731	5,370,973	6,034,688	5,202,617
<u>Expenditures:</u>				
Operations	2,002,520	1,442,815	3,054,070	3,599,400
Capital	8,681,761	79,481	589,000	2,769,000
Debt Service	-	-	-	-
Transfers Out	-	-	-	-
Total Expenditures	10,684,281	1,522,296	3,643,070	6,368,400
Excess (Deficiency) of Revenues Over Expenditures	104,450	3,848,677	2,391,618	(1,165,783)
Ending Fund Balance	9,867,538	13,716,215	12,259,156	11,093,373

FUND SUMMARIES

STREET AND ALLEY FUND REVENUES

Street and Alley Fund revenues are projected at \$5,202,617 in 2022 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 \$1,264,600 in 2022. The chart below shows each major revenue source/category included in the total Street and Alley Fund Revenues.



FUND SUMMARIES

STREET AND ALLEY FUND EXPENDITURES

The Street and Alley Fund contains operating expenses of 3,599,400, no debt expense, and capital outlay of \$2,769,000 with all of that being non-recurring. Public works is the only department that currently operates in the Street and Alley Fund. The 2022 Budget includes the addition of 3, full-time employees that will be shared between the Street Fund (75%) and the Drainage fund (25%).

STREET AND ALLEY FUND EXPENSE SUMMARY

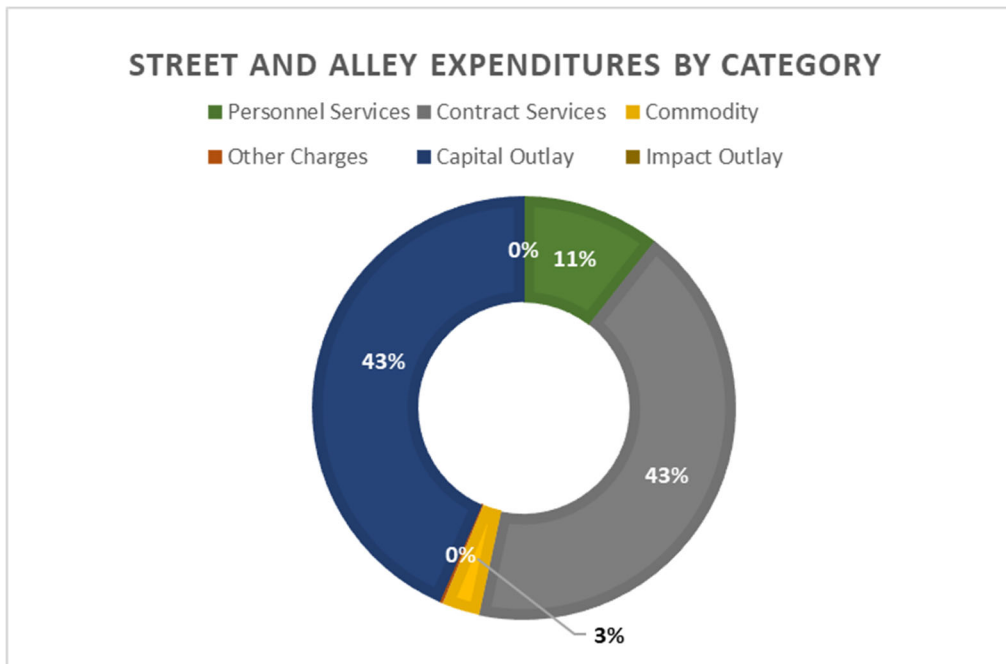
	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Impact Outlay	Debt Service	Total
Streets Fund	674,600	2,723,800	181,100	19,900	3,599,400	2,769,000	-	-	6,368,400
Totals	\$ 674,600	\$ 2,723,800	\$ 181,100	\$ 19,900	\$ 3,599,400	\$ 2,769,000	\$ -	\$ -	\$ 6,368,400
Total Cash Available									\$ 17,461,772
Ending Fund Balance									\$ 11,093,371
% of Total Budget	10.59%	42.77%	2.84%	0.31%	56.52%	43.48%	0.00%	0.00%	100.00%

PROJECTS FUNDED IN 2022 BUDGET

- Improvements to Charlotte St.
- Pavement maintenance program
- Paving and right of way work on Estes
- Phased alley paving program
- Purchase of a vac truck (25%)
- Purchase of a new vehicle (100%)
- Purchase of inspection vehicle (33%)

FUND SUMMARIES

The chart below details the expenditures for the Street and Alley Fund by category. In 2022 the biggest expenditures are in the categories of Contract Services which includes the costs for road maintenance programs including crack and slurry sealing, gravel, and winter road upkeep, and Capital Projects.



STREET AND ALLEY FUND – FTE's 6.80

Department	No. of Full Time Employees
Administration	.80
Operations	6.00
Total	6.80

FUND SUMMARIES

STREET AND ALLEY FUND GOALS AND ACCOMPLISHMENTS

<u>2021 Accomplishments</u>	<u>2022 Goals</u>
Converted 2 miles of CR50 from gravel to pavement with DOLA grant	Develop a systematic program to direct annual street construction and striping
Performed a conditions assessment on all Town roadways	Create concrete replacement program and budget in advance of street construction
Completed HA5 Pavement Treatment in Thompson River Ranch and Thompson Crossing neighborhoods	Design SH60 curb and gutter from railroad tracks to Parish
Transitioned to a new garbage and recycling provider	Update Town Design Standards
Installed SH60 curb and gutter on the north side from the railroad crossing to Parish Ave.	Construction of Charlotte St. project



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

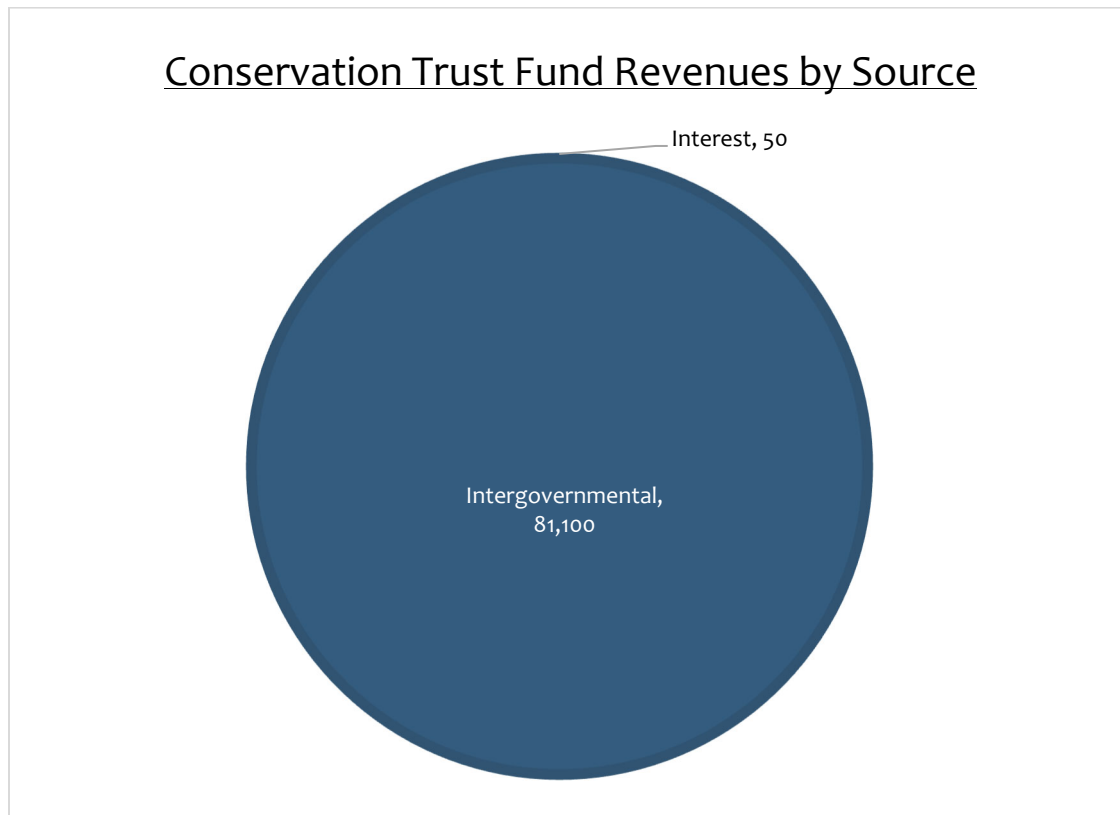
CONSERVATION TRUST FUND BUDGET

Conservation Trust Fund	2020 Actuals	2021 Actuals Jan - Sept	2021 Year-End Estimates	2022 Adopted Budget
Beginning Fund Balance	-	8,159 	8,159	107,659
<u>Revenues:</u>				
Intergovernmental	80,799	68,682	99,400	81,100
Earnings on Investment	461	24	100	50
Total Operating Revenues	81,261	68,706	99,500	81,150
<u>Expenditures:</u>				
Other	-	-	-	-
Capital Outlay	73,102	-	-	145,000
Total Expenditures	73,102	-	-	145,000
Excess (Deficiency) of Revenues and Other Sources over Expenditures	8,159	68,706	99,500	(63,850)
Ending Fund Balance	8,159	76,865	107,659	43,809

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 2021, with the intention of allowing fund balance to build in order to complete bigger projects in the years ahead. In 2022, the Town has budgeted to complete a Pour in Place in Rolling Hills Park.

CONSERVATION TRUST FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Conservation Trust	0	0	0	0	0	145,000	---	145,000
Totals	\$0	\$0	\$0	\$0	0	\$145,000	\$0	\$145,000

Total Cash Available \$ 188,809

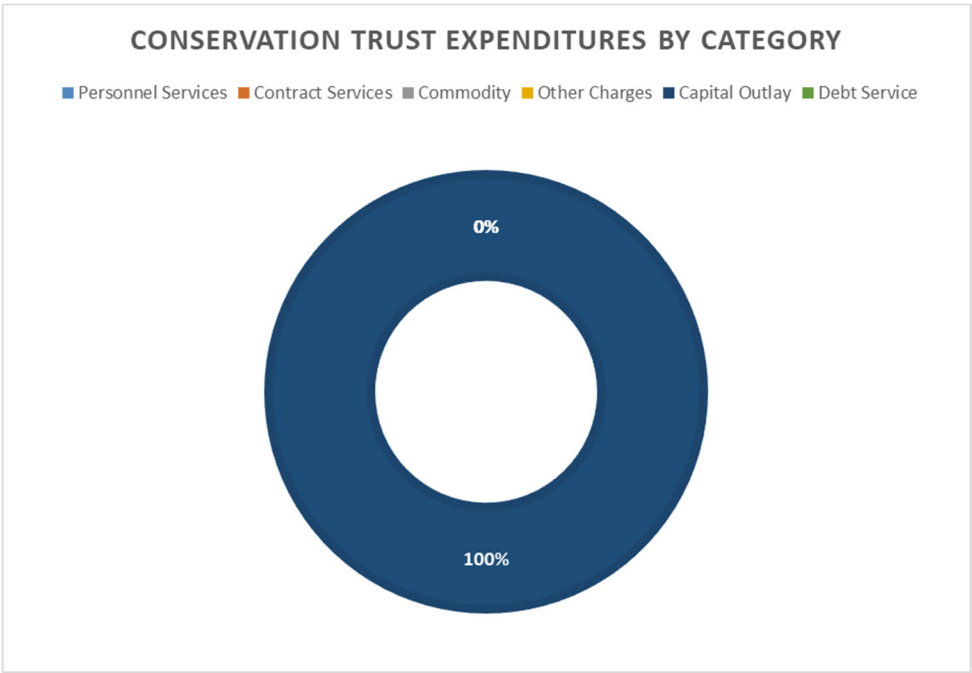
Ending Fund Balance \$ 43,809

PROJECTS FUNDED IN 2022 BUDGET

- Pour in Place – Rolling Hills Ranch Park

FUND SUMMARIES

The chart below details the expenditures for the Conservation Trust Fund by category. In 2022 there is one capital outlay project which includes the costs for playground improvements.



CONSERVATION TRUST FUND ACCOMPLISHMENTS AND GOALS

2021 Accomplishments	2022 Goals
	Install Pour in Place in Rolling Hills Ranch Park

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

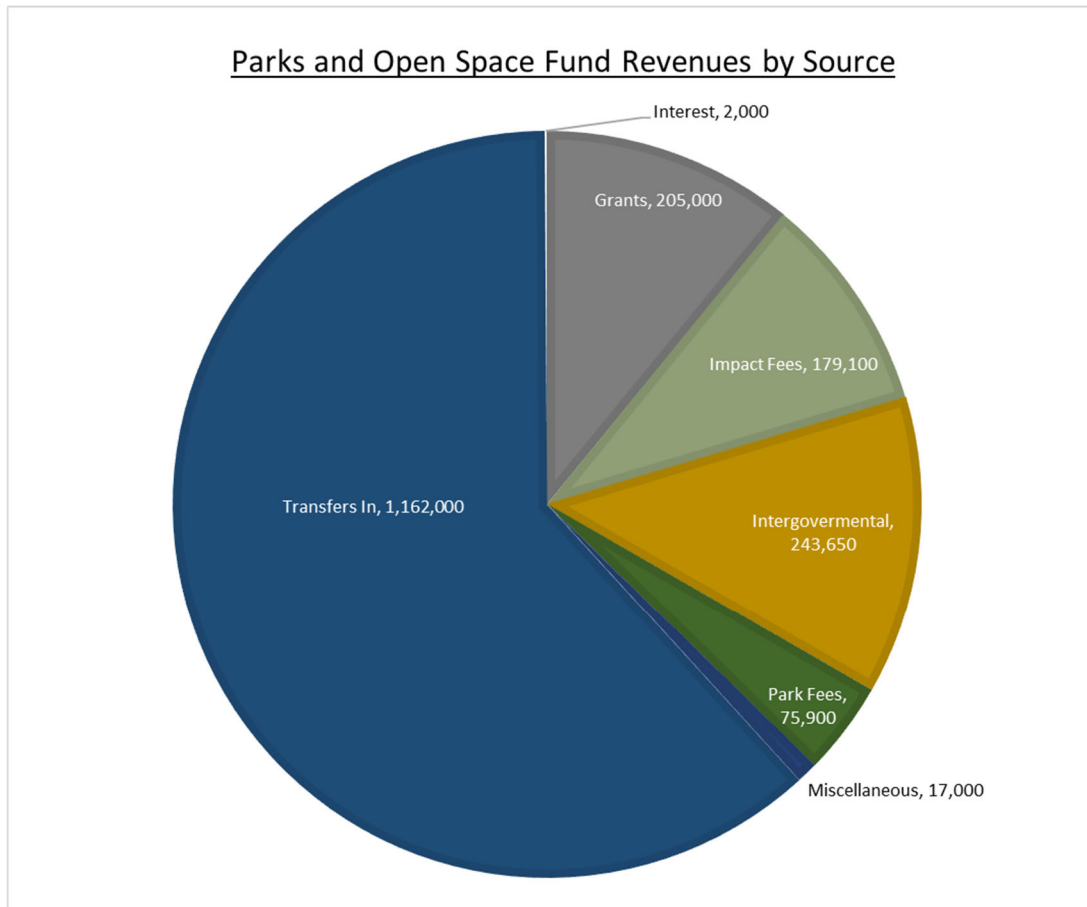
PARKS AND OPEN SPACE FUND BUDGET

Parks & Open Space Fund	2020 Actuals	2021 Actuals Jan - Sept	2021 Year-End Estimates	2022 Adopted Budget
Beginning Fund Balance	6,230,528	7,286,213 	7,286,213	7,049,432
<u>Revenues:</u>				
Licenses and Permits	579,338	271,136	276,218	255,000
Intergovernmental	270,462	210,340	284,100	448,650
Earnings on Investment	49,133	1,152	1,295	2,000
Miscellaneous Revenue	51,041	40,316	40,316	17,000
<i>Transfers In</i>	710,797	-	70,000	1,162,000
Total Operating Revenues	1,660,771	522,944	671,929	1,884,650
<u>Expenditures:</u>				
Operations & Maintenance	394,610	295,515	608,710	2,227,550
Capital Lease	-	-	-	-
Capital Outlay	210,476	112,393	300,000	1,547,000
<i>Transfers Out</i>	-	-	-	-
Total Expenditures	605,086	407,908	908,710	3,774,550
Excess (Deficiency) of Revenues and Other Sources over Expenditures	1,055,685	115,036	(236,781)	(1,889,900)
Ending Fund Balance	7,286,213	7,401,249	7,049,432	5,159,532

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 \$1,037,550, capital outlay of \$1,547,000, and impact outlay of \$1,190,000. The services provided by this fund are labor intensive as illustrated below. The non-recurring capital and impact outlay of \$2,737,000 will primarily fund new trail design and construction, a Parks Master Plan, a new dog park, and improvements to Johnstown Lake.

PARKS AND OPEN SPACE FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Impact Outlay	Debt Service	Total
Parks Fund	478,900	469,800	72,150	16,700	1,037,550	1,547,000	1,190,000	-	3,774,550
Totals	\$ 478,900	\$ 469,800	\$ 72,150	\$ 16,700	\$ 1,037,550	\$ 1,547,000	\$ 1,190,000	\$ -	\$ 3,774,550

Total Cash Available \$ 8,934,082

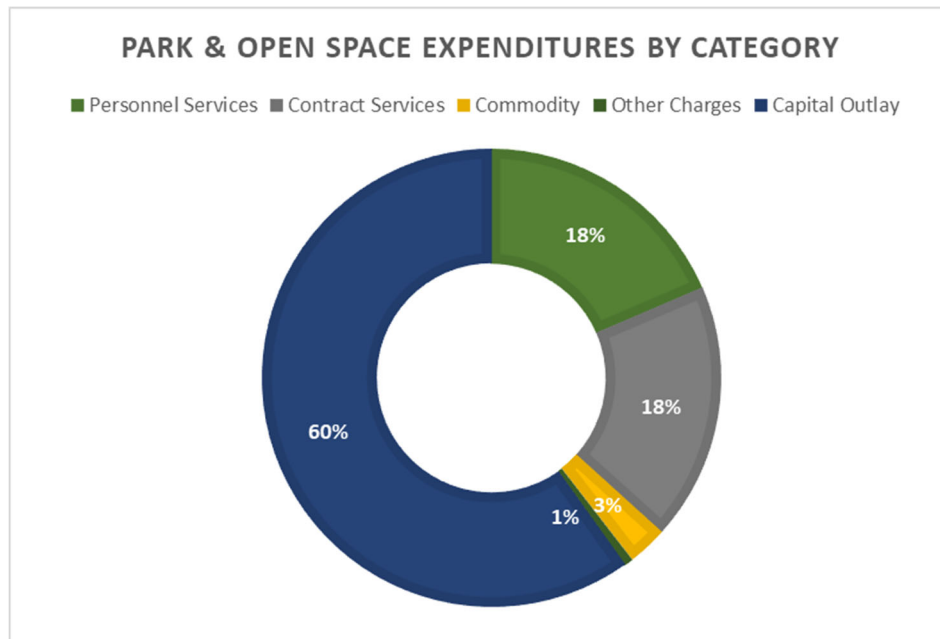
Ending Fund Balance \$ 5,159,532

PROJECTS FUNDED IN 2022 BUDGET

- Trails – design and construction
- Slipline/Headwall at Johnstown Lake
- Parks Master Plan
- Dog park
- Pickleball court
- Upgrades to cemetery irrigation system
- Fencing on east side of cemetery
- New and replacement trees
- Purchase of a new parks vehicle

FUND SUMMARIES

The chart below details the expenditures for the Parks and Open Space Fund category. Clearly in 2022 the biggest expenditure will be capital outlay which includes costs for several projects including trails, pickleball courts, and a dog park. The 2022 budget does include the addition of 2 full-time Parks Technicians.



PARK AND OPEN SPACE FUND FTE's – 5.50

Department	No. of Full Time Employees
Administration	.50
Operations	5.00
Total	5.50

FUND SUMMARIES

PARKS AND OPEN SPACE ACCOMPLISHMENTS AND GOALS

<u>2021 Accomplishments</u>	<u>2022 Goals</u>
Improve cemetery grounds with new garage and irrigation system	Complete work on the Johnstown Lake
Installed new playground equipment in Rolling Hills Ranch Park	Complete Parks Master Plan
Award Johnstown Lake Dam project	Construct a dog park
	Construct pickleball court
	Install new trails




TAX
ALLOCATION
FUND

FUND SUMMARIES

Tax Allocation Fund

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

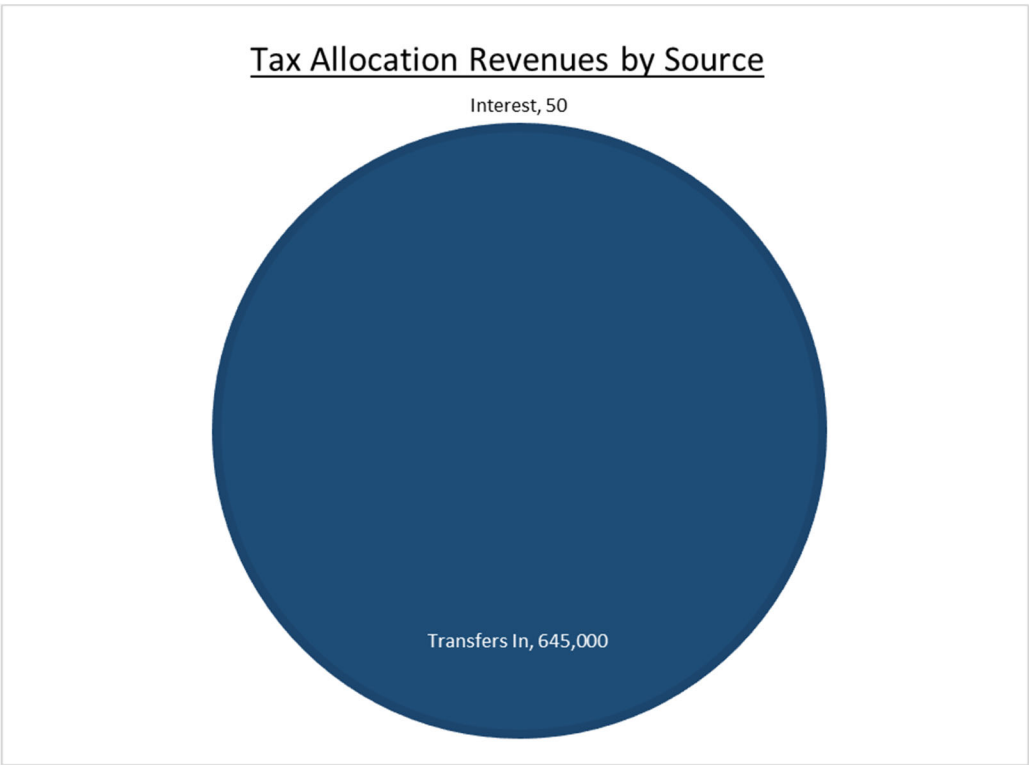
TAX ALLOCATION FUND BUDGET

Tax Allocation Fund	2020 Actuals	2021 Actuals Jan - Sept	2021 Year-End Estimates	2022 Adopted Budget
Beginning Fund Balance	95,951	95,951 	95,951	(0)
<u>Revenues:</u>				
Miscellaneous Revenue	-	-	-	-
Earnings on Investment	-	-	-	-
Transfers In	463,542	382,483	625,050	645,050
Total Operating Revenues	463,542	382,483	625,050	645,050
<u>Expenditures:</u>				
Operations & Maintenance	463,542	382,483	721,001	645,050
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total Expenditures	463,542	382,483	721,001	645,050
Excess (Deficiency) of Revenues and Other Sources over Expenditures	(0)	-	(95,951)	-
Ending Fund Balance	95,951	95,951	(0)	(0)

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 \$645,050, capital outlay of \$0 and debt expenditures of \$0.

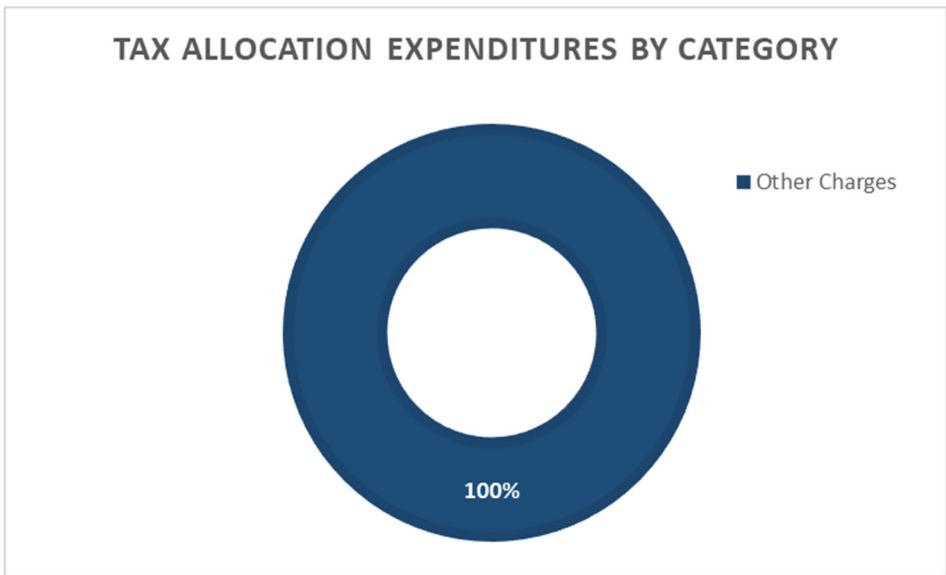
TAX ALLOCATION EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Tax Allocation	-	-	-	645,050	645,050	-	-	645,050
Totals	\$ -	\$ -	\$ -	\$ 645,050	\$ 645,050	\$ -	\$ -	\$ 645,050

Total Cash Available \$ 645,050

Ending Fund Balance \$ (0)

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

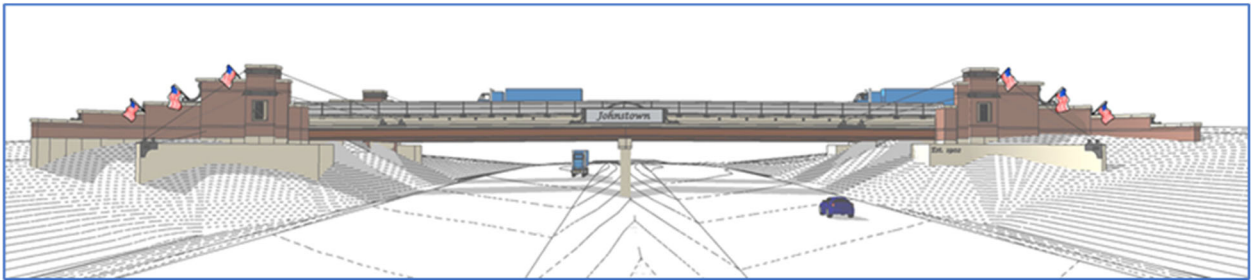


CAPITAL PROJECTS FUND

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.



2nd Street Bridge – Prior to construction

FUND SUMMARIES

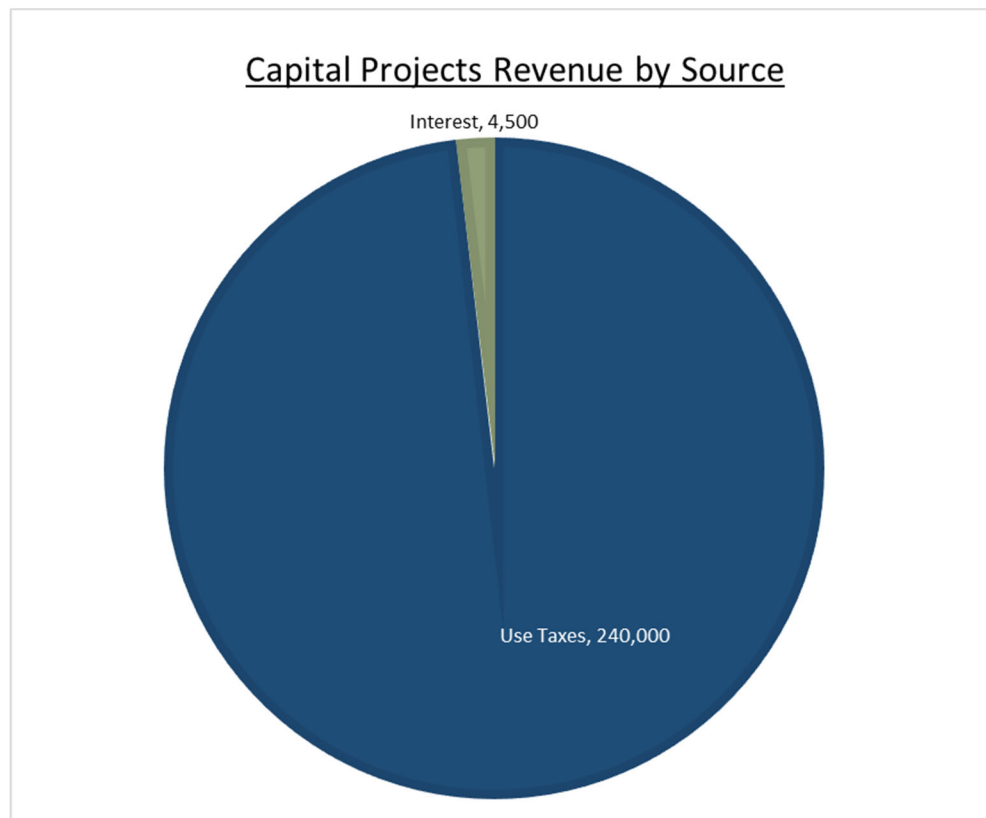
CAPITAL PROJECTS FUND BUDGET

Capital Projects Fund	2020 Actuals	2021 Actuals Jan - Sept	2021 Year-End Estimates	2022 Adopted Budget
Beginning Fund Balance	12,684,794	13,928,958 	13,928,958	13,640,578
<u>Revenues:</u>				
Taxes and Fees	1,176,521	411,945	417,820	240,000
Grants & Contributions	-	-	-	-
Miscellaneous Revenue	186,095	3,806	4,000	4,500
<i>Transfers In</i>	-	-	-	-
Total Operating Revenues	1,362,616	415,751	421,820	244,500
<u>Expenditures:</u>				
Capital Outlay	58,556	32,734	610,200	7,111,500
<i>Transfers Out</i>	59,895	-	100,000	60,000
Total Expenditures	118,451	32,734	710,200	7,171,500
Excess (Deficiency) of Revenues and Other Sources over Expenditures	1,244,164	383,017	(288,380)	(6,927,000)
Ending Fund Balance	13,928,958	14,311,975	13,640,578	6,713,578

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 expense for 2022 is related to the overpass improvements on I-25, the replacement of 2nd Street bridge, and the start of construction of a monument at Hwy 402.

CAPITAL PROJECTS FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Capital Projects	-	11,500	-	-	11,500	7,100,000	-	7,111,500
Totals	\$ -	\$ 11,500	\$ -	\$ -	\$ 11,500	\$ 7,100,000	\$ -	\$ 7,111,500

Total Cash Available \$13,825,078

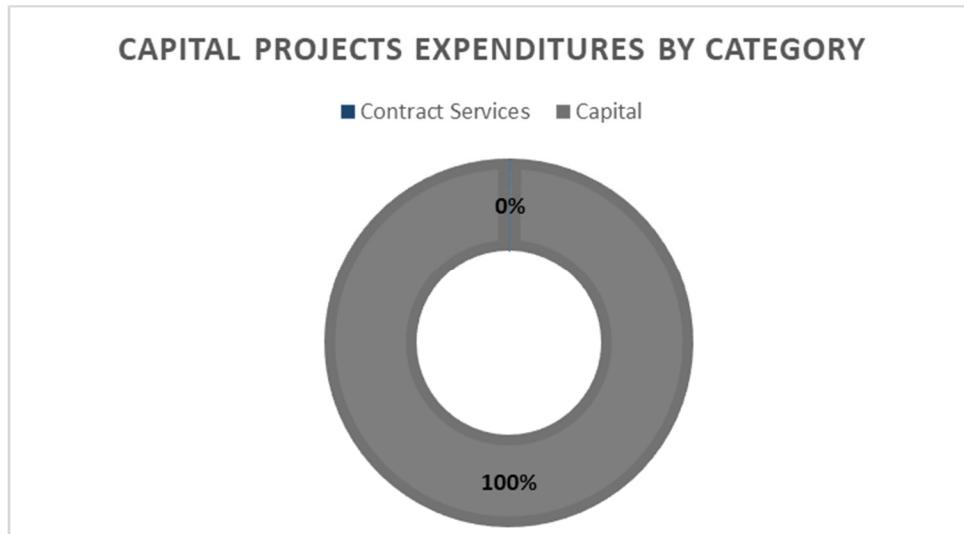
Ending Fund Balance \$ 6,713,578

ITEMS FUNDED IN 2022 BUDGET

- I-25 overpass improvements
- 2nd Street bridge replacement
- Monument at Hwy 402
- Investment oversight of funds

FUND SUMMARIES

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



CAPITAL PROJECTS FUND FULL TIME EMPLOYEES

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

LIBRARY FUND

FUND SUMMARIES

Library Fund

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

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



FUND SUMMARIES

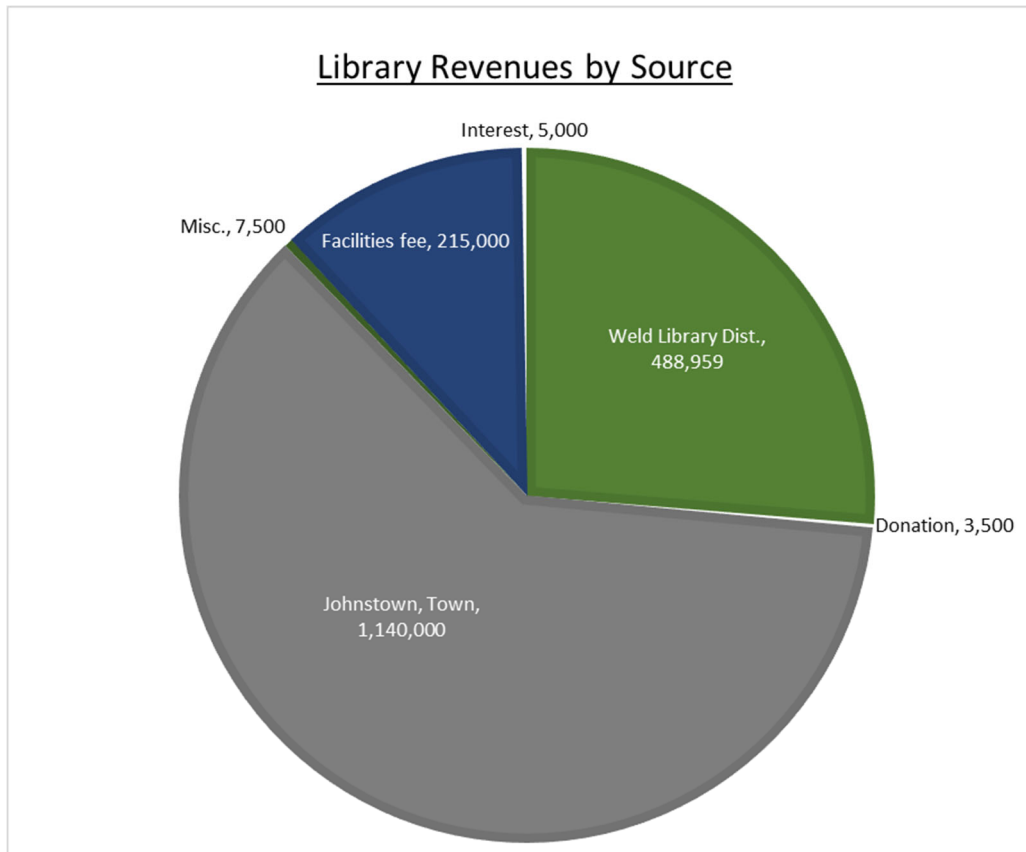
LIBRARY FUND BUDGET

Library Fund	2020 Actuals	2021 Actuals Jan - Sept	2021 Year-End Estimates	2022 Adopted Budget
Beginning Fund Balance	4,770,649	5,315,977	5,315,977	6,880,515
<u>Revenues:</u>				
Taxes and Fees	1,486,997	1,334,665	2,021,538	1,628,959
Grants and Contributions	3,000	394	3,500	3,500
Capital Investment Fees	354,444	176,792	215,000	215,000
Earnings on Investment	27,948	1,877	60,000	5,000
Miscellaneous Revenue	300,138	1,787	7,500	7,500
<i>Transfers In</i>	-	-	-	-
Total Operating Revenues	2,172,527	1,515,515	2,307,538	1,859,959
<u>Expenditures:</u>				
Operations & Maintenance	809,490	434,163	743,000	1,472,000
Capital Outlay	817,709	28,982	-	-
<i>Transfers Out</i>	-	-	-	-
Total Expenditures	1,627,199	463,145	743,000	1,472,000
Excess (Deficiency) of Revenues and Other Sources over Expenditures	545,328	1,052,370	1,564,538	387,959
Ending Fund Balance	5,315,977	6,368,347	6,880,515	7,268,474

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	533,000	677,000	250,000	12,000	1,472,000	-	-	1,472,000
Totals	\$ 533,000	\$ 677,000	\$ 250,000	\$ 12,000	\$ 1,472,000	\$ -	\$ -	\$ 1,472,000

Total Cash Available \$ 8,740,474

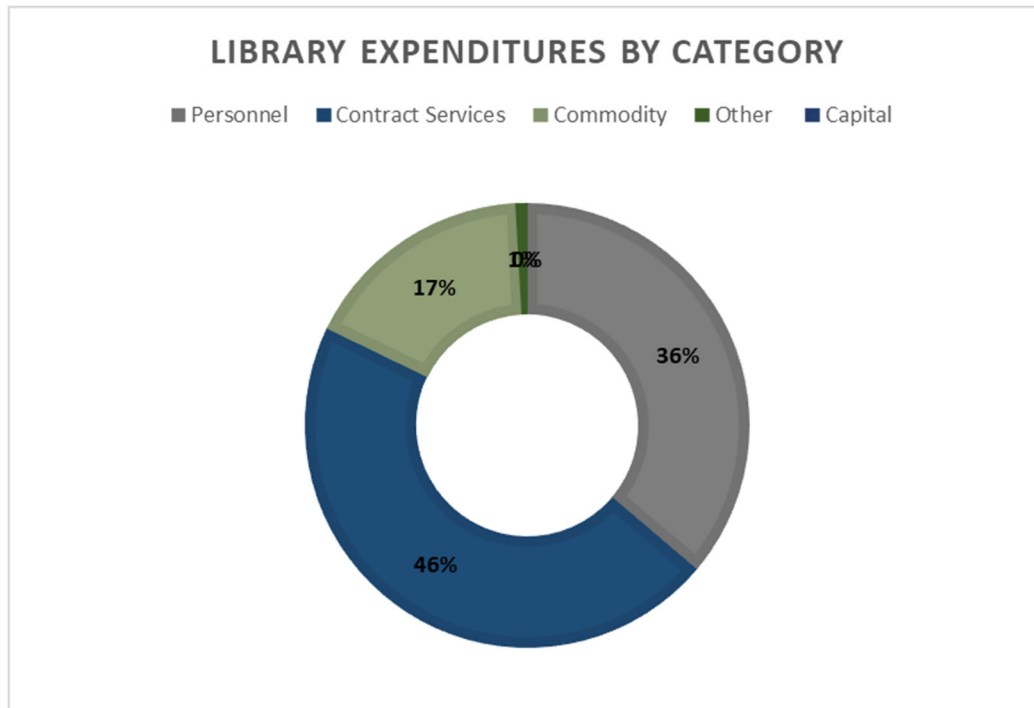
Ending Fund Balance \$ 7,268,474

PROJECTS FUNDED IN 2022 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 2022 Budget includes costs for a \$500,000 operating subsidy. The operating subsidy is a recurring expense.



FUND SUMMARIES

RECREATION CENTER FUND BUDGET

Recreation Center Fund	2020 Actuals	2021 Actuals Jan - Sept	2021 Year-End Estimates	2022 Adopted Budget
Beginning Fund Balance	10,676,360	1,422,738	1,422,738	922,738
<u>Revenues:</u>				
Grants & Contributions	-	-	-	-
Miscellaneous Revenue	-	-	-	-
<i>Transfers In</i>	-	-	-	-
Total Operating Revenues	-	-	-	-
<u>Expenditures:</u>				
Operations & Maintenance	441,756	333,334	500,000	500,000
Capital Outlay	8,811,866	-	-	-
<i>Transfers Out</i>	-	-	-	-
Total Expenditures	9,253,622	333,334	500,000	500,000
Excess (Deficiency) of Revenues and Other Sources over Expenditures	(9,253,622)	(333,334)	(500,000)	(500,000)
Ending Fund Balance	1,422,738	1,089,404	922,738	422,738

FUND SUMMARIES

RECREATION CENTER FUND REVENUE

Revenues for this fund come exclusively from transfers from the Town of Johnstown General Fund. In 2022 there are no budgeted transfers into this fund, so the revenues are zero.

Recreation Center Revenue Sources		
Source	Amount	% of Total
Transfer In	0	0%

RECREATION CENTER FUND EXPENDITURES

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

RECREATION CENTER FUND SUMMARY

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

Total Cash Available \$ 922,738

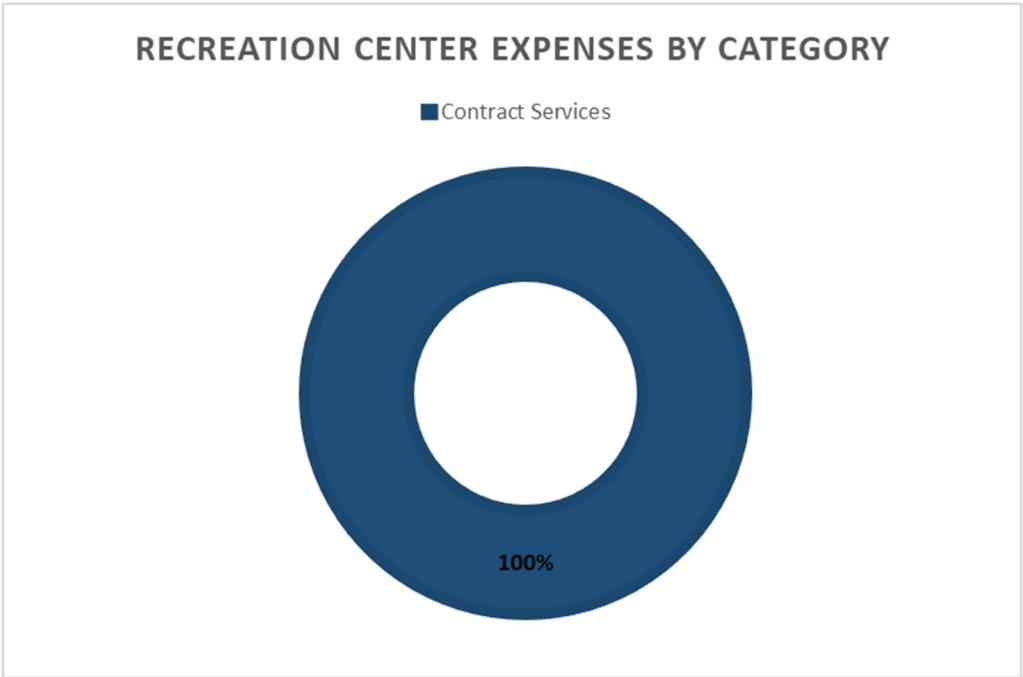
Ending Fund Balance \$ 422,738

PROJECTS FUNDED IN 2022 BUDGET

- General operational subsidy

FUND SUMMARIES

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



RECREATION CENTER FUND FULL TIME EMPLOYEES

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

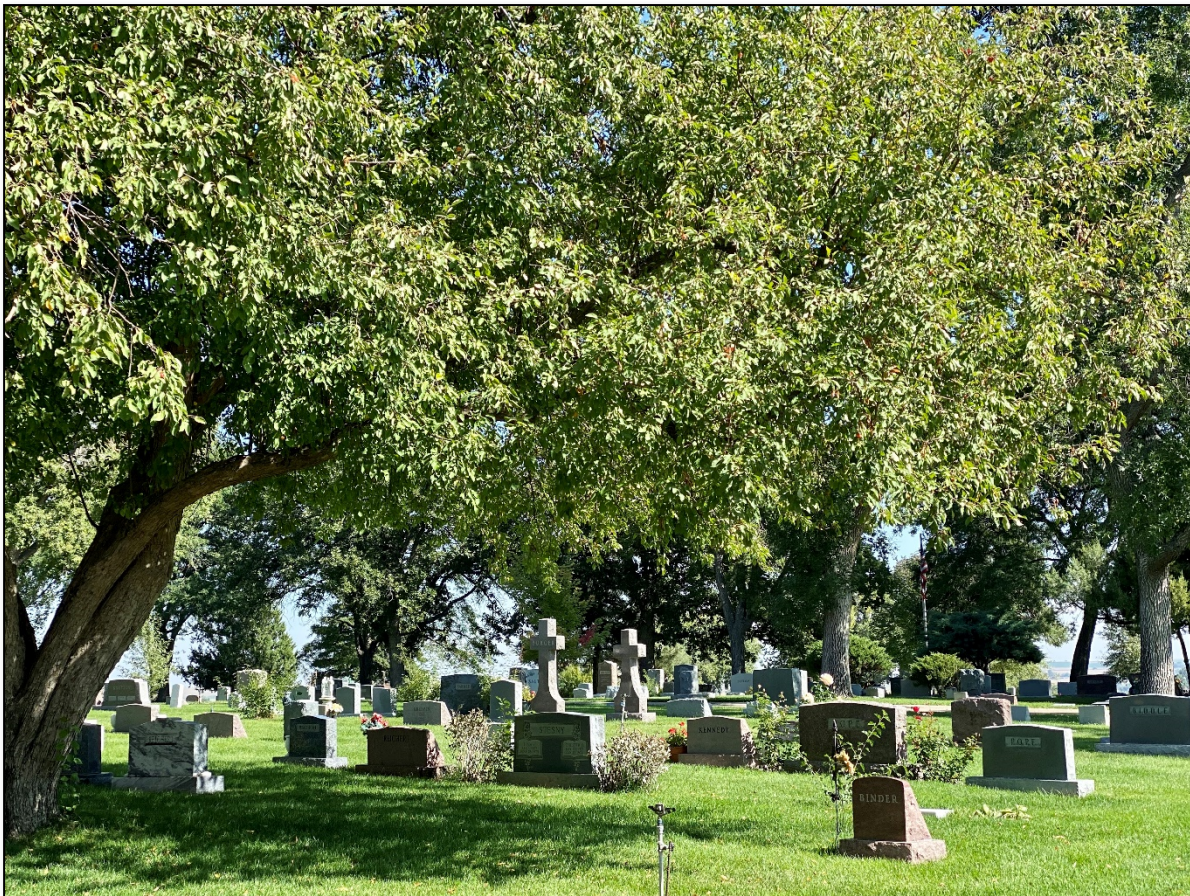
FIDUCIARY FUNDS

CEMETERY PERPETUAL FUND

FUND SUMMARIES


Cemetery Perpetual Fund

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



FUND SUMMARIES

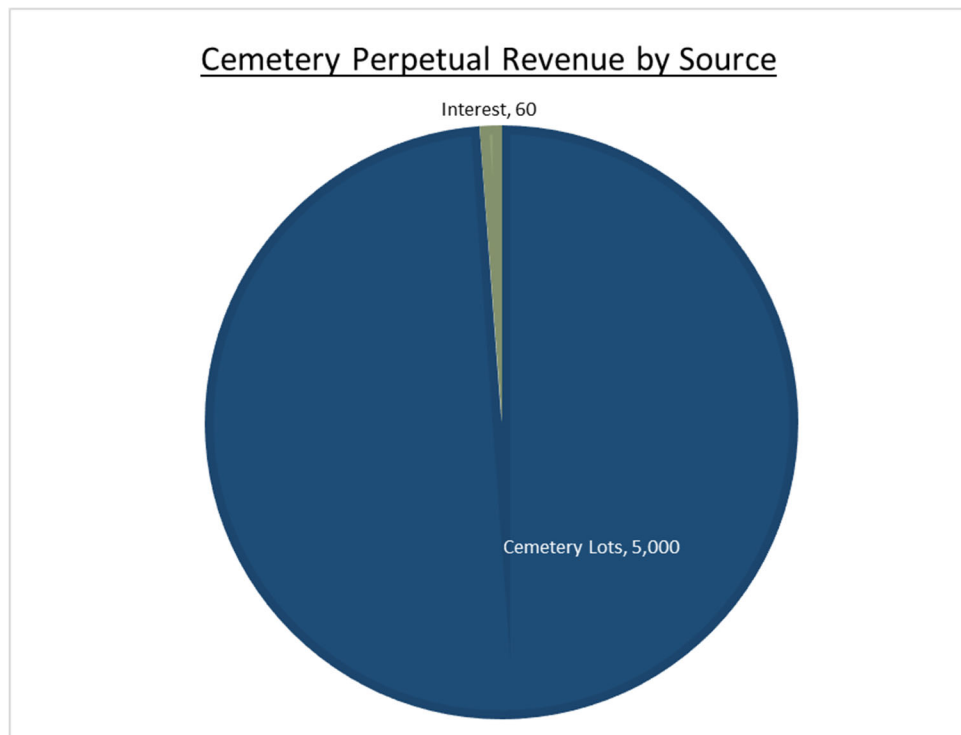
CEMETERY PERPETUAL FUND BUDGET

Cemetery Perpetual Fund	2020 Actuals	2021 Actuals Jan - Sept	2021 Year-End Estimates	2022 Adopted Budget
Beginning Fund Balance	133,338	144,553 	144,553	160,313
<u>Revenues:</u>				
Intergovernmental	10,299	7,115	15,700	5,000
Earnings on Investment	916	48	60	60
Miscellaneous Revenue	-	-	-	-
Total Operating Revenues	11,215	7,163	15,760	5,060
<u>Expenditures:</u>				
Operations & Maintenance	-	-	-	-
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Total Expenditures	-	-	-	-
Excess (Deficiency) of Revenues and Other Sources over Expenditures	11,215	7,163	15,760	5,060
Ending Fund Balance	144,553	151,716	160,313	165,373

FUND SUMMARIES

CEMETERY PERPETUAL FUND REVENUES

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



CEMETERY PERPETUAL FUND EXPENDITURES

There are no expenditures budgeted for 2022.

PROPRIETARY FUNDS

WATER FUND

FUND SUMMARIES

Water Fund

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



FUND SUMMARIES

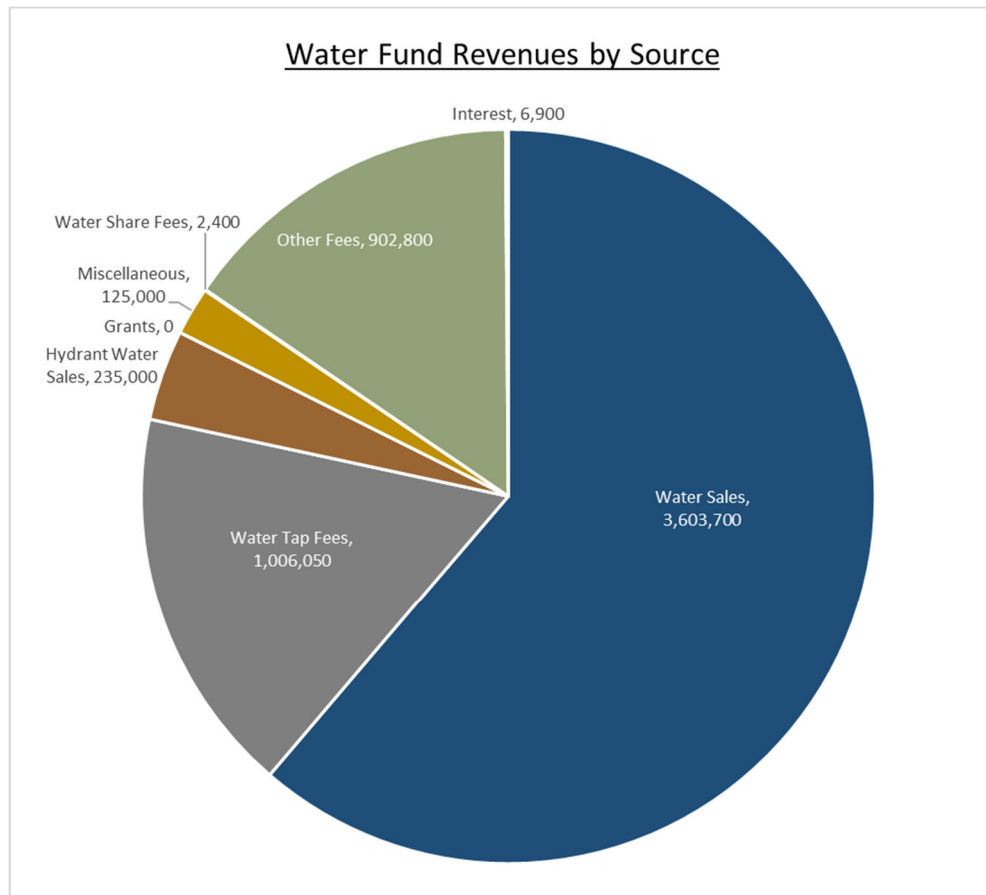
WATER FUND BUDGET

Water Fund	2020 Actuals	2021 Actuals Jan - Sept	2021 Year-End Estimates	2022 Adopted Budget
Beginning Fund Balance	17,823,793	21,003,127	21,003,127	18,223,899
<u>Revenues:</u>				
Charges for Services	3,375,652	3,736,579	4,050,500	3,838,700
Miscellaneous Revenue	6,001	10,650	11,650	11,650
Total Operating Revenues	3,381,652	3,747,229	4,062,150	3,850,350
<u>Expenses:</u>				
Operations and Maintenance	2,585,549	1,929,246	2,877,843	4,397,300
Capital	-	3,256,990	6,553,477	20,910,280
Depreciation	356,431	267,323	410,000	425,000
Debt	-	-	-	-
<i>Transfers Out</i>	-	-	-	-
Total Operating Expenses	2,941,980	5,453,559	9,841,320	25,732,580
Operating Income (Loss)	439,672	(1,706,330)	(5,779,170)	(21,882,230)
<u>Non-Operating Revenues (Expenses)</u>				
Tap Fees	1,091,454	1,246,957	1,300,000	1,006,050
Capital Investment Fees	953,834	1,065,536	1,123,765	850,650
Misc. Revenues	479,384	237,723	569,677	40,167,900
Interest Expense	214,990	5,599	6,500	6,900
Total Non-Operating Revenues (Expenses)	2,739,662	2,555,815	2,999,942	42,031,500
Excess (Deficiency) of Revenues and Other Sources over Expenses	3,179,334	849,485	(2,779,228)	20,149,270
Ending Fund Balance	21,003,127	21,852,612	18,223,899	38,373,169

FUND SUMMARIES

WATER FUND REVENUES

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



*Debt proceeds have not been included.

FUND SUMMARIES

WATER FUND EXPENDITURES

The expenditures in this fund include operational costs of \$4,822,300 and capital outlay of \$20,910,280. The increase in operational costs in the 2022 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.

WATER FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Water Fund	654,750	1,942,600	1,477,400	747,550	4,822,300	20,910,280	-	25,732,580
Totals	\$ 654,750	\$ 1,942,600	\$ 1,477,400	\$ 747,550	\$ 4,822,300	\$ 20,910,280	\$ -	\$ 25,732,580

Total Cash Available \$ 64,105,749

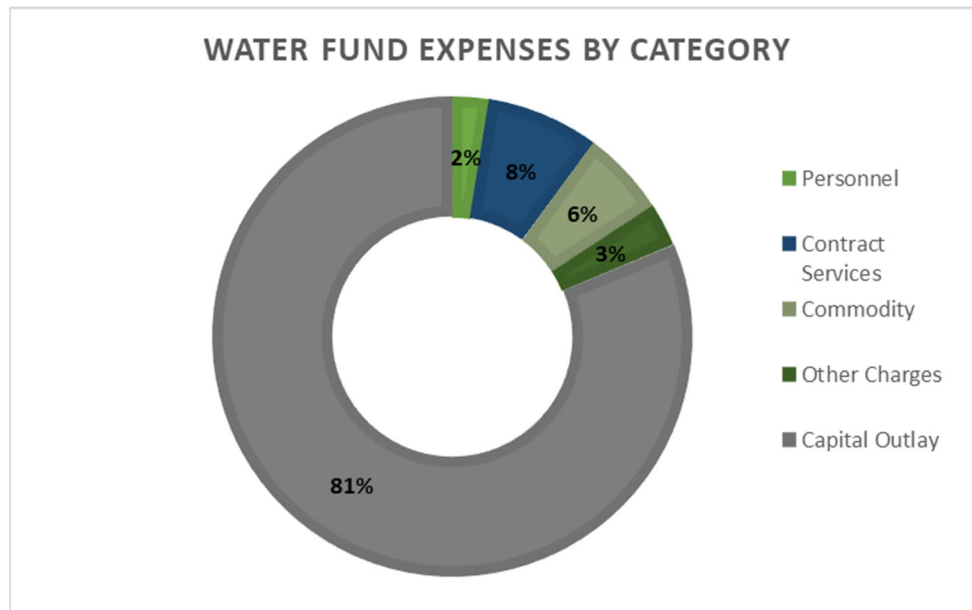
Ending Fund Balance \$ 38,373,169

PROJECTS FUNDED IN 2022 BUDGET

- South water tank completion
- South distribution line
- Tank cathodic protection
- Install generator at Lone Tree
- Water plant expansion design
- PRV's installation – 4
- Charlotte St. improvements
- Raw water design
- Raw water easements
- Lonetree to lake line design
- Purchase vac truck (25%)
- Purchase inspection vehicle (33%)

FUND SUMMARIES

The chart below details the expenditures for the Water Fund by category. Clearly in 2022 the biggest expenditure will be for Capital Outlay which includes costs for the south water tower project and south distribution line.



WATER FUND FULL TIME EMPLOYEES

Department	No. of Full Time Employees
Administration	1.20
Operations	10.25
Total	11.45

FUND SUMMARIES

WATER FUND ACCOMPLISHMENTS AND GOALS

<u>2021 Accomplishments</u>	<u>2022 Goals</u>
Installed improvements including carbon feeder (GAC) to improve taste and odor issues	Design of new water treatment plant
Completed tank roof repair	Construct south tank and distribution line
Began construction of south water tank	Design raw water line from Lonetree to the water treatment plant
Managed beginning stages of plant expansion design	Complete water system improvements at Charlotte St.
Replaced outdated system with SCADA	Install tank cathodic protection



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

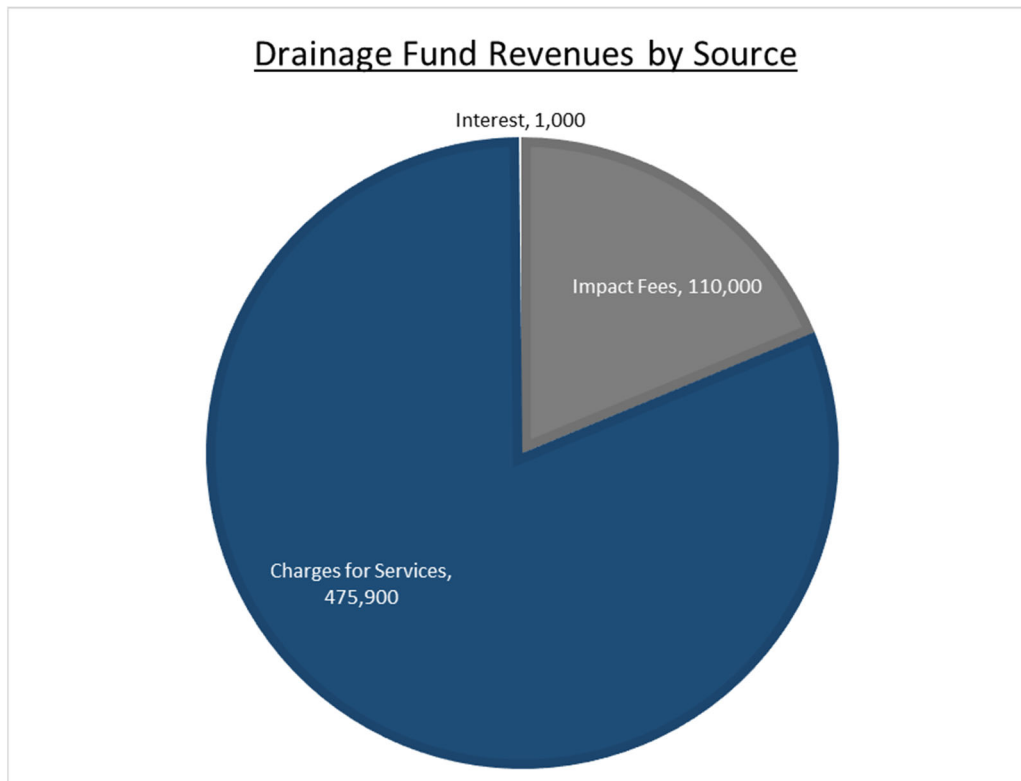
DRAINAGE FUND BUDGET

Storm Water Fund	2020 Actuals	2021 Actuals Jan - Sept	2021 Year-End Estimates	2022 Adopted Budget
Beginning Fund Balance	3,009,616	3,459,518	3,459,518	1,338,853
<u>Revenues:</u>				
Charges for Services	459,460	356,567	474,863	475,900
Miscellaneous Revenue	-	-	-	-
Total Operating Revenues	459,460	356,567	474,863	475,900
<u>Expenses:</u>				
Operations and Maintenance	361,536	186,818	394,180	520,865
Capital Improvements	-	47,647	2,468,750	480,000
Transfer Out	-	-	-	-
Total Operating Expenses	361,536	234,465	2,862,930	1,000,865
Operating Income (Loss)	97,924	122,102	(2,388,067)	(524,965)
<u>Non-Operating Revenues (Expenses)</u>				
Capital Investment Fees	321,949	266,402	266,402	110,000
Misc. Revenues	18,196	-	-	-
Interest Expense	11,833	817	1,000	1,000
Total Non-Operating Revenues (Expenses)	351,978	267,219	267,402	111,000
Excess (Deficiency) of Revenues and Other Sources over Expenses	449,902	389,321	(2,120,665)	(413,965)
Ending Fund Balance	3,459,518	3,848,839	1,338,853	924,888

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.



FUND SUMMARIES

DRAINAGE FUND EXPENDITURES

Storm water expenditures for the 2022 Budget are both operating and capital in nature. The capital expenses of \$480,000 are nonrecurring and will fund downtown storm water projects, and a dam rebuild at the lake.

DRAINAGE FUND EXPENSE SUMMARY

	Personnel Services	Contract Services	Commodity	Other Charges	Total Operating Costs	Capital Outlay	Debt Service	Total
Drainage Fund	325,875	162,790	17,400	14,800	520,865	480,000	-	1,000,865
Totals	\$ 325,875	\$ 162,790	\$ 17,400	\$ 14,800	\$ 520,865	\$ 480,000	\$ -	\$ 1,000,865

Total Cash Available \$ 1,925,753

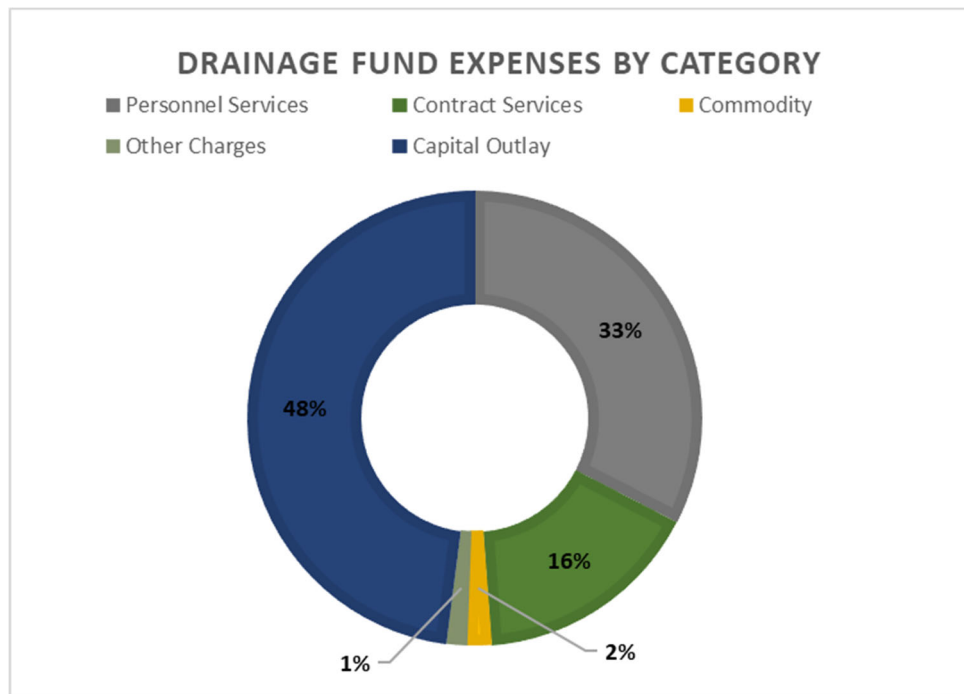
Ending Fund Balance \$ 924,888

PROJECTS FUNDED IN 2022 BUDGET

- Charlotte St. drainage project
- Purchase vac truck (25%)
- Complete Estes Area drainage project

FUND SUMMARIES

The chart below details the expenditures for the Drainage Fund by category. This fund is fairly labor intensive and the 2022 expenditures reflect that.



DRAINAGE FUND FULL TIME EMPLOYEES

Department	No. of Full Time Employees
Administration	.95
Operations	2.00
Total	2.95

FUND SUMMARIES

DRAINAGE FUND ACCOMPLISHMENTS AND GOALS

<u>2021 Accomplishments</u>	<u>2022 Goals</u>
Design of old town infrastructure improvements	Construction of Charlotte St. improvements
Routine inlet cleaning	Bi-annual cleaning and inspection of stormwater system
Manage drainage reports and grading for development	Completion of Old Town Drainage project



SEWER FUND

FUND SUMMARIES

Sewer Fund

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

The Town has a number of ongoing operational and capital projects as well as ongoing long-term plans. A number of planned capital projects in this fund are regulatory driven and are included in the Town's Capital Improvement Plan. Funding for operations of the sewer fund is provided through rate payers who contribute monthly to the Sewer Fund. The Town currently has approximately 5,742 active sewer accounts, which include residential, multi-family, and non-residential users.



FUND SUMMARIES

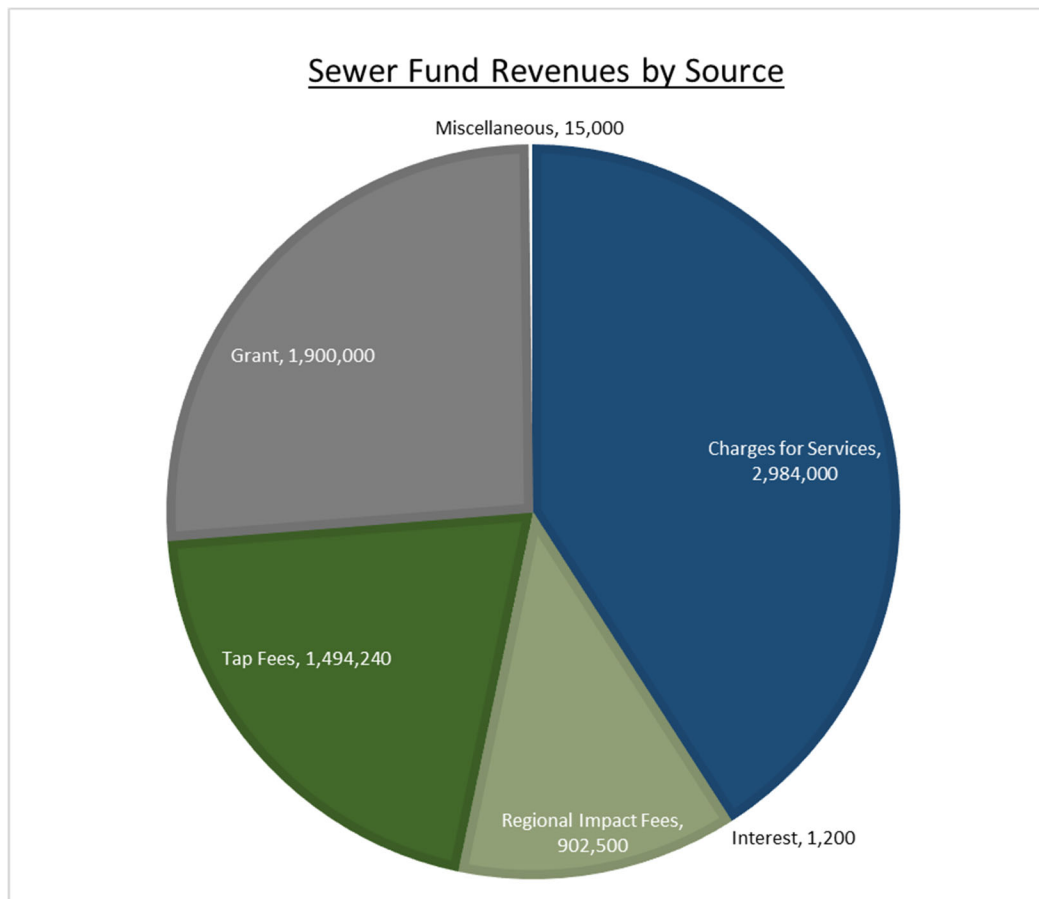
SEWER FUND BUDGET

Sewer Fund	2020 Actuals	2021 Actuals Jan - Sept	2021 Year-End Estimates	2022 Adopted Budget
Beginning Fund Balance	8,398,836	9,416,795	9,416,795	50,116,838
<u>Revenues:</u>				
Charges for Services	2,130,323	2,001,960	2,660,000	2,984,000
Miscellaneous Revenue	-	-	-	-
Total Operating Revenues	2,130,323	2,001,960	2,660,000	2,984,000
<u>Expenses:</u>				
Operations and Maintenance	1,423,394	1,353,493	1,953,243	2,235,850
Capital Improvements	293,754	4,040,865	18,383,500	49,189,000
Depreciation	225,460	169,095	235,000	245,000
Debt	-	-	1,038,288	1,953,150
Transfer Out	-	-	-	-
Total Operating Expenses	1,942,608	5,563,453	21,610,031	53,623,000
Operating Income (Loss)	187,715	(3,561,493)	(18,950,031)	(50,639,000)
<u>Non-Operating Revenues (Expenses)</u>				
Capital Investment Fees	723,350	1,701,340	1,717,840	2,396,740
Misc. Revenues	91,268	57,929,255	57,929,254	1,915,000
Interest Expense	15,626	2,581	2,980	1,200
Total Non-Operating Revenues (Expenses)	830,244	59,633,176	59,650,074	4,312,940
Excess (Deficiency) of Revenues and Other Sources over Expenses	1,017,959	56,071,683	40,700,043	(46,326,060)
Ending Fund Balance	9,416,795	65,488,478	50,116,838	3,790,778

FUND SUMMARIES

SEWER FUND REVENUES

Sewer Fund revenues are generally made up of customer receipts, tap fees, and grants. In 2022, the Town has budgeted for and anticipates the receipt of the second tranche of a federal grant in the amount of \$1,900,000.



FUND SUMMARIES

SEWER FUND EXPENDITURES

Expenditures in the Sewer Fund include operating costs of \$2,480,850, capital outlay of \$49,189,000 and debt outlay of \$1,953,150. 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
Sewer Fund	485,050	1,376,250	302,150	317,400	2,480,850	49,189,000	1,953,150	53,623,000
Totals	\$ 485,050	\$ 1,376,250	\$ 302,150	\$ 317,400	\$ 2,480,850	\$ 49,189,000	\$ 1,953,150	\$ 53,623,000

Total Cash Available \$ 57,413,779

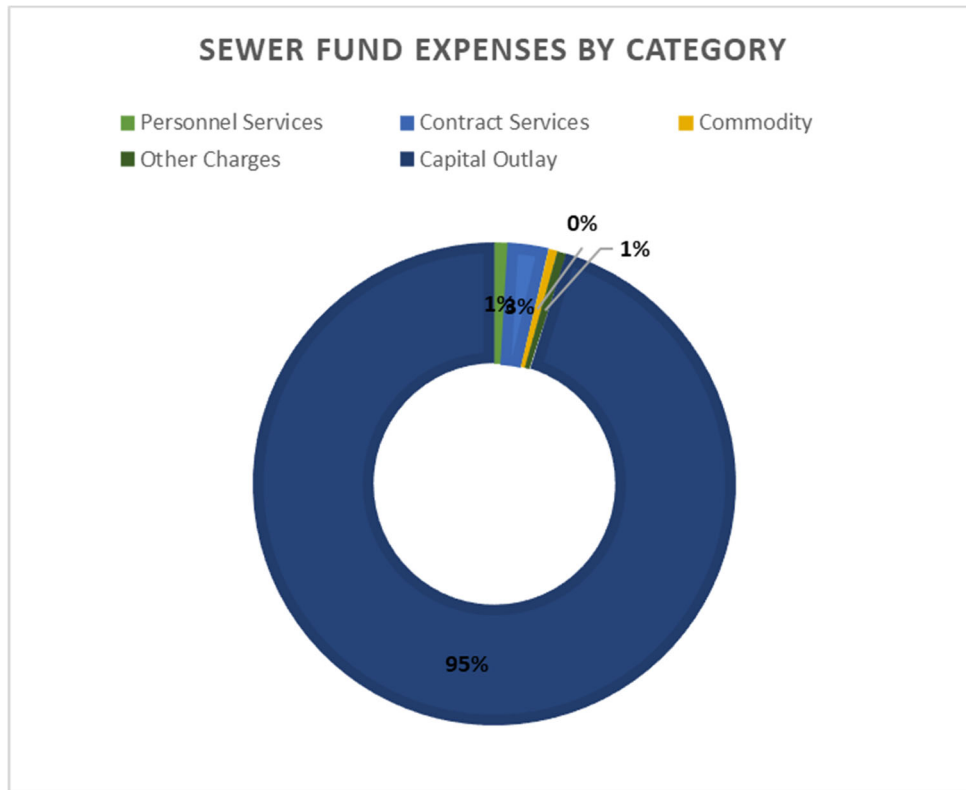
Ending Fund Balance \$ 3,790,779

PROJECTS FUNDED IN 2022 BUDGET

- Central Ph.1 - 3 design and construction
- Low Point WWTP Construction
- Sewer South Hwy 60 Design
- Ridgeview pipe upsizing
- Charlotte St. improvements
- Purchase vac truck (25%)
- Purchase inspection vehicle (33%)

FUND SUMMARIES

The chart below details the expenditures for the Sewer Fund by category. Clearly in 2022 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	1.20
Operations	6.75
Total	7.95

FUND SUMMARIES

SEWER FUND ACCOMPLISHMENTS AND GOALS

<u>2021 Accomplishments</u>	<u>2022 Goals</u>
Design for Central Phase 1 Interceptor Project	Continue construction of Low Point Wastewater Treatment Plant
Aeration project for Central Lagoons	Complete Charlotte St. improvements
Design for Low Point WWTP	Design Central WWTP
	Continue construction of Central Interceptor

APPENDIX

APPENDIX

Appendix

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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 objections.

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

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

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

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

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

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

IT: Information technology.

APPENDIX

LEAF: Law Enforcement Assistance Fund

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

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

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

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

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

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

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

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

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

PROJECTION: Estimation of future revenues and/or expenditures.

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

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

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

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

APPENDIX

TRANSFERS: Amounts transferred from one fund to another.

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

APPENDIX

TRANSFER SUMMARY

	Transfers In	From	Transfers Out	To
GENERAL FUND				
General Fund			0	Recreation Center Fund
General Fund			40,000,000	Water Fund
General Fund			1,140,000	Library Fund
General Fund			525,000	Tax Allocation Fund
SPECIAL REVENUE FUNDS				
Recreation Center Fund	0	General Fund		
Water Fund	40,000,000	General Fund		
Library Fund	1,140,000	General Fund		
Tax Allocation Fund	525,000	General Fund		
Tax Allocation Fund	60,000	Capital Projects Fund		
Parks & Open Space	20,000	Water Fund		
Parks & Open Space	20,000	Sewer Fund		
Parks & Open Space	10,000	Drainage Fund		
Capital Projects Fund			60,000	Tax Allocation Fund
PROPRIETARY FUNDS				
Water Fund			20,000	Parks & Open Space
Sewer Fund			20,000	Parks & Open Space
Drainage Fund			10,000	Parks & Open Space

FUND TRANSFERS

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

APPENDIX

STAFFING SUMMARY

Fund/Department	2022 Budget
Governmental Funds	
<u>General Fund:</u>	
Town Manager	5.95
Town Clerk	3.05
Finance	0.95
Planning	4.40
Police	30.00
Public Works	5.50
Building Inspection	1.00
Buildings	0.00
General Fund Total	50.85
Street & Alley Fund	6.80
Parks & Open Space Fund	5.50
Conservation Trust Fund	0.00
Tax Allocation Fund	0.00
Capital Projects Fund	0.00
Recreation Center Fund	0.00
Library Fund	0.00
Proprietary Funds	
Water Fund	11.45
Drainage Fund	2.95
Sewer Fund	7.95
Fiduciary Funds	
Cemetery Perpetual Fund	0.00
Total FTE's:	85.50

CHANGES TO FTE's IN 2022

There were 20 full-time positions approved in the 2022 Budget. The positions added, Town wide include: Communications Assistant, Assistant Town Manager, GIS Technician, PW Inspector, PW Engineer, PW Engineer in Training, Code Enforcement Officer, Planner III, Administrative Assistant, Utilities Director, W/WW Superintendent, C&D Superintendent, C&D Technician (3), Streets & Stormwater Technician (3), Parks Technician (2). Additionally, two part-time Administrative Assistant positions will transition to full-time positions