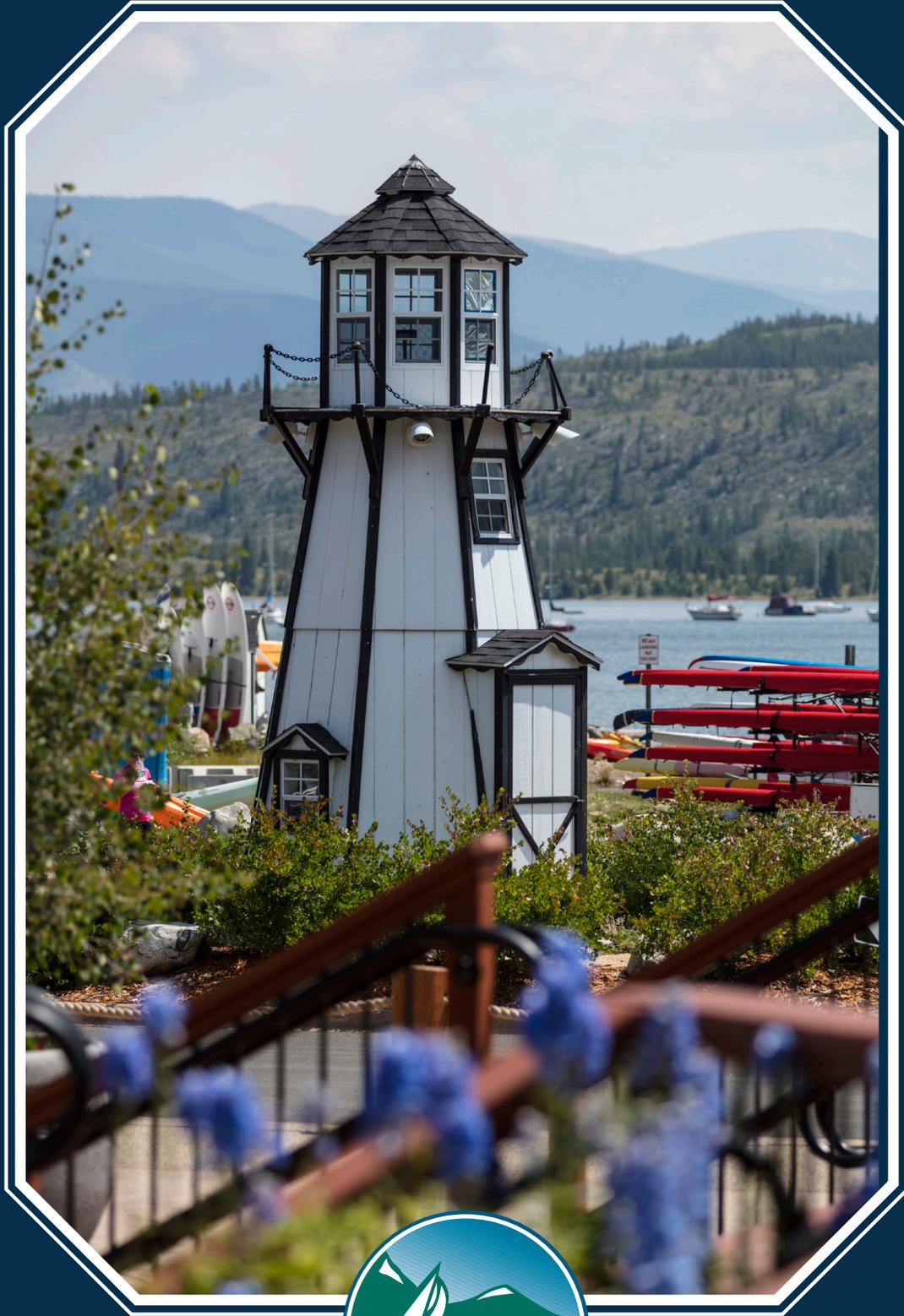


TOWN OF FRISCO 2019 BUDGET



FRISCO
COLORADO

TOWN OF FRISCO
COLORADO

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OR 970 668-5276

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Town of Frisco 2019 Budget

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Frisco
Colorado**

For the Fiscal Year Beginning

January 1, 2018

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Town of Frisco, Colorado for its annual budget for the fiscal year beginning January 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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Introduction



(970) 668-5276
FAX (970) 668-0677

P.O. Box 4100
Town Hall, First & Main
Frisco, Colorado 80443

TO: MAYOR AND COUNCIL

FROM: RANDY READY, TOWN MANAGER

RE: 2019 TOWN BUDGET

DATE: SEPTEMBER 17, 2018

It is with pride that I present the 2019 Town of Frisco budget. The following is the proposed budget for discussion at the Town Council budget worksession. This document reflects a great deal of time, consideration, research, planning, prioritization, and visioning to make Frisco the best community it can be.

This budget reflects what we believe is appropriate in an:

- Investment in tourism
- Investment in existing capital assets and infrastructure
- Investment in our future

Introduction

The budget reflects the staff's focus and commitment to work diligently to achieve a balance among adhering to a conservative fiscal policy, completing projects, meeting service expectations and supporting the desires of our community. The goal of this budget memo is to create a comprehensive summary of the anticipated revenues and expenditures and associated goals for 2019. It is my hope that this information will enable the Frisco Town Council to carry out its fiduciary responsibilities as effectively as possible.

The 2019 budget is a balanced budget, totaling appropriations of \$28,021,864, as required by Town Code; this was accomplished by the use of current revenues, appropriated fund balances and conservative expenditure forecasts. The summary preceding each individual fund provides further details regarding appropriated fund balances.

The 2019 budget has been updated to reflect the themes and goals of the 2018-2019 Strategic Plan. Each policy question has been categorized to represent one of the six key goals of the Strategic Plan identified by the Town Council. This will help to distinguish how the Town is achieving these goals throughout the budget process.

This budget document also reflects the continued shift from past format to what is now our eleventh year of using a format which we will submit to the Government Finance Officers' Association (GFOA) for the Distinguished Budget Presentation Award. The Town recognizes the importance of these GFOA programs and the need for providing its citizens with such additional information.

Council Goals

This budget is, in part, an implementation tool for the Frisco Town Council 2018-2019 Strategic Plan. The overriding mission of that plan is “to preserve a family-oriented and economically vibrant mountain community that thrives on citizen involvement, respects our community character and natural environment, and enhances our quality of life.”

The goals of the plan are as follows:

- I. Assure a financially sound town government
- II. Provide a safe and secure community
- III. Pursue a balanced and sustainable local economy
- IV. Promote sustainable environmental policies and practices
- V. Enhance community amenities
- VI. Foster proactive community involvement and communication

To view the action plan items associated with each of these main goals, please see the complete 2018-2019 Town Council Strategic Plan in the Town Adopted Plans section. Please also see the “Policy Questions” section of this introduction for a more complete discussion of how current-year policy initiatives relate directly to the Town Council’s long-term strategic plan.

Budget Document Format

This budget document is designed to be used by a wide range of participants – citizens, financial organizations, Town Council, and Town staff. The budget document consists of eight sections (see tab dividers): Introduction, Fund/Department Detail, Grant Requests, Personnel Information, Debt Management, Investments, Financial Summary, and Glossary.

The Introduction section includes a letter from the Town Manager, Town Overview, Budget/Financial Overview, Budgeted Policy Questions by Department (including Department Successes and Training Allocations), Program Priorities, and Town Adopted Plan Update.

The Fund/Department Detail sections include information organized by fund: General Fund, Capital Improvement Fund, Historic Preservation Fund, Conservation Trust Fund, Water Fund, Open Space Fund, SCH 5A Fund, Insurance Reserve Fund, Lodging Tax Fund, and the Marina Fund. All funds are appropriated by Council.

The Grant Request section provides summary information regarding non-profit entities that have requested funding from the Town of Frisco.

The Personnel Information section provides historical salary ranges, number of employees, and a brief description of the Town’s benefit package.

The Debt Management section gives detailed information about the Town’s debt obligations.

The Investment section gives summary information about the Town’s investments and contains a copy of the Town’s Investment Policy.

The Financial Summary contains information about the Town’s financial condition, the Town’s Financial Policies, an entity-wide Budget Summary, Long-term Fund Balance, Revenue and Expenditures Projections and copies of the Budget Ordinances and Resolution.

The Glossary provides definitions of terms used throughout the budget document.

Policy Questions

To assist the Council in its analysis, the department directors have compiled a list of 19 policy questions, each of which proposes a specific project, program, expenditure, or policy for Council deliberation and decision. The questions are grouped by department and are prefaced by a brief description of department mission, successes, training allocations and annual goals. The directors have provided some written background information on each question, and staff will be prepared to give additional information and answer any questions that may arise at the budget worksessions. Each policy question is extensively evaluated to assure the funding request is supported by the Town's various policies and adopted plans; these references are intended to address long-term concerns and issues and guide the development of the budget for the upcoming budget year. All of the Town's supporting plans are summarized below the description of the request. Further information about these guiding documents can be found under the sub-tab entitled "Adopted Plans". In addition, the index, immediately following the policy questions (and preceding the "Town Adopted Plans" section), groups each major policy initiative by the long-term strategic goal(s) to which it most closely relates. This index, along with the itemization of relevant principles and policies, correlates the current budget priorities with Council's long-term strategic plan.

Below the policy-question section for each department, staff has included a list of "budget highlights" the directors feel merit Council attention. Some of these highlights are significant expenditures to which the Town is committed through existing programs, policies, and/or agreements with other entities. Other highlights are presented to inform Council of changes to the source of funding for the expenditure. Additionally, staff has identified carryovers related to the policy questions to emphasize those projects which were approved in the prior year but have not been completed.

All of the policy questions are presented under the "Policy Questions" tab.

Budget Prioritization

To appropriately determine relative levels of funding for programs and capital projects, staff reviewed the adopted Council goals, along with the organization-wide program prioritizations, the 2011 Town of Frisco Community Plan, the 2015 Frisco Community Survey results, the Environmental Sustainability and Stewardship Implementation Plan, and all other Council-adopted plans. With these guiding documents in mind and consensus amongst the Council, the budget was assembled based on the following five priorities:

- Providing excellent service
- Maintaining existing infrastructure
- Achieving financial efficiency
- Ensuring community health and safety
- Recruiting and retaining high-quality employees

The overall structure of our economy also served as an important factor in the relative prioritization of the Town's various programs and projects for 2019. Given tourism's central position in our local economy, it is important to make certain that our business community has the support it needs in this ever-increasingly competitive market. To wit, the Town government will continue to provide amenities and services which bring visitors to our community. Second-homeownership is also a key component of our market. Therefore, it is also important that the Town continue to provide amenities and services which serve the needs and interests of second-homeowners.

In addition, the changing economic environment from mid-2008 to mid-2012 greatly affected budget priorities for 2019. In advance of 2009 budget preparations, revenues had yet to show evidence of decline and a high level of uncertainty led to cautious optimism. The severe downturn that followed has led the Town to focus more clearly on priorities that will help to ensure long-term fiscal sustainability. The strategic development of capital projects that serve to strengthen the long-term economic outlook of the Town, the maintenance of existing assets and infrastructure, and an emphasis on controlling operational expenditures in the face of rising fixed costs have become top priorities. In the short-term, for 2019, these priorities will lead to significant investments in the development of affordable housing, additional recreational amenities and maintaining our existing assets. With few exceptions, the Town is continuing to follow the long-term maintenance plans for streets and for Town-owned facilities, parks and vehicles. In 2019, the

Town is also holding the line on most operational expenditures, while continuing to evaluate all governmental services provided for necessity and effectiveness.

Key assumptions that have guided the development of these priorities are as follows:

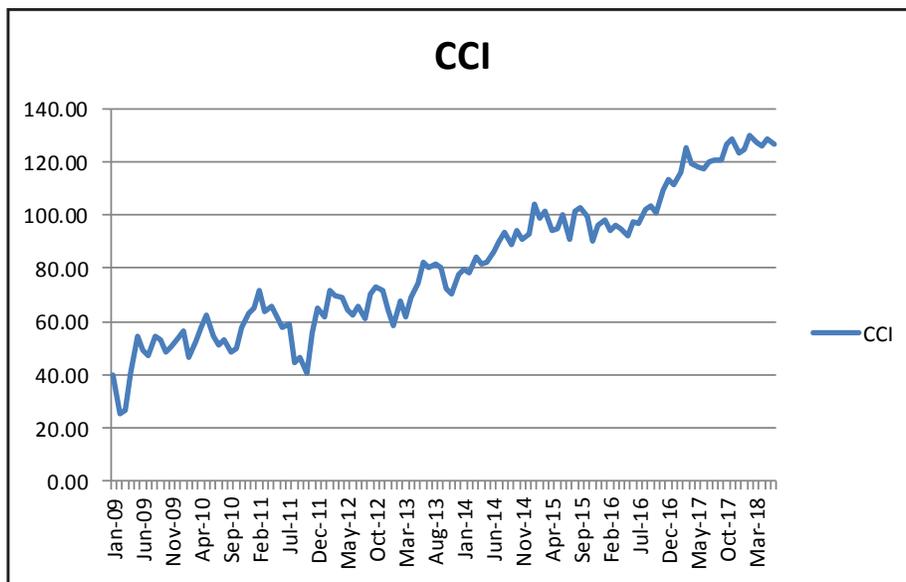
- Little to no economic growth in 2019 over 2018 (see “Economic Forecast” below).
- Destination communities continue to compete for a similar group of tourists and potential second-homeowners.
- Attracting and retaining year-round residents and employees contributes to the Town’s overall sustainability, economic vibrancy and sense of community.

The Frisco Town staff is committed to working with the Town Council and the community in challenging ourselves to improve our approaches to budget modeling and service delivery. We believe the cumulative evaluation of economic realities, Council goals, the Council mission statement, program prioritization, and a tangible connection to adopted plans has resulted in a budget of which the Town Council and our community can be proud.

Economic Forecast

The first half of 2018 has given staff plenty of reasons to be optimistic about the remainder of the year and 2019. Sales tax revenues through July of 2018 (the latest month for which data is available at the time of this forecast), as compared to January through July of 2017, have grown by more than seven percent. Lodging tax revenues have grown by more than six percent. Community Development Department revenues have also exhibited a marked increase over 2017.

Economic indicators and forecasts, both on the national and statewide levels, are, for the most part, very positive. The Conference Board Consumer Confidence Index, a leading survey of consumers’ assessments and expectations of the



national economy, has reached its highest levels in a decade:

National forecasts tend to be a bit more tepid than state forecasts. The June 2018 National Association for Business Economics (NABE) Outlook, which presents the consensus of 45 professional forecasters, projects growth for the remainder of 2018, but at a lesser rate than originally expected. NABE Vice President Kevin Swift, CBE, chief economist, American Chemistry Council, says, “... panelists are slightly less optimistic about the U.S. economy in 2018 than they were three months ago.” The median forecast for average annual Gross Domestic Product (GDP) was revised downward by 0.1 percentage points to 2.8 percent for full-year 2018 and 2.5 percent for 2019. Similarly, the Colorado Legislative Council Staff projects real GDP growth at 2.9 percent for 2018 and 2.3 percent in 2019 (Economics and Revenue Forecast; June 2018).

One of the main concerns on a national level is an economy operating at or near capacity and at or near full employment. According to the Legislative Council report, “The economic expansion is expected to weaken late in the current forecast period...As interest rates rise, households are expected to reprioritize savings at the expense of some spending, which will reduce growth capacity.” In the NABE Outlook referenced above, 57 percent of the panelists believed “the balance of risks to real GDP growth through 2019 is weighted to the downside.” Federal trade policies were also specifically referenced as a downside risk to further GDP growth. In his August 24, 2018 address in Jackson Hole, Wyoming, Chair of the Federal Reserve’s Board of Governors Jerome Powell touched on long-term challenges associated with the expansive economic recovery from the major financial crises of 2008 and 2009. “For example, real wages, particularly for medium-and low-income workers, have grown quite slowly in recent decades. Economic mobility in the United States has declined and is now lower than in most other advanced economies.” The combination of capacity concerns, uncertainty in federal trade policies, a long-term lack of real wage growth (consumer spending is by far the largest component of GDP growth and is bolstered by real wage growth) and typical economic cyclicalities have generally led to 2019 forecasts being revised downward since the beginning of 2018.

Economic growth in the State of Colorado, however, continues to outpace growth on the national level. According to the Colorado 2018 Midyear Economic Update, produced by the University of Colorado Boulder Leeds School of Business, the state economy reflected stronger growth in GDP, employment, home prices and personal income throughout 2017 (Colorado Business Review, Vol. 84, No. 3, 2018). As of June 2018, Colorado reflected the third lowest unemployment rate in the nation at 2.7 percent. A continuation of the trend was “reaffirmed” by the committee chairs responsible for the update’s forecasts. The main contributors to such strength in the state economy continue to be population growth and a labor market approaching full employment. Those two factors have also been a driving force in the strength of the local market.

In regards to population, the Front Range region of Colorado (Summit County’s most important market for generating tourism), continues to attract a vast majority of the estimated 75,000 net new residents reported by the State Demography Office for 2018 (Colorado Business Review, Vol. 84, No. 3, 2018). And, according to the Legislative Forecast referenced above, “Colorado’s mountain region continues along a strong growth trajectory.” As the Front Range and Summit County grow, the impact of guests and the local population on the economy has also grown. Frisco added two grocery stores (Whole Foods, Natural Grocers) in the past few years, to complement the one already in existence (Safeway), and evidence is mounting that the town is becoming more of a commercial hub in Summit County than ever before.

As such, Town staff is bullish on economic growth for the remainder of 2018. It is important to note, however, that there are two main concerns when projecting continued growth for 2019. The approach of commercial and residential build-out within the municipal limits of Frisco and five years of unprecedented double-digit sales and lodging tax growth raise concerns about the capacity for growth moving forward. The June Legislative Forecast also specifically refers to one of the major hurdles facing our local economy moving forward. “A limited supply of homes and rising housing costs are challenging growth and may constrain consumer spending if affordable options remain limited.” In addition, Frisco will always be susceptible to climatic risks, including drought and wildfire. Most recently, a lack of moisture throughout much of 2017 and 2018 resulted in the 2017 Peak 2 Fire, which burned upwards of 80 acres within three miles of Town limits, and the Buffalo Mountain Fire in 2018, which burned up to 91 acres within four miles of Town limits. Had conditions not improved rapidly, a significant downturn in tourism and the real estate market would have been likely. In order to plan adequately for these risks, while acknowledging population and employment gains at both the state and local levels, staff is projecting no growth for 2019.

Should outside economic and weather-related forces collide to initiate a downturn, the Town is prepared. Conservative budget projections, coupled with one of the most stringent reserve policies in the nation, have led to the accumulation of strong reserves available for municipal operations and maintenance. Program priority lists and stakeholder surveys, continually updated since 2004, have helped department directors make difficult financial choices without appreciably affecting the level of service citizens have come to expect.

Staff will continue to follow a conservative budgeting philosophy moving forward. The use of reserves will only be recommended when absolutely necessary and the replenishment of those reserves will be recommended as soon as is financially feasible. Staff will continue to rely on stakeholder input to prioritize all governmental services to be fully prepared if the need for cuts arises. Staff will also continually update Council as to the latest economic trends and revise short-term revenue projections accordingly. In this way, staff can adequately protect the short- and long-term financial stability of the Town.

Program Evaluations

In many budgets, when revenues are limited or cuts are necessary, individual line items are the first place to look in order to balance the budget. This approach can be short-sighted and the savings short-lived. When reducing the funding for a particular line item, there comes a point at which the program or service is no longer viable. As in past years, the department directors have evaluated all programs on the basis of their relative importance in Town government operations and within departmental goals, objectives, and initiatives. This prioritization serves as a road map for potential future belt-tightening, if need be.

The staff has placed each program or service into one of three categories. If the staff views a given service or program as an essential function of Town government, it is placed in the “**Core**” category. “**Desired**” programs and services are not part of core government but are prioritized for some other reason, such as strong community expectation or desire. The “**Nonessential**” category contains programs or services which staff has identified as not central to the Town government and having a limited demand from the community, or having strong appeal only within certain subpopulations. For the 2019 budget, the staff is not proposing the removal of any programs or services. Rather, the Town’s goal in continuing to bring this before the council is to focus budget discussions on services and programs and not just individual line items. This will more effectively prepare the council and staff to address reductions in the future, if necessary.

These program priorities are presented as a subsection to this Introduction section under the “Program Priorities” tab.

Future Challenges and Opportunities

The primary challenges Frisco faces in both the short- and long-term continue to be a dependence on sales tax revenues and a lack of affordable housing options for local employees. In 2017, sales tax revenues comprised roughly 63 percent of General Fund revenues. These revenues are extremely volatile and susceptible to many outside forces beyond the direct control of Town government. Because of this, Frisco has consistently focused on developing strategies to address the issue. In July 2005, the Town began local sales tax collection. Local compliance rates surged. The Town Council has also supported efforts to attract more stable and varied sales tax generators. After years of uncertainty surrounding the development of a Town-owned piece of land bordering Interstate 70, the Town came to terms on an agreement to bring regional organic grocer Whole Foods, Inc. to the site; their grand opening took place in late April of 2014. Additional restaurants, retailers and a medical facility at the development site opened at the end of 2014 and continue to be developed. An additional grocery retailer, Natural Grocers, opened in early 2016 on another of the last remaining large commercial sites within municipal limits, providing another stable sales tax generator. The revitalization of the Town’s two main commercial areas, Main Street and Summit Boulevard, has been another priority for Council in spurring commercial investment. The three-year Step Up Main Street project was completed in 2016 and projects along Summit Boulevard continue.

In accordance with the Peninsula Recreation Area Master Plan, the Town also began the first phase of construction of the Frisco Adventure Park in 2010. The scope of this project aimed to increase Frisco’s visibility as a primary travel destination with the addition of world-class recreational amenities, including a tubing hill, a bike terrain park and a new day lodge. The eighth winter season of operations ended in April of 2018 and was a tremendous success. The Town revisited the Peninsula Recreation Area Master Plan in 2017 and 2018 to prioritize possible upgrades in the future. The Town anticipates that these facilities will not only generate revenue for the General Fund in the short-term and a possible Enterprise Fund in the long-term, but also bolster sales and lodging tax revenues by attracting additional year-round guests. In addition, the conservative budgetary and reserve philosophies that form the basis of revenue and expenditure decisions continue to provide for some flexibility.

Now that the Town has built a more solid foundation of stable revenue generators, Council has turned much of their attention to affordable housing issues. As the Town approaches both residential and commercial build-out, geography largely prevents major expansion. Most development efforts are now focused on the redevelopment of existing properties. Frisco also has a very large second-homeowner population, with second homes accounting for approximately 67 percent of all homes in the town. The demand for mountain valley properties, particularly in the Rocky Mountain region, has driven the price of housing up, often making it difficult for young families to relocate to Frisco or to remain. A recent surge in short-term vacation rentals, though an integral part of the local lodging economy, has also been a factor in reducing the availability of longer term housing. Employers, including the Town of Frisco, have had difficulty in attracting and retaining employees as a result.

Citizens of Summit County approved a measure in late 2006 enacting a 0.125 percent additional sales tax and an impact fee on new construction to be used for the funding of affordable housing projects. As such, a Town-owned parcel of land, termed the Peak One Parcel, was annexed in early 2009 with the intention of developing attainable housing. In accordance with the Peak One Master Plan, ground was broken in 2010. Phase I was completed in 2011 and the final phases were completed in 2015. An additional 0.6 percent special district sales tax was approved by voters for 2017 to increase funding for housing projects throughout Summit County. This tax is expected to generate approximately \$10 million over a ten year period, at which time the tax sunsets. A task force, comprised of local stakeholders, has been formed to help guide the Town in setting goals relating to the most effective use of the new funding. In the meantime, Frisco has used a combination of Town Capital Improvement Fund and SCHA 5A Fund balances to initiate a limited buy-down program for four attainable employee housing units available for purchase, in addition to the construction of eight additional units to be available for rent with an anticipated completion date of November of 2018. A review of code provisions relating to the regulation of short-term vacation rentals is also underway. The Town Council has listed affordable housing as its top priority for 2019 and remains committed to enacting further solutions.

Several critical and sizeable 2019 budget initiatives, including some that directly deal with the challenges discussed above, may also be difficult to implement. They will require significant expenditures for which staff has yet to identify exact costs to complete. It is important for Town Council to know that staff appreciates these items' high priority within the organization's strategic plan and will, with Council direction, continue to work toward identifying specific funding sources. The following items are of highest priority and magnitude:

- The Council's strategic goal of increasing the number of workforce, family friendly and attainable housing units in Frisco. In the 2019 budget, staff is budgeting amounts in the event projects are identified throughout the year.
- The council's strategic goal of maintaining the Town's infrastructure and facilities. In the 2019 budget, staff is proposing installation of solar panels to the new Public Works expansion, major park improvements and parking improvements. Many other requests are for replacement, refurbishment and/or maintenance of the Town's existing assets.
- The Council's strategic goal of ensuring community health and safety. In the 2019 budget, staff is proposing the addition of several bike path connectors, trails enhancements and a non-motorized pathway to link neighborhoods, transit stations, etc. throughout the town.
- The Council's strategic goal of ensuring the Town's infrastructure and facilities are well-designed and well-maintained. In the 2019 budget, staff is proposing construction of new facilities at the Marina to accommodate the growing volume of guests.
- The Council's strategic goal to explore opportunities for diverse recreational facilities and activities. In the 2019 budget, staff is proposing addition of several new features at the Peninsula Recreation Area, as well as funding for additional needs assessments.

Summary

The Town continues to face many challenges as the result of a strong, though volatile, economy while trying to preserve quality of life for our citizens. The 2019 budget reflects this uncertainty by proposing a conservative approach, recognizing the need to take advantage of opportunities for development and maintenance of the Town's assets. The

Town realizes the risk of relying heavily on sales tax revenues and will continue to evaluate and pursue diversity of revenues in order to bring more balance to revenue sources.

Finally, I would like to express my appreciation to the Town Council for their work in planning for the future of Frisco and to Town staff for their dedication to providing efficient and cost-effective services to the citizens of our community. Through the prudent fiscal constraint of the Town Council, the Town of Frisco continues to provide a high level of service to our citizens and visitors during these uncertain economic times.

TOWN OVERVIEW



Demographics/Geography

Approximately 70 miles west of Denver at an elevation of 9,097 feet, the Town of Frisco is situated along Ten Mile Creek, in the shadow of 12,900-foot Peak One of the Ten Mile mountain range and is bordered on the east by Lake Dillon reservoir. Frisco currently has an estimated 2,900 full-time residents. The Town is largely surrounded by wilderness areas owned by the U.S. Forest Service and offers 360 degree views of the White River National Forest. Frisco is conveniently located off of Interstate 70 and is central to four major ski resorts. As such, the town serves as a popular access point for outdoor enthusiasts and an attractive location for second homeowners.





The Town operates and maintains a vast array of recreational amenities, including the Frisco Bay Marina, the Frisco Historic Park and Museum, the Frisco/Copper Visitor Information Center, the Frisco Adventure Park (home of the Frisco Nordic Center, the Peak One Disc Golf Course, a skateboard park, and numerous multi-purpose ball fields), an extensive paved trail system for all-season use, and several parks, campgrounds and picnic facilities. Frisco also plays host to a series of signature special events, including the Colorado BBQ Challenge, Frisco's Fabulous 4th of July celebration, Fall Fest and Wassail Days.

History

Frisco has a rich and varied past, serving as a home, a workplace, and a playground for groups as disparate as the Ute Indians, trappers, miners, and, now, avid outdoor recreationalists. The Town was first officially chartered in 1879 and, by 1882, two railroads had laid tracks to the newly-formed community. The mining boom, along with the businesses, hotels and saloons that came with it, lasted well into the 1900s. Frisco, however, was hit hard by the Great Depression. In 1930, only 18 full-time residents remained. But Frisco rebounded, showing a remarkable resiliency in difficult times. This resiliency now helps to define the mountain character of the town, as the community continues to evolve into a modern, sustainable, family-oriented place to live.

Governmental Structure

Chartered as a Colorado home-rule municipality in 1988, the Town of Frisco operates under the council-manager form of government. Policymaking and legislative authority are vested in the Town Council, which consists of a mayor and six-member council. The Town Council is responsible for, among other things, passing ordinances, adopting the budget and hiring the Town Manager. The Town Manager is responsible for carrying out the policies and ordinances of the Town Council and for overseeing the day-to-day operations. For an illustration of the Town's governmental structure, see the organizational chart following this overview.

2018 Town Council

Mayor Gary Wilkinson
Mayor Pro-Tem Hunter Mortensen
Jessica Burley
Dan Fallon
Rick Ihnken
Deborah Shaner
Melissa Sherburne

Town Hall is located at 1 E. Main St. and the main phone number is (970) 668-5276.

Services

The Town provides a full range of services, including police protection, street construction and maintenance, infrastructure, water services, community development and planning, cultural events and recreational amenities and programs. Sewer and wastewater services are provided by a legally separate entity, the Frisco Sanitation District, which the Town does not manage. Two Town-owned rental properties also help to provide affordable space for local non-profit groups.

Amenities

The Town operates the Frisco Bay Marina, the Frisco Historic Park and Museum, the Frisco/Copper Visitor Information Center, and the Frisco Adventure Park. The Frisco Bay Marina, a full-service facility on Lake Dillon, is a unique asset that sets Frisco apart from most other mountain towns. The Frisco Historic Park and Museum helps new generations of citizens and visitors form a connection with the town's past. The Frisco/Copper Visitor Information Center is jointly funded by the Town and Copper Mountain Ski Resort to provide guests with the resources they need to fully enjoy the local experience. The Frisco Adventure Park, located along the shores of Lake Dillon in the Peninsula Recreation Area, contains the Frisco Day Lodge, a tubing hill, bike park, terrain park, skateboard park, the Frisco Nordic Center, the Peak One disc golf course, and a multi-purpose ball field. In addition, Frisco maintains a vast array of other public parks and recreational amenities. The Ten Mile Recreation Pathway connects Frisco to over 50 miles of paved pathways to Vail, Breckenridge, Copper Mountain and Keystone. The 20-acre Walter Byron Park, along Ten Mile Creek, and the four-acre Meadow Creek Park, also provide beautiful settings in which to gather, recreate and relax.

**Town Statistics
as of December 31, 2017**

Date Chartered	1879	<u>Building permits issued:</u>	
Date of Incorporation	1988	Number	196
Form of Government	Council-Manager	Actual value	\$17,903,311
Elevation	9,097 Feet		
Area	2 square miles	<u>Streets:</u>	
Population	2,931	Lane miles	19
<u>Education:</u>		<u>Recreation and Culture:</u>	
Number of students	965	Miles of trails	12
Early childhood	1	Parks	10
Middle School	1	Park area	240 Acres
Charter	1	Library	1 (Outside Town limits)
		Museum	1
<u>Municipal Water:</u>		Marina	1
Miles of water mains	33	Disc Golf	1
Number of service connections	1,966	Tubing hill	1
		Sledding hill	1
<u>Licenses:</u>		Ball and multi purpose fields	2
Business licenses	1,539	Bike park	1
Sales Tax Licenses	1117	Tennis courts	2
		Kayak park	1
<u>Police Protection:</u>		Nordic Center	1
Number of stations	1	Volleyball courts	1
Number of positions	13	Outdoor ice rink	1

LOCAL ECONOMY

Overview

The Town of Frisco, as a central location within Summit County boasting convenient highway access, relies on tourism as its main economic driver. The proximity of many world-class ski resorts, including Copper Mountain, Breckenridge, Keystone, Arapahoe Basin, Vail and Beaver Creek, all within a short driving distance, enlivens the winter season with guests from all over the globe. Still more visitors arrive in the winter to explore the vast array of other outdoor recreational opportunities, including the tubing hill and terrain park at the Frisco Adventure Park, Nordic skiing at the Frisco Nordic Center, snowmobiling and snowshoeing. Because the town is largely surrounded by protected wilderness and the natural beauty of the Rocky Mountains, tourism continues to be a driving force in the spring, summer and fall as well. Lake Dillon, for instance, is a huge asset which gives boating and fishing enthusiasts a unique opportunity to enjoy the high peaks from the water. The extensive paved pathway system has also become a major draw for cyclists. Not to be forgotten, however, is the impact of real estate on the local economy. Many local businesses are reliant upon the high demand for first and second homes in this natural setting.

Demographics

Fiscal Year	Frisco Population (1)	Summit County Population (1)	Median Family Income (2)	Per Capita Income (3)	School Enrollment (4)	Unemployment Rate (5)
2006	2,762	26,839	78,400	43,147	833	3.2%
2007	2,782	27,163	78,800	44,012	848	2.8%
2008	2,806	27,464	81,300	45,957	808	3.8%
2009	2,852	27,783	85,100	41,321	816	6.40%
2010	2,694	28,073	87,200	42,835	811	7.80%
2011	2,675	27,906	88,600	44,800	815	7.50%
2012	2,712	28,145	89,800	46,220	815	7.20%
2013	2,753	28,637	92,100	49,369	770	4.40%
2014	2,827	29,404	90,800	50,685	807	3.40%
2015	2,927	30,299	86,600	54,615	832	2.50%
2016	*	*	81,500	*	963	2.10%

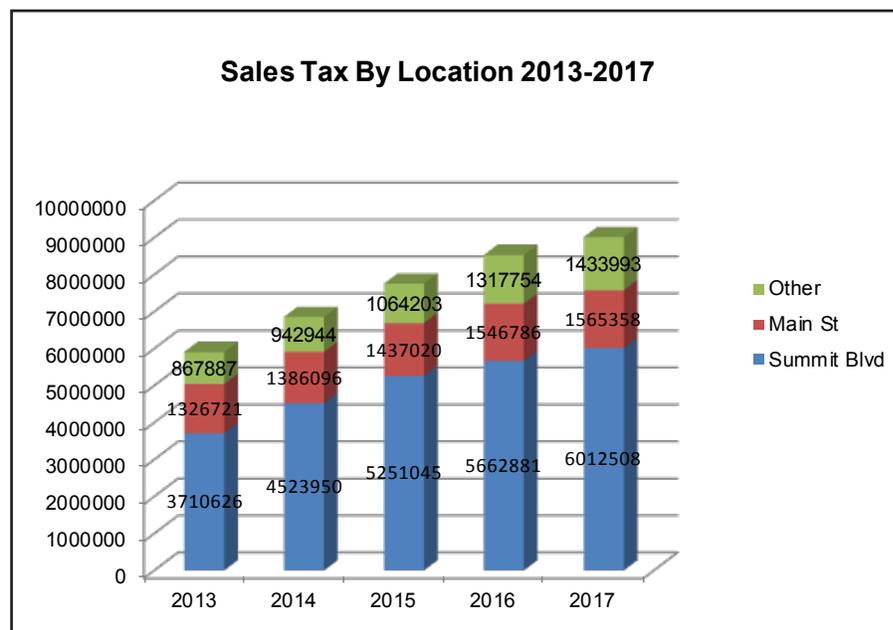
* Statistics not yet released for 2016

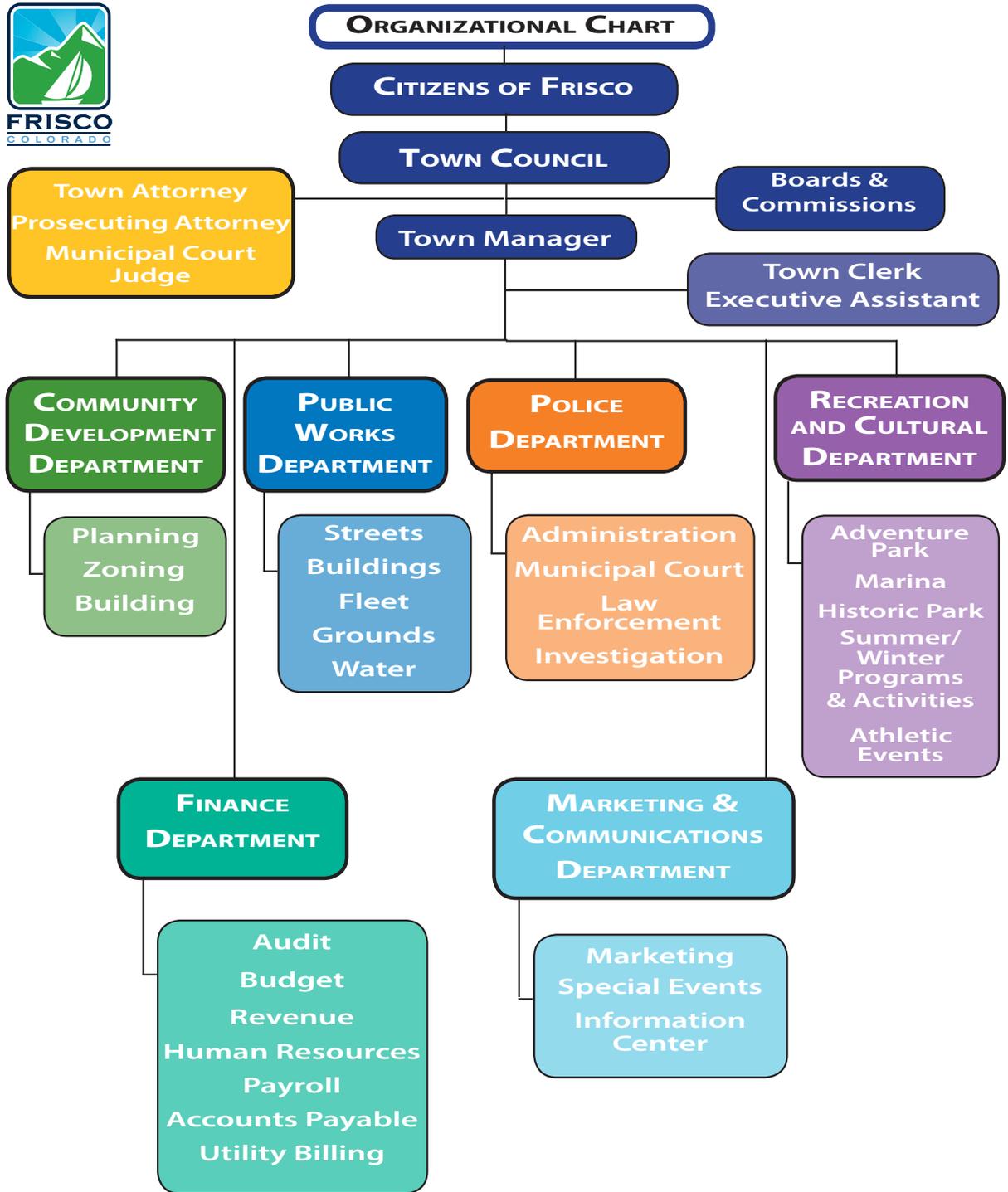
Sources:

- (1) Information from the State of Colorado, Department of Local Affairs (DOLA), Demography Office.
- (2) Information from the Summit Combined Housing Authority's Annual Area Median Income (AMI) for a four person household, Summit County only.
- (3) Bureau of Economic Analysis, U.S. Department of Commerce, Summit County only
- (4) Summit County School District
- (5) Colorado Department of Labor and Employment - LMI Gateway

Commercial Areas

The town includes two very distinct commercial areas: Summit Boulevard and Main Street. Summit Boulevard (Colorado Highway 9) is the main thoroughfare leading from Interstate 70 through Frisco toward Breckenridge. This is an automobile-friendly commercial area where most of the national and regional chain stores, restaurants and lodgers are located. With Wal-Mart, Safeway, Whole Foods, Holiday Inn, Baymont Inn, five fast-food restaurants and numerous other enterprises, this area, by far, generates the greatest amount of sales tax revenue for the Town. Just off of Summit Boulevard, the town also has a series of mainly construction- and home improvement-related light industrial facilities and warehouses. In contrast, Main Street hosts many of the locally-owned retail, restaurant and lodging companies for which Frisco is known. Main Street is a quaint, pedestrian-friendly area that gives the town much of its unique mountain character and community feel. The Town also hosts a series of very popular special events on Main Street throughout the year, including the Colorado BBQ Challenge.





For more detailed information, please refer to the individual department organization charts in the Policy Questions section.



Budget/Financial Overview



Budget Process

The Town of Frisco’s Charter (Article VIII) requires that “The proposed budget shall provide a financial plan for all Town funds and activities for at least the next fiscal year...” and that “the total of the proposed expenditures and provisions for contingencies in the adopted budget shall not exceed the total of estimated revenues.” The initial planning stage of budget preparation involves evaluating the outside forces that affect funding decisions: national, state and local economic conditions; federal and state mandates; political environment; social environment; citizen concerns and outside agency collaboration opportunities. Town Council provides general direction for preparation of the operating and capital budgets, particularly through adopted plans, policies and ongoing input. Additionally, the process includes discussions regarding long-range financial planning and five-year capital expenditure projections for all operating funds, which are included in this document. The Town Manager, Department Directors, and the Finance Department assume the major role of preparing both the preliminary budget and the long-range financial plan. Budget policies provide the framework for the process; these policies are a part of the Financial Policies included in the Financial Summary section of this document. Detailed documentation for revenues, personnel expenditures, and operating expenditures are prepared by the Department Directors based on the line-item budgeting method. Department Directors also draft policy questions with information from applicable Town policies as support.

The Town Manager then formulates a draft budget proposal, which is presented to Council mid-September. Shortly thereafter, a work session is held to discuss this draft budget. (A copy of the Town’s budget calendar can be found at the end of this budget summary section.)

Per Home Rule Charter, Council is responsible for review and adoption of the budget by ordinance; introduction of the 2019 ordinance was October 9, with second reading on October 23. The town encourages citizen participation at all work sessions and the public hearing by publishing notices in local newspapers. The final budget document is available on the Town’s website (www.frisco.gov) and at Town Hall, typically around mid-December.

The budgeting process is continuous throughout the entire year. Once the document has been approved, the Finance Department is responsible for monitoring activity. The Town’s accounting software and financial policies and procedures provide multiple controls on expenditures of funds. Additionally, Council is required to approve large purchases and contracts associated with budget implementation in accordance with the Town’s purchasing procedures, which is included in the Financial Summary section of this document.

It should also be noted that the Home Rule Charter authorizes the increase or reduction of budgeted amounts through the appropriations process. After adoption of the budget ordinance, the Town may make the following changes: a) transfer appropriated money between funds; b) approve supplemental appropriations to the extent of revenues in excess of those estimated in the budget; c) approve emergency appropriations; and d) reduce appropriations for which originally estimated revenues are insufficient. The Town, in recent years, has limited this to one supplemental appropriation ordinance per year.

Budget Basis

The Town’s annual budget for governmental funds is prepared using the modified accrual basis of accounting; under this method, the focus is on current financial resources measurement whereby revenues are recognized when they become both measurable and available. “Measurable” means the amount of the transaction that can be determined and “available” means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the related fund liability is incurred.

The annual budgets for the proprietary (enterprise) funds are prepared using the accrual basis of accounting, meaning that revenues and expenses are recognized when they are earned or incurred; when preparing the annual financial statements for these funds, the full accrual basis of accounting is used, meaning that revenues and expenses are recognized when they are earned and incurred. Depreciation is not included as a budget item in enterprise funds.

Fund Balances

The Town of Frisco maintains the following operating funds: (See the fund structure chart at the end of this Budget Overview section.)

- **General Fund** – allows for the recording of the traditional municipal activities taking place in General Government, Legislative, Municipal Court, Finance, Administration, Discretionary (Grant Funding), Marketing, Community Development, Public Safety (Police), Public Works, Historic Park, Special Events, Recreation, Peninsula Recreation Area and the Nordic Center.
- **Capital Improvement Fund** – allows for the recording of real estate investment fee revenue, transfers in from the general fund, and expenditures for capital improvements and related debt service.
- **Lodging Tax Fund** – allows for the recording of a dedicated sales tax on lodging establishments and designated expenditures for the Information Center, operations and maintenance for the Town’s recreation amenities, and special events/marketing.
- **Water Fund** – allows for the recording of the acquisition, operation and maintenance of facilities, services, and water rights associated with providing water to the Town.
- **Marina Fund** – allows for the recording of operations and maintenance of the Frisco Bay Marina.

By definition, fund balance is the excess of assets over liabilities. Illustrated below is a 5-year fund balance history of all the Town’s funds; the proposed 2019 fund balance is also presented:

Fund	Audited 2014	Audited 2015	Audited 2016	Audited 2017	Estimated 2018	Proposed 2019
General	\$5,897,744	\$6,248,219	\$5,267,736	\$5,662,756	\$6,107,427	\$6,878,433
Capital Improvement	\$2,533,288	\$2,174,652	\$4,402,504	\$7,188,942	\$4,300,726	\$1,497,142
Conservation Trust	\$67,893	\$68,698	\$47,692	\$23,594	\$47,894	\$37,594
Historic Preservation Fund	\$0	\$0	\$0	\$0	\$0	\$1,000
Water	\$4,273,767	\$4,234,794	\$4,418,473	\$3,832,967	\$3,477,711	\$3,286,780
Open Space	\$111,409	\$11,684	\$11,752	\$11,846	\$12,021	\$12,196
SCHA 5A	\$691,908	\$561,564	\$1,235,987	\$2,390,013	\$2,903,636	\$2,105,216
Insurance Reserve	\$198,529	\$199,067	\$200,225	\$201,812	\$203,612	\$140,412
Lodging Tax	\$333,348	\$341,369	\$438,708	\$545,549	\$559,455	\$555,090
Marina	\$989,015	\$1,254,079	\$1,791,851	\$2,409,557	\$2,606,074	\$3,538,010
	\$15,096,901	\$15,094,126	\$17,814,928	\$22,267,036	\$20,218,556	\$18,051,873

A brief explanation of significant variations in fund balances over this time period is offered below:

General Fund – In 2012 and 2013, this fund balance began rebuilding as the economy saw signs of recovery from the national economic crisis, which began in 2008. The Frisco Adventure Park, which began operations in the winter of 2010, has been extremely successful and now constitutes approximately 13% of General Fund revenues. In 2014, the Town reduced its reserve requirement from a nine month reserve to a seven month reserve, which the Town believes is a more responsible use of the Town’s funds. In 2016, the Town took over operations of the Nordic Center which required allocations for staffing and operating supplies that were not expected until 2017. Amounts in excess of the required reserve are to be transferred to the Capital Improvement Fund. With an improved economy and new retail, this required transfer is estimated to be much higher than budgeted in 2018 - \$2,191,510. The transfer for 2019 is budgeted at \$651,071.

Capital Improvement Fund – The fund balance of this fund can vary significantly from year to year; it is funded primarily from real estate investment fees, which are dependent upon the real estate market, and transfers from the General Fund that are in excess of required reserves. Additionally, some scheduled projects are impossible to complete within the year funding is appropriated due to weather conditions, staffing, contractor scheduling, and other conditions unique to our location. To fund deferred and new capital projects in 2014, this fund borrowed \$1,000,000 from the Water Fund and, in 2015, received a transfer of \$100,000 from the Open Space Fund. In 2016, the Town took over operations of the Nordic Center; this transition was not expected until 2017 and resulted in a significant increase in equipment needs. Many capital projects budgeted for 2017 were deferred to a future year. It is projected there will be deferrals from 2018 as well, in particular, a grant funded project that required additional, unanticipated costs. In 2019, there are several large projects proposed: a storage and office building and additional parking at the Peninsula Recreation Area, alley paving and park improvements. At the end of 2018, this fund is estimated to receive a transfer of \$2,191,510 from the General Fund.

Historic Preservation Fund - This fund was established to be effective January 1, 2019, for the purpose of accepting donations from the public for preservation and/or restoration of the town's historic artifacts. There is no required reserve for this fund.

Conservation Trust Fund – Expenditures from this fund are restricted to certain types of projects; since this fund does not generate much revenue, the Town normally accumulates funds over a period of years until a sufficient amount is available for an allowable project. Capital projects for 2019 are designated for purchase of a tractor for trails maintenance and maintenance of existing public facilities. There is no required reserve for this fund.

Water Fund – This fund balance can also vary significantly from year to year; most capital expenditure requests are for ongoing maintenance of existing infrastructure. Some major capital projects budgeted in 2014 were reallocated to 2015 and finally reallocated to and completed in 2016. Also in 2014, the Water Fund loaned \$1,000,000 to the Capital Improvement Fund for Phase I of the Step Up Main Street project. In 2017, the Town completed Well #7 to prepare for future growth. In 2018, the Water Fund funded a portion of the costs for the expansion of the Public Works Facility. In 2019, the majority of expenditures are projected for ongoing maintenance and upgrades to existing infrastructure. A four-month reserve, based on operating expenditures, is required for this fund.

Open Space Fund – The Town maintains this fund for future major capital projects or land acquisition; two potential properties have been identified to date but neither is expected to be available for several years. There is no required reserve for this fund. In 2015, Town Council approved a transfer in the amount of \$100,000 to the Capital Improvement Fund to facilitate the Step Up Main Street project. Council, however, remains committed to provide funding for the acquisition of the aforementioned properties, should they become available prior to replenishment of this fund.

Insurance Reserve Fund – In 2005, this fund was established to cover substantial insurance claims and unforeseen increases in the cost of providing health insurance. Funding for this fund was not provided until 2007. In an attempt to reduce health insurance costs, the Town has assumed more aggregating deductible liability risk; this potential liability of \$65,000 was budgeted in 2011 through 2018 and continues to be budgeted in 2019, should the Town incur such expenditures.

SCHA 5A Fund – This fund was established in late 2006 for the purpose of funding affordable housing, with funding beginning mid-2007. An additional tax was authorized by voters effective 2017. Funds are committed to County-wide affordable housing, loan programs and administrative costs. Due to the housing shortage in our community, the Town completed several projects in 2018 and has budgeted a significant amount in 2019 for projects as they become identified, as well as fees for administrative services provided by the Housing Authority. There is no required reserve for this fund.

Lodging Tax Fund – The Town assumed operations of the Visitor Information Center in 2009 and funding for this entity comes from this fund. Considerable amounts will be expended from this fund in 2019 for operations

and maintenance of sports fields, replacement of sports equipment and landscaping, as well as funding for various recreation programs. This fund has no required reserve.

Marina Fund – The Town took over operations of the Frisco Bay Marina in 2005. A major pier redevelopment project, which began in 2010, was completed in 2011. Revenues from this operation significantly surpassed expectations in 2014 through 2018, while operations and capital needs remained nearly the same as prior years. Significant expenditures are budgeted for 2019, focusing on a major dredging project and associated infrastructure. A four-month reserve, based on operating expenditures, is required for this fund.

Revenues

The Town’s revenue position for all funds can be analyzed by comparing revenue sources from all funds. The following table provides this presentation:

<u>Revenues</u>	<u>2018 Budget</u>	<u>2019 Budget</u>
Taxes	\$2,792,937	\$13,176,000
Licenses & Permits	\$510,300	\$755,800
Intergovernmental	\$785,996	\$232,000
Charges for Services	\$5,284,700	\$5,501,750
Investment Income	\$105,850	\$186,275
Lottery Proceeds	\$26,000	\$29,000
Other Financing Sources	\$68,000	\$5,282,040
Other Revenues	<u>\$1,922,985</u>	<u>\$692,316</u>
Total Revenues	<u>\$21,496,768</u>	<u>\$25,855,181</u>

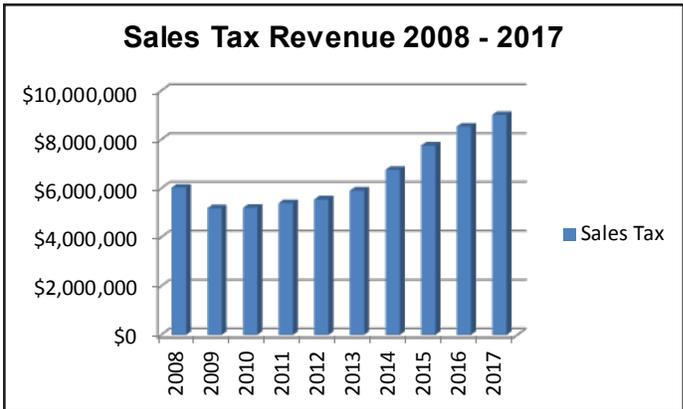
As clearly indicated in this table, taxes far exceed any other revenue category, making the Town especially reliant upon and vulnerable to sales tax revenues. The 2019 projection of sales taxes was largely based upon 2018 estimates; however, 2019 projections have also taken into consideration the impacts of continued development of a new retail center, increased visitation and a new sales tax dedicated to workforce housing projects. Increased visitation has also impacted charges for services at the Frisco Adventure Park, which is becoming a larger percentage of total General Fund revenues. Additionally, the Town’s Marina Fund will be issuing revenue bonds in 2019 to fund significant capital improvements at the Frisco Bay Marina. In a constant economy, taxes and other stable revenue sources will reflect small amounts of growth. Building-related revenues (i.e. permits) will adjust up when development occurs and decrease as land inventory is depleted and when the economy is in a downturn.

A great deal of time and effort goes into the Town’s sales tax and revenue projections. These projections are in compliance with the Town’s financial policies, whereby the Town must consider the regional economic activity, past history, and its impact on the Town’s resources. Because many of the Town’s revenues are subject to risky variables (economy, weather, skier days, and tourism, for example), it is important to be conservative with revenue projections.

The following discussions of the Town’s major sources of revenue explain the underlying assumptions for estimates and discuss significant revenue trends.

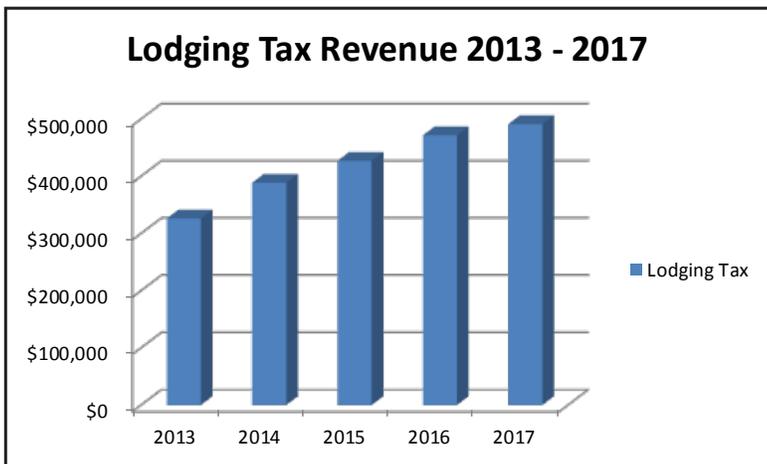
- Sales Tax Revenues – 5.62 percent increase over 2018 budget:**

Sales tax revenues have comprised an average of roughly 65 percent of General Fund revenues over the past five years. These revenues include those derived from the 2 percent city sales tax and the 2 percent county sales tax collected within Frisco Town limits. Sales tax revenues for 2019 are projected at 5.62 percent over the currently budgeted 2018 sales tax. This projection is a 0.53 percent increase over 2018 estimated revenues. It is first based upon a trend analysis of deseasonalized and smoothed sales tax data over a 10-year period, which indicates an average year-over-year growth percentage of roughly 2.89 percent. Staff has then judgmentally weighed such factors as a lack of capacity for growth, climatic concerns, previous years' variance, a new short-term rental compliance program and current 2018 and 2019 national and state economic forecasts to arrive at the 2019 projected figure.



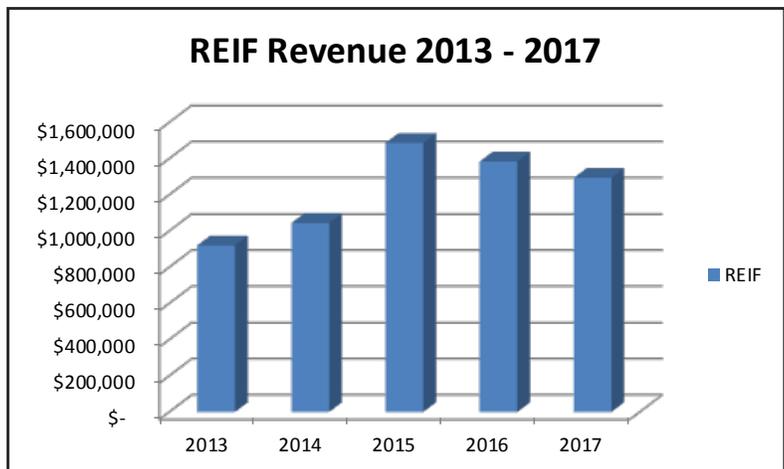
- Lodging Tax – 7.14 percent increase over 2018 budget:**

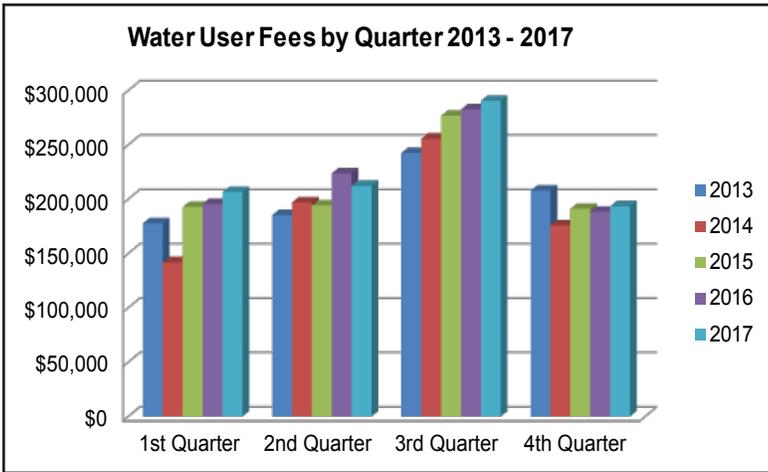
Lodging tax revenue, derived from a 2.35 percent levy on the rental of short-term accommodations, is the main source of funding for the Lodging Tax Fund. Lodging tax revenues for 2019 are projected at 7.14 percent over the currently budgeted 2018 lodging tax. This projection is a 2.94 percent increase over 2018 estimated revenues and is first based upon a simple trend analysis. Staff has then judgmentally weighed such factors as previous years' variance, current 2018 and 2019 national and state economic forecasts, climate volatility and a new short-term rental compliance program.



- Real Estate Investment Fees (REIF) – 13.33 percent decrease from 2018 budget:**

Real Estate Investment Fee revenue is the main source of funding for the Capital Improvement Fund. Revenue derived from these 1 percent fees on the transfer of real property in 2016 approached the record levels of 2007. Real Estate Investment Fee revenue is projected at a 13.33 percent decrease from currently budgeted 2018 REIF and a 0.00 percent increase over current 2018 estimated revenue. This projection is based upon actual 2018 revenues to date, an overview of the national, state and local housing markets, rapidly rising prices, affordable housing challenges and a dearth of available inventory. New projection methodologies for this volatile revenue stream were explored throughout 2009 and 2010, but no available data sets were identified that could provide the foundation for more reliable estimates.

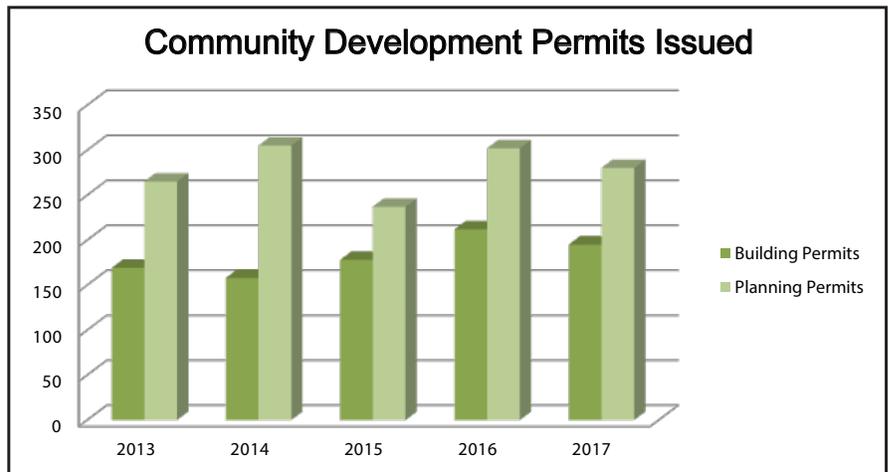




- Water User Fees – 1.01 percent increase over 2018 budget:** The Town Council directed the preparation of a water rates study in 2006, which resulted in a 3 percent increase in user rates annually over a 10-year period ending in 2017. A new rate study has been requested for 2018 with rate adjustments effective in 2019. Based on 2018 actual revenues, water user fees are projected at a 1.01 percent increase over currently budgeted 2018 revenues and a 0.00 percent increase over current 2018 estimated revenue. User rates for 2019 will be \$40.33 per EQR and water tap fees for 2019 will be \$4,301.00 per EQR.

- Community Development Revenues - 84.91 percent increase over 2018 budget:**

Community Development revenues, which include planning permit fees (development application fees, subdivision fees and miscellaneous fees such as sign permits), building permit, plumbing permit, and mechanical permit fees, are projected to exceed the original budget for 2018 by 84.91 percent in 2019. A trend analysis of revenue data over a 10-year period was initially performed. However, the resultant growth projection was highly tempered by staff judgment. The assumptions made for 2019 are heavily weighted toward Town staff's knowledge of upcoming projects in various stages of planning, in addition to the Town of Frisco's approach to residential and commercial build-out, the knowledge that the majority of projects will continue to occur through the redevelopment of existing structures and properties, the condition of the national and state economies and housing markets, and historical over-performance (as compared to budget) of these revenue streams.



However, the resultant growth projection was highly tempered by staff judgment. The assumptions made for 2019 are heavily weighted toward Town staff's knowledge of upcoming projects in various stages of planning, in addition to the Town of Frisco's approach to residential and commercial build-out, the knowledge that the majority of projects will continue to occur through the redevelopment of existing structures and properties, the condition of the national and state economies and housing markets, and historical over-performance (as compared to budget) of these revenue streams.

- Grant Revenues:** With the exception of state Law Enforcement Assistance Fund revenues, there are no new grant revenues projected in the 2019 budget. However, a \$489,969 grant that was approved in 2018 will be carried over to 2019. Staff understands the value of grant dollars and intends to take advantage of grant opportunities as they arise.

Personnel

The number of employees is directly related to services offered, regulations enforced, and the amount of growth and activity both inside and outside the Town of Frisco. Employee retention continues to be a cause for concern; employee turnover in 2017 was 17 percent. Turnover through September of 2018 is 11 percent; this rate represents full time employees. The Colorado turnover data for other local municipalities averages 9.56 percent. The 2019 budget was proposed based upon the following wage and benefit guidelines:

- Performance-based merit increases have been budgeted in 2019, with a maximum increase of 5 percent.
- The Town's health insurance is self-funded with a stop-loss deductible of \$40,000 per claim. The Town's 2019 budget for health insurance has been increased to reflect additional costs associated with converting 10 positions from seasonal to full time, benefitted positions. The Town will continue to assume an additional \$65,000 risk in aggregate liability. The Town believes the flexibility of self-funding has helped the Town control health insurance costs.

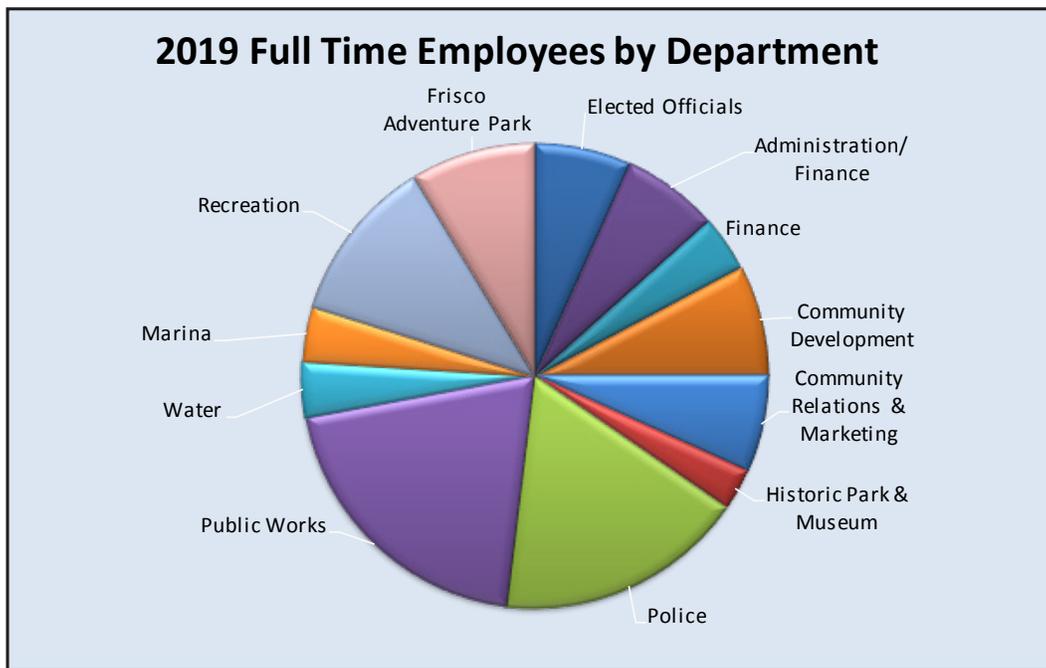
Personnel

Summary of Authorized Full Time Positions by Department

	2015	2016	2017	2018	2019
Elected Officials	7	7	7	7	7
Administration	6	6	6	6	7
Finance	3	3	3	4	4
Community Development	6	6	6	8	8
Marketing and Communications	7	7	7	7	7
Historic Park & Museum	1	2	2	2	2
Police	16	17	17	17	18
Public Works	19	20	21	21	21
Water	4	4	4	4	4
Marina	3	3	3	3	4
Recreation	2	2	2	3	12
Frisco Adventure Park	6	6	8	9	9
Total TOF Employees	73	76	79	84	97

Summary of Positions by Employment Status

	2015	2016	2017	2018	2019
Full Time	73	76	79	83	97
Continuous Part Time	6	3	3	3	3
Seasonal	90	115	130	130	130



The following table summarizes changes in personnel from 2014 through 2018; a brief explanation of changes follows the table.

Positions Added	2015	2016	2017	2018	2019
Events Coordinator	1				
Water Operator	1				
Human Resources Assistant	1				
Recreation Coordinator	1				
Operations Supervisor - Frisco Adventure Park	1				
Museum Coordinator		1			
Vehicle Mechanic		1			
Police Officer		1			
Maintenance Operator - Public Works			1		
Maintenance Operator Lead - Recreation			2		
Nordic Center Manager				1	
Guest Services Lead - Recreation				1	
Planner				1	
Finance Technician				1	
Town Hall Receptionist				1	
Community Services Officer/Parking Enforcement					1
Museum Coordinator					1
Adventure Park/Marina 10 Month Positions					9
Marina and Adventure Park Service Technician					1

- In 2015, one .67 FTE Human Resources Assistant was converted to full time; one .65 FTE Recreation Coordinator was converted to full time; one .92 FTE position at the Adventure Park was converted to full time Operations Supervisor.
- In 2015, a new full time position was added to the Special Events Department to better manage the growing marketing needs of the Town.
- In 2015, a new full time position was added to the Water Department in order to strengthen the Town's ability to provide adequate water services to the community.
- In 2016, a part time position at the Frisco Historic Park and Museum was converted to full time in order to increase visitation hours.
- In 2016, a new full time position was added to the Public Works Fleet Department to meet the increased services required to maintain the Town's vehicles and equipment.
- In 2016, a new full time position was added to the Police Department to better respond to the needs of a growing community.
- In 2017, four part time seasonal positions were converted to two full time year round positions at the Frisco Adventure Park.
- In 2017, a new full time position was added to the Buildings Department of Public Works to meet the demands of maintaining aging and newly acquired buildings.
- In 2018, three part time positions were converted to full time positions, one in the Community Development Department, one at the Frisco Adventure Park and one at the Nordic Center.
- In 2018, two new full time positions were added, one in the Finance Department and one in the Community Development Department.
- In 2019, a new code and parking enforcement officer was added, a part time museum coordinator was converted to full time and 10 seasonal positions were converted to full time with benefits.

The following chart illustrates a yearly comparison of total personnel expenditures by department for the General Fund. The Town's 2019 personnel expenditures make up 56.62 percent of the General Fund total expenditures, similar to the prior five years.

	2019	2018	2017	2016	2015
Health Benefits	850,000	800,000	775,000	725,000	775,000
Legislative	60,236	57,214	51,168	51,168	51,168
Finance	24,359	285,417	228,346	217,164	206,809
Administration	285,812	746,093	635,308	586,472	535,562
Communications/Marketing	794,010	165,188	156,199	136,304	124,119
Community Development	177,233	610,594	474,825	470,635	446,485
Historic Park	639,242	199,423	192,729	161,757	140,622
Special Events	208,639	22,985	149,211	143,617	143,813
Municipal Court	1,365,388	1,337,908	22,828	21,426	20,734
Police	217,675	206,595	1,299,674	1,241,448	1,070,456
PW Administration	322,498	322,298	275,541	230,158	275,541
PW Streets	495,187	475,360	318,377	298,924	318,377
PW Grounds	218,316	209,493	444,226	439,729	444,226
PW Buildings	180,466	204,336	194,046	139,903	194,046
PW Vehicle Maintenance	160,898	156,168	192,709	192,277	192,709
Recreation	277,378	242,028	234,515	219,996	194,913
PRA	835,679	783,444	842,450	694,776	660,443
Nordic Center	308,399	180,136	134,345		
Total Personnel Expenditures	7,421,415	7,004,680	6,621,497	5,970,754	5,795,023
General Fund Expenditures	13,106,753	12,304,217	11,439,635	10,013,657	9,374,052
% Total PE to GF Expenditures	56.62%	56.93%	57.88%	59.63%	61.82%

Another method to aid Council in its evaluation of changes to personnel is presented below. This table compares personnel expenditures to General Fund revenues. With this information, the council may be better able to accurately understand and evaluate future projections and the solvency the budget reflects. While it is one measurement tool, it is also important to note that, as definitions of operations and capital change and health claims fluctuate, the percentage of personnel expenditures (PE) and non-personnel expenditures (NPE) to General Fund revenue can vary greatly.

Percent Total Personnel Expenditures to General Fund Revenues:

Proposed 2019	2018	2017	2016	2015	2014
51.08%	51.19%	51.58%	52.02%	54.13%	56.14%

Percent Total Non-personnel Expenditures to General Fund Revenues:

Proposed 2019	2018	2017	2016	2015	2014
39.13%	38.55%	37.53%	35.22%	37.75%	37.76%

For additional information regarding personnel, please refer to the information provided under the “Personnel” tab in this budget document.

Expenditures

Expenditures relate to the ongoing day-to-day expenses required to provide basic services to customers and to maintain infrastructure. The Town examines workload indicators, past expenditures, and approved service levels when projecting its future expenditures. The challenge of being able to address employee retention with merit increases in wages, additions of positions to meet increased levels of service throughout the town, increases in the cost of natural resources, the prevailing economic conditions, enhancements to programs and events, and funding for multiple capital improvement projects were major factors in estimating expenditures in 2019.

The chart listed below compares the 2019 budget for all fund expenditures to the 2018 budget.

<u>Expenditures</u>	<u>2018 Budget</u>	<u>2019 Budget</u>
General Government	\$3,798,110	\$4,293,892
Public Safety	\$1,696,403	\$1,712,888
Community Development	\$1,587,957	\$1,649,240
Public Works	\$2,080,657	\$2,177,902
Culture and Recreation	\$3,784,625	\$3,937,756
Capital Outlay	\$12,118,477	\$11,473,257
Debt Service	\$474,125	\$743,634
Other Expenditures	<u>\$2,086,003</u>	<u>\$2,033,295</u>
Total Expenditures	<u>\$27,626,357</u>	<u>\$28,021,864</u>

The 2019 budgeted expenditures for all funds increased from the 2018 budget by \$395,507 or 1.32 percent; this increase is attributed primarily to four major capital projects planned for 2019.

All of the proposed capital improvement projects are subjected to an evaluation process, to assess the project's impact on the overall sustainability of the town. This evaluation includes review of the proposed project and its impacts to energy efficiency and/or natural resources, quality of services and/or infrastructure, public safety and/or well-being of the community, and the local economy. Capital improvement projects budgeted for 2019 total \$11,473,257, broken down by fund as follows:

<u>Fund</u>	<u>Expenditures</u>
Capital Improvement Fund	\$4,983,957
Conservation Trust Fund	\$39,600
Water Fund	\$437,000
SCHA 5 A Fund	\$2,000,000
Marina Fund	<u>\$4,012,700</u>
TOTAL	<u>\$11,473,257</u>

Routine Capital Expenditures

These expenditures, totaling \$2,131,588, are those that are included in almost every budget year and that will have no significant impact on the current operating budget, i.e. replacement of vehicles and equipment, surveys, updates to plans, upgrades to information technology, ongoing maintenance to infrastructure and buildings, etc. The following chart illustrates these expenditures.

Routine Capital Expenditures 2019 Budget

<u>Description</u>	<u>Requesting Department</u>	<u>Purchase Price</u>	<u>Funding Source</u>	<u>New or Replacement</u>
<u>Vehicles and Equipment</u>				
Pickup	Public Works	37,000	Capital Improvement Fund	Repl
Service Truck	Public Works	85,000	Capital Improvement Fund	Repl
Pickup	Public Works	45,000	Capital Improvement Fund	Repl
Car	CDD	32,000	Capital Improvement Fund	Repl
SUV	Police	47,000	Capital Improvement Fund	Repl
Caterpillar (2)	Public Works	450,000	Capital Improvement Fund	Repl
Car	Admin	34,000	Capital Improvement Fund	Repl
Karcher	Public Works	113,000	Capital Improvement Fund	Repl
Landscaping Turf Equipment	Public Works	8,000	Conservation Trust Fund	Repl
Tractor	Recreation	31,600	Conservation Trust Fund	New
Drainage Improvements	Water	50,000	Water Fund	Repl
Install Sewer Line at Well #6	Water	25,000	Water Fund	New
Tank Inspections	Water	15,000	Water Fund	New
Valve Replacements	Water	100,000	Water Fund	Repl
Headworks	Water	175,000	Water Fund	New
Mscellaneous Capital Equipment	Marina	49,500	Marina Fund	Repl
Rental Fleet	Marina	16,000	Marina Fund	Repl
		<u>\$1,313,100</u>		
<u>Surveys/Plans</u>				
Update Planning Documents	CDD	100,000	Capital Improvement Fund	N/A
Historic Preservation Consultant	CDD	25,000	Capital Improvement Fund	N/A
Feasibility Study for Fieldhouse	Recreation	10,000	Capital Improvement Fund	N/A
Lake Hill Impact Analysis	Administration	100,000	Capital Improvement Fund	N/A
		<u>\$235,000</u>		
<u>Technology</u>				
System Upgrades	Administration	170,000	Capital Improvement Fund	New
		<u>\$170,000</u>		
<u>Infrastructure and Buildings</u>				
Building Relocation Costs	Administration	100,000	Capital Improvement Fund	N/A
Trails Construction/Enhancements	Recreation	100,000	Capital Improvement Fund	N/A
Repair of Town Facilities	Public Works	63,488	Capital Improvement Fund	N/A
Street Improvements	Public Works	150,000	Capital Improvement Fund	N/A
		<u>\$413,488</u>		

Non-Routine Capital Expenditures

The following capital improvement projects, totaling \$9,341,669 are significant non-routine expenditures; details regarding these expenditures can also be obtained by referring to the applicable policy question:

Building at Peninsula Recreation Area – To provide funding for a new facility for office and storage space at the Peninsula Recreation Area. This facility would unify department employees within one space and provide additional storage space for tubing hill equipment. Impacts to future operating budgets would consist of annual costs for additional building maintenance and associated staff time of approximately \$10,000. 2019 budget and total project cost is \$1,700,000 – Capital Improvement Fund, Policy Question #14a.

Additional Parking at Peninsula Recreation Area Skate Park – To provide funding for infrastructure and creation of 37 designated parking spaces. An additional 51 parking spaces are planned for 2020 at a cost of \$275,000. This project will impact future operating budgets in the form of ongoing maintenance and upkeep costs of approximately \$3,000. Total project cost: \$775,000; 2019 budget: \$500,000 – Capital Improvement Fund, Policy Question #13f.

Connector Pathway Project – To provide funding for addition of a 10 foot wide multi-use, non-motorized pathway. Impacts to future operating budgets would consist of annual costs for additional street maintenance of \$14,000. This project was originally budgeted in 2017 and again in 2018 but is being reallocated to 2019. A portion (\$420,969) of this cost is a carryover from 2018. 2019 budget and total cost: \$489,969 with grant reimbursement of \$391,975 – Capital Improvement Fund, Policy Question #13g.

Bicycle/Pedestrian Access Design and Bike Path Connector– To provide funding for design of bike lanes on Granite Street and a connector path on the north side of town. The connector path was originally budgeted in 2018 but has been reallocated and combined with this request; there is a carryover of \$20,000 from 2018. Impacts to future operating budgets would consist of annual costs for additional path maintenance of \$5,000. 2019 budget and total cost: \$50,000 – Capital Improvement Fund, Policy Question #13d.

Playground/Site Improvements at Town of Frisco's Parks – To provide funding for the first year of a five year plan to improve the playground equipment and other appropriate amenities at Town-owned parks or Town-supported parks. No impacts to future operating budgets are expected as a result of this request. Total cost: \$625,000; 2019 budget: \$125,000 – Capital Improvement Fund, Policy Question 15b.

Enclosure/Site Improvements for Dumpster – To provide funding for fencing and site improvements around the trash collection area at Town Hall. No impacts to future operating budgets are expected as a result of this project. 2019 budget and total cost: \$65,000 – Capital Improvement Fund, Policy Question #14c.

Workforce Housing Units – To provide a placeholder for funding of workforce housing projects. These projects have yet to be identified and impacts to future operating budgets are unknown at this time. 2019 budget and total cost: \$2,000,000 – SCHA 5A Fund, Policy Question #7.

Lift Structure and Decking – Magic Carpet – To provide funding to rebuild and frame the structure to provide additional support and safety features. This project was originally budgeted in 2018 but has been reallocated to 2019. No impacts to future operating budgets are expected as a result of this project. 2019 budget and total cost: \$125,000 – Capital Improvement Fund, Policy Question #16b.

Solar Panels on Public Works Expansion – To provide funding for installation of photo voltaic panels on the new Public Works building expansion. These panels will likely impact future operating budgets in the form of reductions to utility costs. 2019 budget and total cost: \$90,000: \$67,500 – Capital Improvement Fund; \$22,500 – Water Fund, Policy Question 14d.

Marina Excavation and Infrastructure – To provide funding for excavation of 80,000 cubic yards of materials from the Marina basin and infrastructure related to this and other future projects identified in the 2018 Marina Master

Plan. Impacts to future operating budgets are expected in the form of increased revenues resulting from increased capacity. 2019 budget and total cost: \$3,996,700 – Marina Fund, Policy Question 18.

Alley Paving – To provide funding for year two of a three year alley paving project. This funding will be used to pave alleyways throughout the town. This project will impact future operating budgets in the form of ongoing maintenance and upkeep costs of approximately \$3,000; however, this cost is less than current maintenance of these unpaved alleys since annual grading and dust suppression will no longer be needed. Total cost: \$525,000; 2019 budget: \$175,000 – Capital Improvement Fund, Policy Question #13e.

Diesel Fuel Tank – To provide funding for fuel tank equipment to serve the Frisco Adventure Park. On-site fueling availability will reduce staff time and associated vehicle fuel and maintenance costs and will result in a decrease to future operating budgets. 2019 budget and total cost: \$25,000 – Capital Improvement Fund, Policy Question #16k.

Descriptions of these capital projects can be found on each fund's 5-year capital plan within the specific fund section of this document and within the related policy question.

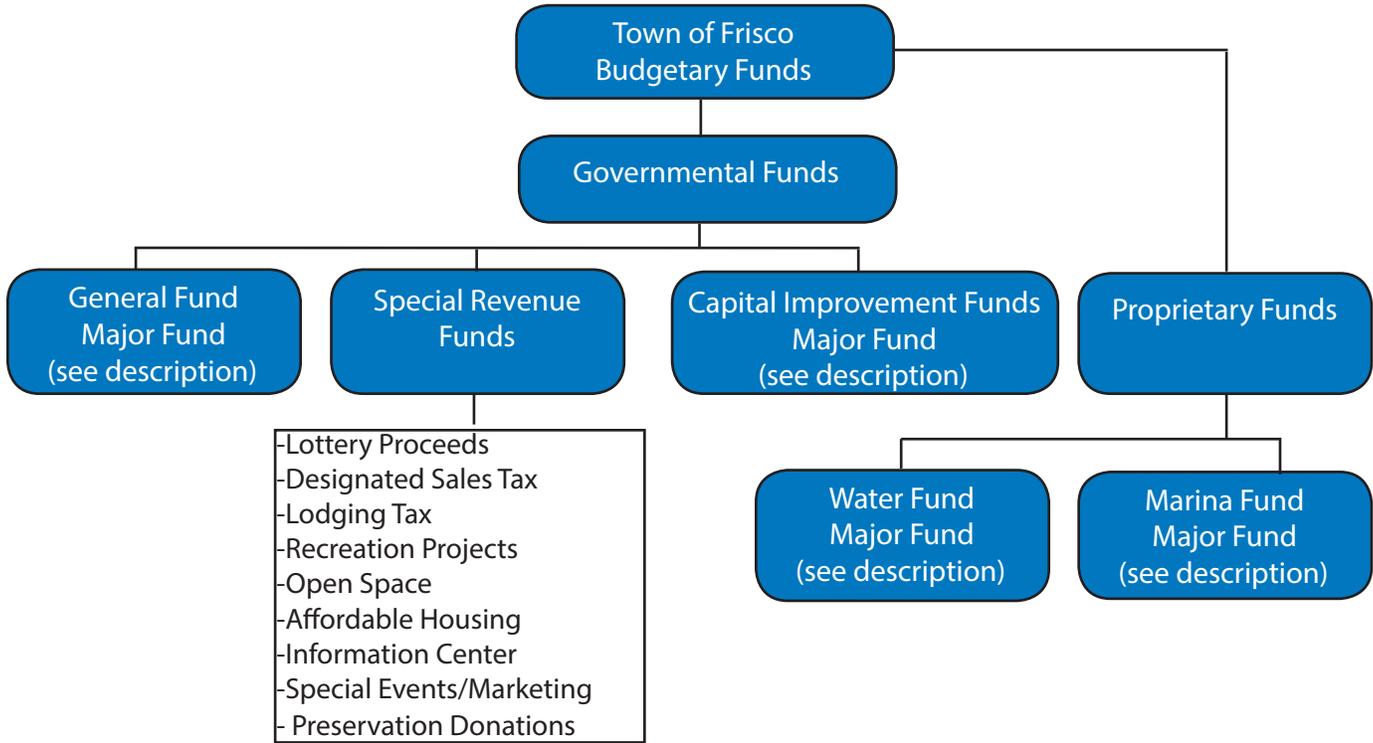
Excluding capital outlay, other significant changes in expenditures are as follows:

- A 6.5% increase in expenditures in the General Fund, primarily as a result of an increase in costs for additional liability insurance for new Town rental property, additional costs to accommodate commitments to environmental sustainability, salary merit increases and additional personnel.
- A 5.5% decrease in expenditures in the Water Fund; there are no matching grant requirements in 2019.
- An 11% decrease in expenditures in the Lodging Tax Fund, primarily as a result of maintenance projects completed in prior years.
- A 9% increase in expenditures in the Marina Fund, primarily as a result of additional costs required to accommodate increased usage and visitation and payments for newly acquired debt.

As additional information, prior to the detail for each fund, there is a fund summary of revenues and expenditures which provides multiple year comparative information. In the Financial Summary section, there are three budget summaries that illustrate 2017 actual revenues, expenditures, transfers and loans projected for all funds, as well as this same information projected for 2018 and budgeted for 2019. There is also a similar schedule covering multiple years for all Town funds.

Again this year, the Town has presented financial forecasting for all of the Town's funds; this schedule provides a high level history of revenues, expenditures and fund balances, as well as a 3 year projection. The Town believes, with our heavy reliance on sales tax revenues, any forecasts for longer periods of time are too uncertain. This information can be found under the Financial Summary tab.

Town of Frisco Fund Structure



Fund Descriptions:

Major Funds

Major funds represent the significant activities of the Town and include any fund whose revenues or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the appropriated budget.

Major Governmental Funds

The main operating fund for the Town of Frisco, the General Fund is a major fund of the Town and is used to account for the resources devoted to funding services traditionally associated with local government. It has some limited interaction with a majority of the other funds. The Capital Improvement Fund is used to account for resurfacing of streets, employee housing, environmental sustainability, certificate of participation repayment, reforestation projects, and other capital development/improvements. The SCHA Fund (5A), the Town’s major Special Revenue Fund, is restricted to expenditures related to affordable housing.

Major Proprietary Funds

These funds are used to account for the acquisition, operation, and maintenance of government facilities and services, which are entirely self-supported by user charges. The Water Fund, which provides water services to the Town’s nearly 2,700 water customers, and the Marina Fund, which provides recreational boating at Dillon Reservoir, are included in this fund type.

Non-Major Special Revenue Funds

These funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. Funds include Historic Preservation Fund, Conservation Trust Fund, Open Space Fund, Insurance Reserve Fund, and Lodging Tax Fund.

A more detailed description of each fund is provided at the beginning of the approved budget section for that fund. All funds, major and non-major, are appropriated.

Town of Frisco Use of Funds by Department

The following table lists Town departments and the operating funds they use:

USE OF FUNDS BY DEPARTMENT

	General Fund	Water Fund	Lodging Tax Fund	Marina Fund
General Government/Administration	X			
Legislative	X			
Municipal Court	X			
Finance	X			
Marketing and Special Events	X		X	X
Community Development	X			
Police	X			
Public Works	X	X	X	
Recreation	X		X	
Water		X		
Information Center			X	
Marina				X



2019 BUDGET CALENDAR

6/28/18	W	Town Manager meets with Finance Director to project revenues and expenditures
7/2/18	M	Schedule department director discussions to set goals with Town Manager/Finance Director
7/3/18	T	Prior year policy question to department directors
7/9/18	M	Draft budget worksheets with 6 month current year actuals and budget instructions distributed to department directors
7/23/18	M	Draft budget worksheets returned to Finance Director
7/24/18	TU	Work session with Council - status of 2018 capital projects and reserve requirements
7/25/18	W	Current year draft policy questions returned to Finance Director with supporting Town-adopted policies identified
7/30/18	M	Department directors and Town Manager - review policy questions and other budget requests
8/10/18	F	Finance Director prepares preliminary budget
8/17/18	F	Draft policy questions reviewed with Town Manager
8/20/18	M	Department directors and Finance Director – review budget/prioritize capital
8/24/18	F	2019 Program priorities, 2018 department successes, 2018 allocation of training dollars, 2019 department goals and adopted plans returned to Finance Director
8/28/18	TU	Work session with Council – 2018 revenue and expenditure year to date review
8/29/18	W	Finance Director finalizes preliminary budget; submits to department directors for review
09/5/18	W	Reviewed budget returned to Finance Director
9/14/18	F	Proposed budget submitted to Town Council (Intro, Policy Questions, detail and summary of all funds, grant requests)
9/17/18	M	Work session with Council and department directors – all funds – 4:00-10:00
9/20/18	TH	Notice of Budget provided to Town Clerk for legal noticing (Thursday – 8 days prior to publication on Friday in Summit County Journal)
9/27/18	TH	Title of mill levy ordinance and appropriation of funds ordinance provided to Town Clerk for noticing (Thursday – 8 days prior to publication on Friday in Summit County Journal)
9/28/18	F	Notice of Budget published in Summit County Journal (CRS 29-1-106 and Section 8-5 of Town Charter)



2019 BUDGET CALENDAR

- 10/5/18 M Legal notice published in Summit County Journal (Friday preceding 1st reading) of mill levy ordinance and appropriation of funds ordinance (Section 3-9 of Town Charter)
- 10/9/18 TU Public Hearing: first reading of ordinances - mill levy and appropriation of funds
- 10/23/18 TU Second reading of ordinances: mill levy and appropriation of funds; resolution to adopt budget
- 12/7/18 F Certification of mill levy to County Commissioners

Note: Meetings with individual Council members will be held the week of 8/20 – 8/24.

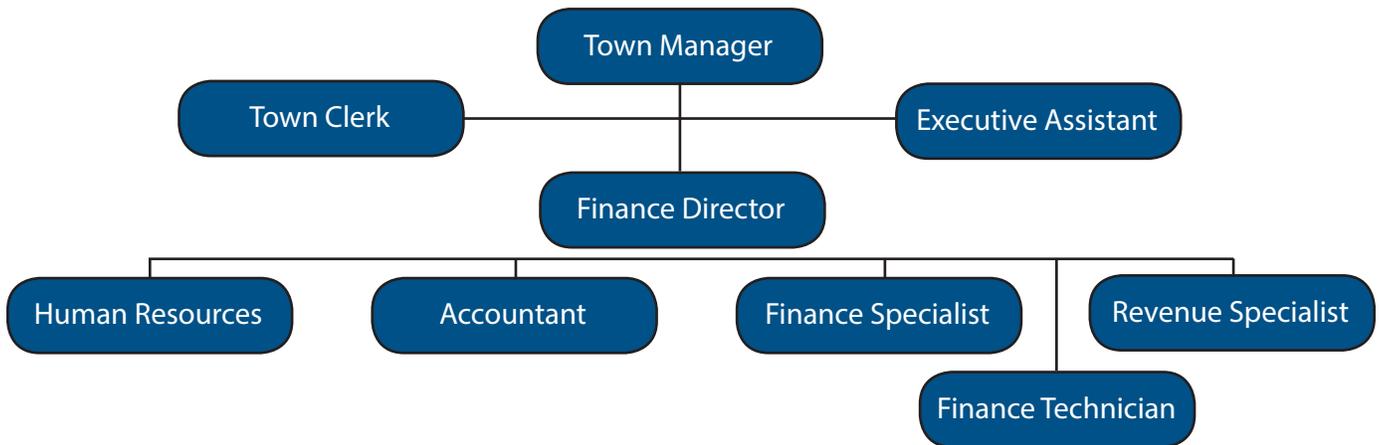


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• Replace (2) 2012 CAT 930K (PW)		• Bulkheads and Retaining Walls	
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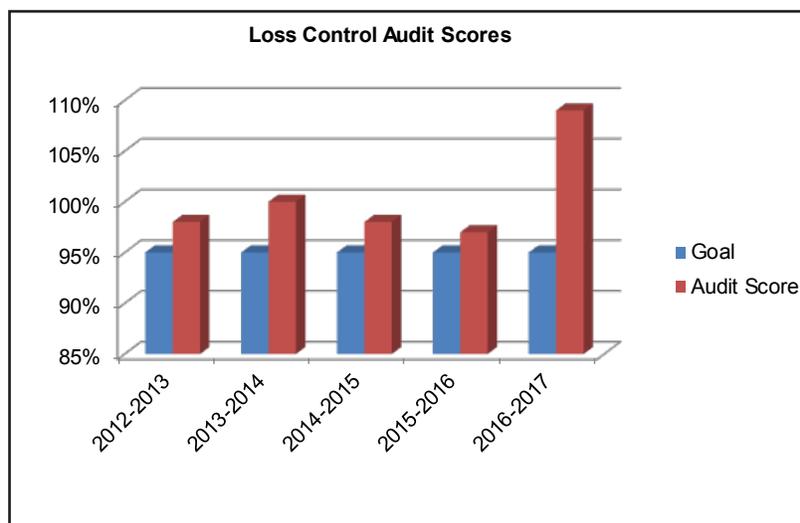
GENERAL GOVERNMENT AND ADMINISTRATION



General Government consists of the following departments: Finance, Administration, Legislative, Municipal Court, Discretionary, and General Government. The Finance Department is responsible for financial reporting and management, financial planning, revenue collections, utility billing, and payroll. The Administration Department is responsible for implementation of council policy, election administration, business licenses, record management, and all municipal functions, including compensation planning, benefits administration, human resource management, and workers compensation administration. The Municipal Court Department is responsible for court processing. Discretionary expenditures are requests for funding from outside non-profit organizations. General government expenditures absorb non-specific departmental costs, such as benefits, property insurance, legal fees, IT support, etc.

Performance Measure:

One key indicator of performance within Administration is the score received on the annual loss control audit performed by the Colorado Intergovernmental Risk Sharing Agency (CIRSA), which significantly impacts insurance costs:



2018 Department Successes:

- GFOA Distinguished Budget Presentation Award:** The Town of Frisco received this award for the 2018 budget; it demonstrates that the Town budget met GFOA program criteria as a policy document, an operations guide, a financial plan and a communications device.

- **GFOA Award for Outstanding Achievement in Popular Financial Reporting:** This document replaced the Annual Report and incorporates results from the 2009 community survey, summary financial information, performance measures, many brief Town facts and colorful photos. The Town received this award for its 2016 Community Scorecard. This award is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government popular reports. The Town also submitted the 2017 Community Scorecard for this award and is awaiting notification, which is expected late 2018.
- **GFOA Certificate of Achievement for Excellence in Financial Reporting:** The Town of Frisco received this award for its 2016 Comprehensive Annual Financial Report; it is the highest form of recognition in governmental accounting and financial reporting and its attainment represents a significant accomplishment by a government and its management.

2018 Allocation of Training Dollars:

- **Administration:** Colorado Municipal League Conference; GFOA Annual Conference, CGFOA Annual Conference; NeoGov Conference; Employment Law and Legislative Conference; Sustainovation; Employee Engagement; Leadership Through Influence; Mental Health; Training offered to all employees: CPR/AED/First Aid Training; Safety Training.
- **Finance:** CGFOA Annual Conference; UMB Bank Commercial Card Best Practices Webinar; Colorado Tax Auditors Coalition; CML Sales Tax Committee; Summit County Utility Billing User Group; Quarterly Summit County Town Clerk Meetings; Dreams and Purpose Workshop; Workers Comp Updates; State Unemployment Updates, ACA Compliance, IRS Year End Payroll Tax Reporting.

The General Government and Administration Department 2019 goals include:

- Continue to focus on improvements in safety policies and procedures, scoring a 95% grade or higher on the annual loss control audit performed by the Colorado Intergovernmental Risk Sharing Agency (CIRSA) and keeping our Worker's Compensation claims below our rolling five year average of \$5,023 per claim.
- Maintain an employee turnover rate at or below the Summit County average.
- Continually make improvements to Town Budget, CAFR and Community Scorecard documents to more effectively communicate with stakeholders.

1. Does Council support a performance merit of up to 5%? (\$161,815- All Funds)

Council supported this request.

Town of Frisco employees are motivated, highly skilled, competent and engaged in the operations of the Town. The Town of Frisco recognizes these employees are critical to our success and to our goal of providing exceptional service to our community and it is important to retain these valued employees. Staff is requesting this performance merit in an effort to attract and retain quality employees; performance merits assure employees have an opportunity to earn a merit increase if performance warrants it. Mountain States Employer Council is projecting 2.9% CPI in 2018; this request represents a 2.23% increase in personnel costs.

The Town's turnover rate through August of 2018 is 7.5%; employee turnover is detrimental to Town functions and hinders our ability to run operations in an efficient manner. Replacement requires a great deal of staff time for both hiring and for training.

Maximum merit increases in other Summit County municipal governments range from 4 to 6%.

Town Council Strategic Plan – Goals and Objectives:

- Assure a financially sound town government.
- Provide a safe and secure community.
- Enhance community amenities.

Frisco Community Plan Policy Direction:

Community Services ~ Frisco is a community that expects quality community services, and seeks to ensure adequate resources are available over the long-term.

Town Council Employee Policy Statement:

The Frisco Town Council is committed to retaining and recruiting qualified employees to carry out Town goals by maintaining a competitive total compensation package.

2. Does Council support the following additions/changes to Town staff? (\$300,500 – General Fund)

- a) **Convert part time Museum Coordinator hours to one full time, year-round position at a cost of \$25,000:** Visitation to the Frisco Historic Park and Museum has increased significantly over the years. In 2017, visitation hit an all-time high of 35,965 visitors, which was a 15% increase over 2016 visitations numbers. Staffing currently consists of two full-time, year-round employees (Manager and Coordinator) and three part-time, year-round employees. The full-time, year-round Coordinator position was converted from a part-time position to a full-time position in 2016. Staffing for part time positions continues to be a struggle.

The 2019 request is for the conversion of a portion of part time budgeted hours (1,560) into full time hours with the addition of full time benefits. Converting this position to full time will allow staff to provide additional risk management, expand education programs and to uphold and comply with collections management standards. The additional time for this position will advance staff retention and interaction and provide consistency to overall museum operations.

Council supported this request.

- b) **Convert nine (9) winter/seasonal employee hours into ten (10) month, benefitted positions at a cost of \$105,500 and convert one (1) summer seasonal Service Tech position into a full time, year round position, split between the Marina and the Adventure Park at a cost of \$30,000:** The goal of this request is to help level out the seasonality of positions within the Town of Frisco. Recruitment for seasonal employees, especially winter seasonal employees, continues to be a challenge. Contributing to this challenge are a lack of housing, wages, competition with larger resorts, and a low unemployment rate. Hours must also be reduced at times due to the Affordable Care Act (ACA), which mandates that employees who work, on average, 30 hours per week (or 1,560 hours during a 12 month standard measurement period), must be offered healthcare coverage by the employer. The ACA makes it difficult for employees to work full time seasonal hours in both the winter and summer seasons.

A total of ten (10) positions were reviewed for this analysis and consist of the following:

1. Five (5) positions who alternate between the Marina and the Adventure Park. Employees would work a total of ten (10) months with a one month break between the seasons. These five employees would be instrumental in the startup and the leadership of both operations. Staff would still need to recruit for seasonal employees for both operations but the volume needed for both operations would be reduced. The additional estimated cost associated with this request is \$42,500. (This estimate results from the addition of health and other Town benefits only; salaries are offset by a reduction in seasonal staff needs.)
2. Two (2) positions that alternative between the Nordic Center operations in the winter and the trail operations in the summer. These two aspects of our business are very closely tied with one another. The majority of feedback from guests and season pass holders received at the Nordic Center is directly tied to the grooming operation. Having the ability to retain groomers at the Nordic Center is instrumental to the operation. These employees would transition from the grooming operation in the winter to the trail construction and maintenance during the summer months. The additional estimated cost associated with this request is \$46,000. (This estimate results from the addition of salaries for summer trail operations and addition of health and other Town benefits. Seasonal salaries have been reduced.)

3. Two (2) Maintenance Operator positions who would work the winter months at the Adventure Park and transition to summer maintenance work at the Adventure Park. Employees would work a total of ten (10) months with a one month break between seasons. These maintenance operators currently work full time for 29 weeks during the winter months to cover snowmaking, grooming, and a variety of tubing hill/ski and ride hill responsibilities. Due to the ACA, these employees cannot work more than 1,560 hours/year (avg of 30hrs/week). As such, these employees either take long breaks during the off season or they are replaced with new summer seasonal staff who can work more hours. In both cases, the operation suffers. The additional estimated cost associated with this request is \$17,000. *(This estimate results from the addition of health and other Town benefits only; salaries are offset by a reduction in seasonal staff needs.)*
4. The Service Tech position at the Marina is a seasonal position that is very specialized and difficult to retain. The individual in this position works on the entire rental fleet and services customer's boats. It requires extensive training and knowledge of motors and service repairs. Staff is reluctant to send seasonal staff to further training (typically out of state) due to costs and the high turnover rate of this position.

The Adventure Park continues to grow and ongoing service is required on the snowcats, snowmobiles and other specialized equipment. The Public Works Fleet staff does an excellent job maintaining the equipment but they too are challenged with maintaining the entire TOF fleet of vehicles and equipment.

The goal is to convert this summer seasonal employee at the Marina into a year-round Service Tech position with responsibilities at both the Marina and the Adventure Park. Additional funds would be allocated to appropriately train this individual on the specifics of boat motors and equipment and heavy equipment at the Adventure Park. The additional estimated cost associated with this request is \$30,000. *(This estimate results from the addition of salary for winter operations and addition of health and other Town benefits.)*

Council supported this request.

- c) **Add new Sustainability Coordinator position at a cost of \$85,000:** This position will coordinate the Town's sustainability programs and policies, both externally and internally. Under the supervision of the Director of Community Development, the Sustainability Coordinator will perform professional, technical, innovative and analytical work on complex projects toward achievement of the Town's sustainability goals and environmental stewardship.

Council did not support this request.

- d) **Add new Community Services Officer at a cost of \$55,000:** This position will enforce the Town's new parking regulations, as well as assist with enforcement of the Town's new short term rental regulations. Adding this position will provide 7 day/week coverage to handle enforcement issues.

Council supported this request.

Town Council Strategic Plan – Goals and Objectives:

- Assure a financially sound town government.
- Provide a safe and secure community.
- Enhance community amenities.

Frisco Community Plan Policy Direction:

Community Services ~ Frisco is a community that expects quality community services, and seeks to ensure adequate resources are available over the long-term.

Town Council Employee Policy Statement:

The Frisco Town Council is committed to retaining and recruiting qualified employees to carry out Town goals by maintaining a competitive total compensation package.

3. Does Council support the requested expenditures for information systems technology related projects (\$170,000 – Capital Improvement Fund)? (2000-4102)

Council supported these requests.

- a) **Rec Trac / Vermont Systems Pass Program (\$10,000):** The Town of Frisco currently uses Vermont Systems for all reservations, databases, and program/event registration for the Marina, Adventure Park, Information Center, and Programs/Events. This upgraded pass program will give staff the ability to sell and process season passes to the Nordic Center, the Tubing Hill and Frisco-first resident passes for youth camps, as well as punch passes for the Nordic Center, Tubing Hill and the Marina. This also gives staff the ability to digitally track pass usage.

- b) **Cisco VOIP Phone System and Voicemail Upgrades (\$72,000):** The current Town of Frisco VOIP system and network infrastructure is obsolete, vulnerable to failure, and no longer supported by Cisco. The Cisco VOIP phone system and routers connecting the towns multiple sites are vital to Town operations and provide network and voice accessibility to all town staff. When a phone system outage or network failure occurs, the town government and all departments are severely impacted. Systems can be down for weeks without a support contract or support systems. Our goal is to upgrade the infrastructure and phone system in 2019 to increase: speed, reliability, integrity, and confidence in a fully supported environment. This will ensure the communications throughout the Town and with the public are reliable and utilizing the latest technology to enhance performance.

- c) **Microsoft Office Application Upgrades (\$88,000):** The current Town of Frisco Microsoft Office Suites will no longer be supported in 2020 and need to be replaced in 2019. Our goal is to purchase the software, licenses and install the latest version to ensure the Microsoft office products used by town staff are upgraded and supported prior to the end of support deadline (January 2020) for Microsoft Office 2010.

Town Council Strategic Plan – Goals and Objectives:

- Assure a financially sound town government.
- Enhance community amenities.
- Foster proactive community involvement and communication.

Frisco Community Plan Policy Direction:

Community Services ~ Frisco is a community that expects quality community services, and seeks to ensure adequate resources are available over the long-term.

ES2 Framework Plan Objectives:

- Equipment recycling and reuse.
- Address resource conservation, waste reduction, reuse of materials and recycling by implementing waste reduction and recycling.

4. Does Council support funding for playground improvements and staff salaries at Summit County Preschool (\$60,000 – General Fund)? (1110-4601)

Council supported these requests but directed staff to research possible funding options that will be sustainable for the future.

- a) The surface of the preschool playground is pea gravel which has become very thin due to heavy use. It has become very unsafe for children and the transition areas between the asphalt and gravel are tripping hazards. The Preschool has been actively trying to obtain grant funding but has so far not been successful in

that effort. Should Council approve this request, the funding would be used to replace the pea gravel. The Preschool is highly sought for quality care by families residing in Frisco. Part of that quality care is a safe playground area. \$30,000

- b) Summit County Preschool struggles to recruit and retain quality staff; in an effort to offset these difficulties, the Preschool has implemented a staff salary schedule comparable to other centers within the County and is now offering health insurance as a retention tool. SCP is requesting this additional funding for 2019 in order to continue rewarding and encouraging staff based on their credential levels. \$30,000

Town Council Strategic Plan – Goals and Objectives:

- o Assure a financially sound town government.
- o Enhance community amenities.
- o Foster proactive community involvement and communication.

Frisco Community Plan Policy Direction:

Community Services ~ Frisco is a community that expects quality community services, and seeks to ensure adequate resources are available over the long-term.

ES2 Framework Plan Objectives:

- o Equipment recycling and reuse.
- o Address resource conservation, waste reduction, reuse of materials and recycling by implementing waste reduction and recycling.

5. Does Council support the following approach and expenditures for the 2nd year in the Frisco “single use plastic bottle free” strategy (\$45,000 – General Fund)? (1110-4603)

Council supported this request.

To further the Town’s commitment to reduce usage of single use plastic water bottles, staff is proposing the following strategies to promote this campaign:

- a) **Water Stations: \$30,000** - Easily accessible and visible water stations are key to moving away from single use plastic water bottles. Strategies proposed are:

- Identify 3-5 inside and outside water stations, which are needed on Town-owned property.
- Start a bottle filling station business grant program and install 3-5 stations in businesses who win the grant.
- Purchase 2-3 moveable/temporary water stations for events and trailheads.

- b) **Reusable water bottles: \$15,000**

- For a second year, provide bottles for giveaway at Town locations if a “no single use water bottle” pledge is signed.

Town Council Strategic Plan – Goals and Objectives:

- o Provide a safe and secure community.
- o Pursue a balanced and sustainable local economy.
- o Promote sustainable environmental policies and practices.
- o Foster proactive community involvement and communication.

Frisco Community Plan Policy Direction:

Community Services ~ Frisco is a community that expects quality community services, and seeks to ensure adequate resources are available over the long-term.

ES2 Framework Plan Objectives:

- Equipment recycling and reuse.
- Address resource conservation, waste reduction, reuse of materials and recycling by implementing waste reduction and recycling.

6. Does Council support funding for the following Climate Action memberships, planning and implementation purposes (\$33,700 - General Fund)?

Council supported this request.

Colorado communities with climate-protection goals are grappling with the reality that local actions alone will not achieve them. Local governments also need a better framework of state and federal climate policies to enable them to be more effective in their local climate actions. Colorado Communities for Climate Action is a new coalition advocating for state and federal actions to complement local climate-protection actions and protect Colorado’s climate for current and future generations. Members of CC4CA have identified policy priorities as supporting the General Assembly pro-climate bills and opposing bills undercutting state or local climate authority; advocating for specific state actions to urge more aggressive state climate actions; and representing local interests in state agency proceedings on climate protection, energy efficiency and clean energy.

- a) Membership in Colorado Communities for Climate Action: General Fund - \$7,500 (1110-4277)**
- b) Implementation of Climate Action Plan: General Fund - \$25,000 (1110-4277)**
- c) Membership in Colorado Compact of Communities: General Fund - \$1,200 (1110-4606)**

Town Council Strategic Plan – Goals and Objectives:

- Promote sustainable environmental policies and practices.
- Pursue a balanced and sustainable local economy.

Frisco Community Plan Policy Direction:

Energy ~ Frisco is a community that supports zero waste principles, encourages use of clean energy opportunities and promotes resource conservation.

ES2 Framework Plan Objective:

Objectives and action items of the plan assist with implementation of Frisco as a recognized leader in the areas of environmental sustainability and stewardship of air and water resources, climate protection, the natural environment, and waste reduction and recycling.

Administration Budget Highlights

Council supported these Budget Highlights.

- a) Energy Smart - \$20,900 - General Fund (1110-4277)**
- b) Resource Wise - \$15,000 - General Fund (1110-4277)**
- c) Green Team Projects - \$12,600 - General Fund (1110-4277)**
- d) Building Hope - \$10,000 - General Fund (1110-4602)**
- e) Child Advocacy Center - \$5,000 - General Fund (1110-4604)**

Town Council Strategic Plan – Goals and Objectives:

- Foster proactive community involvement and communication..
- Provide a safe and secure community.

Frisco Community Plan Policy Direction:

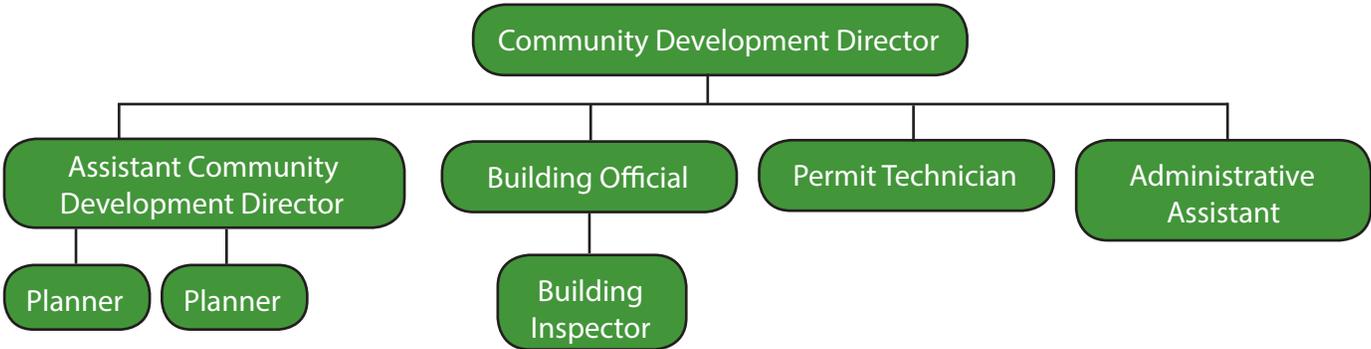
Community Services ~ Frisco is a community that expects quality community services and seeks to ensure adequate resources are available over the long-term.

Energy ~ Frisco is a community that supports zero waste principles, encourages use of clean energy opportunities and promotes resource conservation.

ES2 Framework Plan Objective:

Objectives and action items of the plan assist with implementation of Frisco as a recognized leader in the areas of environmental sustainability and stewardship of air and water resources, climate protection, the natural environment, and waste reduction and recycling.

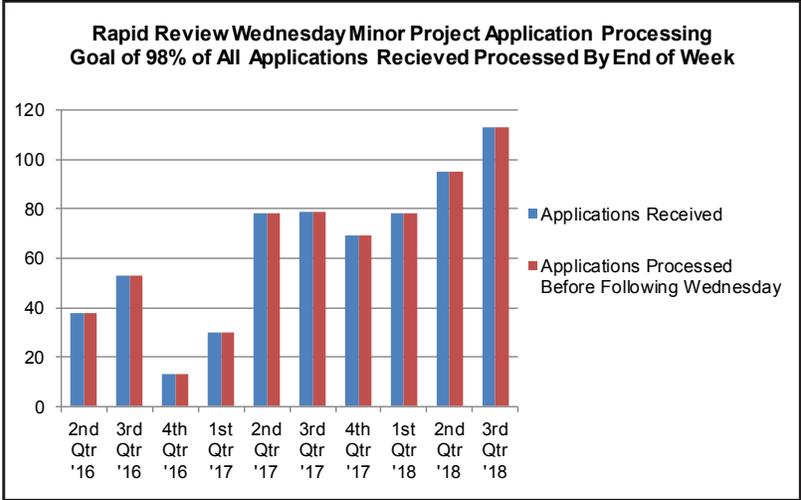
COMMUNITY DEVELOPMENT DEPARTMENT



The Community Development Department is committed to providing excellent community service for the building and planning process, and to creating high-quality development that furthers the Frisco Community Master Plan and community goals, enhances open space and recreation, and fosters sound economic development, while maintaining, enhancing, and protecting the environment.

Performance Measure:

One key indicator of performance within Community Development is the percentage of minor project applications processed within one week through the Town’s new “Rapid Review Wednesday” program, which was instituted in April of 2015 to expedite the review process for small building projects:



2018 Department Successes:

- **Three Mile Plan:** Updated the Frisco Three Mile Plan which identifies land uses and infrastructure improvement needs if annexation were to occur in any area within Frisco's three mile boundary.
- **Housing Task Force:** Facilitated the "Policy Group" citizen advisory committee's examination of housing related issues that resulted in policy recommendations to the Town Council concerning regulatory direction, assisting local businesses, affordable housing buy downs, and short term rentals.
- **Master Planning Collaboration:** Assisted in the preparation and adoption of the Frisco Trails Master Plan, Frisco Peninsula Recreation Area Master Plan, and the Frisco Marina Park Master Plan. Participation in the preparation of the Local and Regional Water Efficiency Plans and the regional Climate Action Plan.
- **Community Rating System:** Completion of the National Flood Insurance Program (NFIP) Community Rating System (CRS) five-year cycle application and field verification process. Frisco's floodplain management activities

continue to exceed minimum NFIP standards which resulted in a 10% discount in premium costs for flood insurance policy holders.

- **Affordable Housing Administration:** Conducted the annual monitoring of 124 deed restricted affordable housing units in Frisco and assisted the Summit Combined Housing Authority (SCHA) with resale calculation verifications and deed restriction interpretations.
- **Community Plan:** Kick-off of the Community Plan update began with over 250 citizens participating in the initial public event to define community values, goals for the future, desired land uses, and the meaning of small mountain town character. Conducted focus group interviews on the topics of Economic Sustainability, Community Design and Land Use, and Housing Diversity and Livability.
- **Historic Preservation:** Facilitated the Town's Historic Overlay District development applications which resulted in the continued preservation and restoration of the Mary Ruth House, along with the construction of six new affordable housing units on Galena Street. Also, assisted private property owners with Historic Overlay District rezoning and development applications, which will result in the preservation and restoration of the two historic Deming Cabins located on Galena Street and six historic buildings (Staley House, Wild Hacks, blacksmith shop, and three cabins) at the Foote's Rest property located on Main Street.
- **Building and Planning:**
 - Processed 320 building, mechanical, and plumbing permits as of 8/28/2018.
 - Handled 185 planning project applications as of 8/28/2018.
 - Handled 242 "Rapid Review Wednesday" projects as of 8/28/2018.

2018 Allocation of Training Dollars:

- Colorado Chapter International Code Council (ICC) Educational Institute; Rocky Mountain Land Use Institute; Colorado Chapter of the American Planning Association annual conference; ICC Chapter meetings/trainings; FEMA flood plain management.

The Community Development Department 2018 goals include:

- Continue the "Rapid Review Wednesday" minor project application process, achieving a 98 percent or above success rate on processing minor project applications within one week of receipt.
- Conduct a minimum of two community outreach sessions to address high priority development topics, such as workforce housing, historic preservation, energy efficiency and/or Town zoning code revisions.
- Update Town's Planning documents: Frisco Community Plan, Transportation Master Plan, historic resources inventory and overlay provisions, and Housing Policy Guidelines.
- Regional implementation/engagement with Climate Action Plan, Water Plan and Energy Plan.
- Implementation of new permit/inspection management software to improve administrative efficiency.
- Key liaison work with CC4CA, Colorado Compact of Communities, HC3 and other state and regional organizations on the topic of sustainability and climate action.

7. Does Council support a placeholder for construction of workforce housing units (\$2,000,000 - SCHA 5A Fund)? (5500-4262)

Council supported this request.

This funding will be used for workforce housing projects as they become available. A specific project has not yet been identified and this funding is requested as a placeholder.

Town Council Strategic Plan – Goals and Objectives:

- Provide a safe and secure community.
- Pursue a balanced and sustainable local economy.
- Promote sustainable environmental policies and practices.
- Foster proactive community involvement and communication.

Frisco Community Plan Policy Direction:

Built Environment ~ Frisco is a community that encourages land uses and architectural styles to fit its mountain town identity, and strives for development with sustainable design, materials and practices.

Housing ~ Frisco is a community that recognizes the importance of ensuring a variety of housing opportunities are available for people to live and work here.

8. Does Council support funding for updates to the Town’s planning documents, especially in support of amendments to the Unified Development Code and other special projects having to do with design projects, community plan implementation or other studies that may be necessary (\$100,000 – Capital Improvement Fund)? (2000-5079)

Council supported this request.

The Community Development Department (CDD) has the need for supportive professional consulting services for implementation of the Frisco Community Plan, follow-up studies or design work, parking, transportation planning, or growth management assistance.

\$40,000 of this request is a carryover from 2018.

Town Council Strategic Plan – Goals and Objectives:

- Foster proactive community involvement and communication.

Frisco Community Plan Policy Direction:

Built Environment ~ Frisco is a community that encourages land uses and architectural styles to fit its mountain town identity, and strives for development with sustainable design, materials and practices.

Community Services ~ Frisco is a community that expects quality community services, and seeks to ensure adequate resources are available over the long-term.

9. Does Council support a request for expenditures for Historic Park and Museum site planning expertise (\$10,000 – General Fund)? (1125-4250)

Council supported this request.

The museum’s current strategic plan sunsets in 2018. Staff has drafted a new plan for 2019-2023 that aligns with museum industry standards, recommendations and TOF goals. This plan is subject to Council review and approval in 2018. One of the goals in this plan is to develop a cohesive facility and historic park land use plan to ensure adequate facility and risk management resources for museum and public need. The site plan would take into consideration future uses, including additional historic structures, 1st and Main, attainable housing, etc.

Town Council Strategic Plan – Goals and Objectives:

- Foster proactive community involvement and communication.

Frisco Community Plan Policy Direction:

Built Environment ~ Frisco is a community that encourages land uses and architectural styles to fit its mountain town identity, and strives for development with sustainable design, materials and practices.

Community Services ~ Frisco is a community that expects quality community services, and seeks to ensure adequate resources are available over the long-term.

Art and Culture ~ Frisco is a community that celebrates its history, honors its eclectic influences and promotes artistic and cultural opportunities.

10. Does Council support a placeholder for funding for fees for the continuation of a feasibility study for a field house at the Peninsula Recreation Area (PRA) (\$10,000 – Capital Improvement Fund)? (2000-5092)

Council supported this request.

Staff has been working with the Towns of Breckenridge and Silverthorne and Summit County Government on a county-wide fieldhouse feasibility study. All four entities are equally sharing the costs of this study. Phase 1 of the study will be completed in 2018. Phases 2 and 3 are contingent upon the results of Phase 1. Phase 1 will cost the Town approximately \$7,000 to complete. Should the evaluation committee choose to proceed with Phases 2 and 3, the additional cost to the Town will be \$10,000. This request will be brought before Council for further discussion and direction.

This request is a carryover from 2018.

Town Council Strategic Plan – Goals and Objectives:

- Foster proactive community involvement and communication.

Frisco Community Plan Policy Direction:

Built Environment ~ Frisco is a community that encourages land uses and architectural styles to fit its mountain town identity, and strives for development with sustainable design, materials and practices.

Community Services ~ Frisco is a community that expects quality community services, and seeks to ensure adequate resources are available over the long-term.

11. Does Council support a placeholder for funding to provide consulting services for historic preservation projects in conjunction with development projects (\$25,000 – Capital Improvement Fund)? (2000-5080)

Council supported this request.

It is anticipated that the town will see more developers seeking to utilize the Town's Historic Preservation Overlay provisions of the land use code. This will necessitate professional historic preservation consulting to determine best practices "prescriptions" for the design and structural restoration of buildings, to assist with evaluating preservation strategies and to advise the Town on appropriate legal mechanisms for long-term conservation of historic resources. Preservation projects will be brought before Council on a case by case basis.

Town Council Strategic Plan – Goals and Objectives:

- Promote sustainable environmental policies and practices.
- Foster proactive community involvement and communication.

Frisco Community Plan Policy Direction:

Built Environment ~ Frisco is a community that encourages land uses and architectural styles to fit its mountain town identity, and strives for development with sustainable design, materials and practices.

Housing ~ Frisco is a community that recognizes the importance of ensuring a variety of housing opportunities are available for people to live and work here.

Art and Culture ~ Frisco is a community that celebrates its history, honors its eclectic influences and promotes artistic and cultural opportunities.

12. Does Council support a placeholder for funding for impact analysis of the Lake Hill housing development being considered by Summit County (\$100,000 – Capital Improvement Fund)? (2000-5082)

Council supported this request.

While this is a Summit County project, the impacts to the Town of Frisco are significant. Staff feels there is likely to be a need for review or additional analysis in conjunction with the Lake Hill Work Force Housing project. It is possible that the Town will need to evaluate impacts, consult with specialists, prepare for special informational meetings or provide reports/information to Frisco residents.

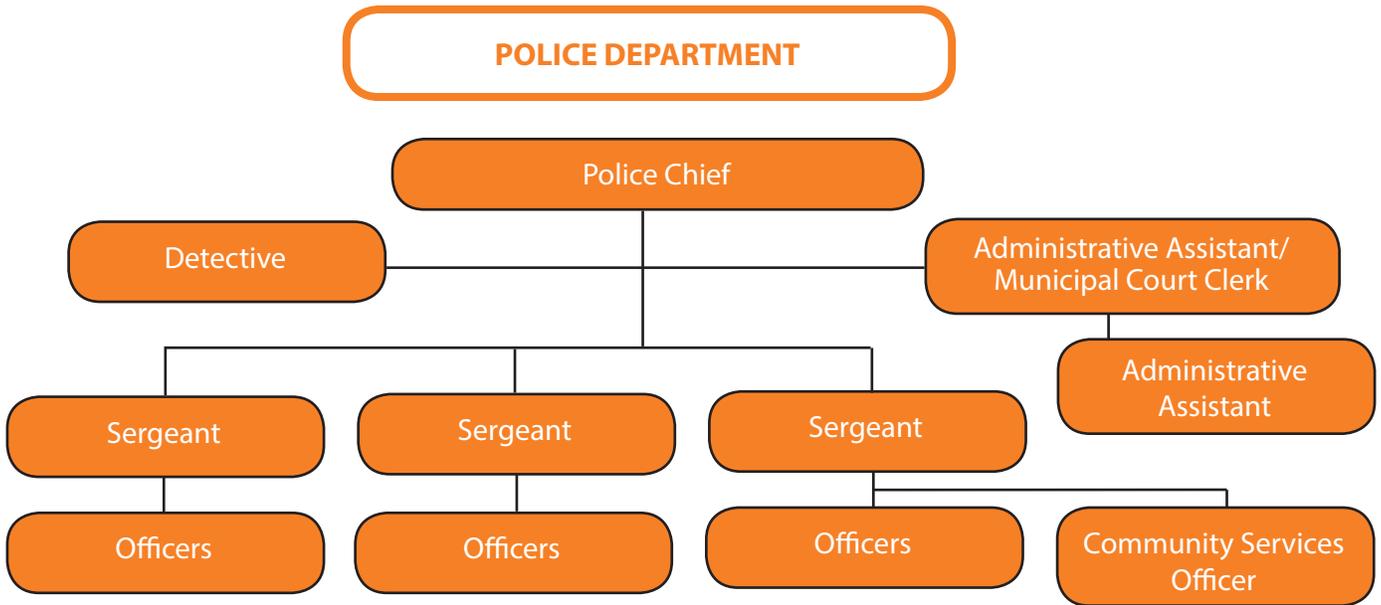
This request is a placeholder; requests for this funding will be brought to Council for further discussion and direction.

Town Council Strategic Plan – Goals and Objectives:

- Promote sustainable environmental policies and practices.
- Foster proactive community involvement and communication.

Frisco Community Plan Policy Direction:

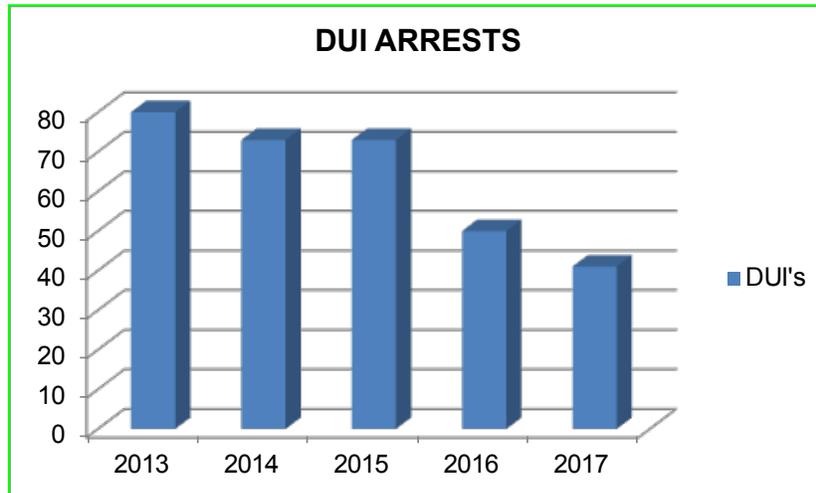
Built Environment ~ Frisco is a community that encourages land uses and architectural styles to fit its mountain town identity, and strives for development with sustainable design, materials and practices.



The Frisco Police Department is committed to protect life and property, maintain order, and enhance the community's quality of life by working closely with citizens. The Frisco Police Department operates under a community policing philosophy – a philosophy, management style, and organizational strategy that promotes proactive problem-solving and police-community partnerships to address the causes of crime and fear, as well as other community issues.

Performance Measure:

One key indicator of performance within the Police Department is the number of DUI arrests:



2018 Department Successes:

- **D.A.R.E. Program and Bicycle Rodeo:** The Frisco Police Department is steadfast in its teaching of the D.A.R.E. program. It has shifted to a philosophy of making healthy choices in the day to day lives of our youth. The department also participates in the annual Bicycle Rodeo, focusing on bicycle safety.
- **Special Events:** The department is active with the Town's special events team in assuring that all events are safe and enjoyable for all those who participate.
- **Memberships:** The Town of Frisco Police Department is fully involved in the Colorado Association of Chiefs of Police, the International Association of Chiefs of Police and the Police Executive Research Forum.

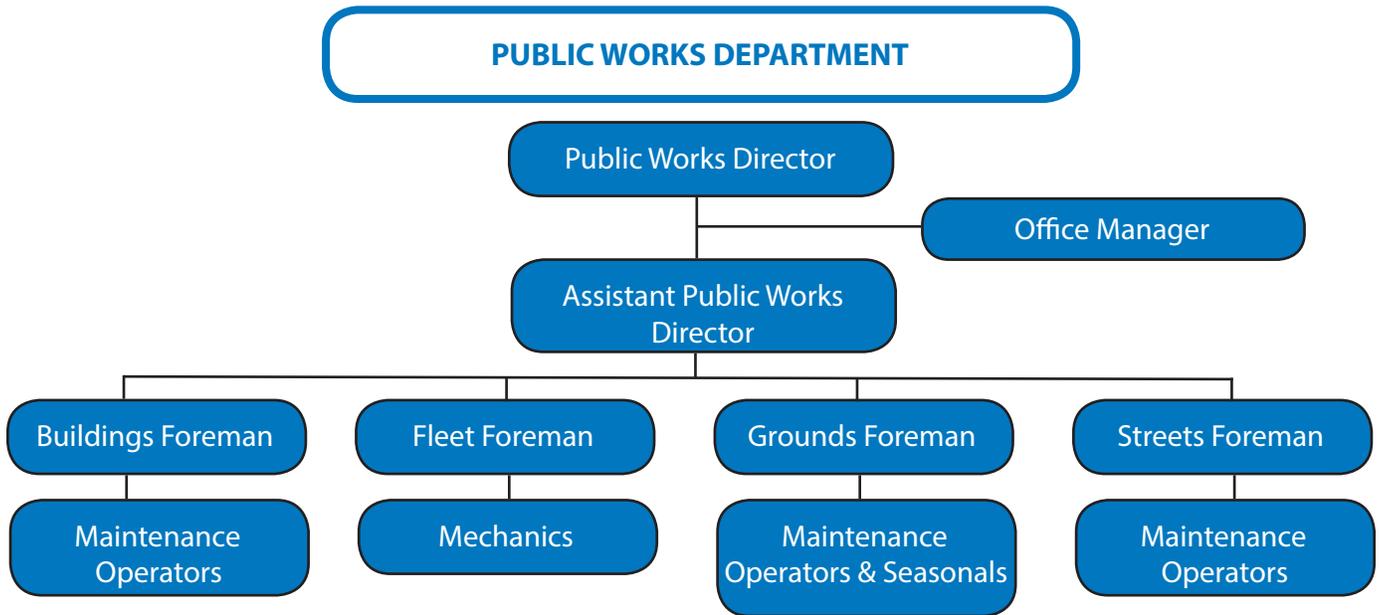
2018 Allocation of Training Dollars:

- Krav Maga; Firearms; Court Room Testimony; Lidar/Radar; Women in Policing; School Safety Lockdowns; Active Shooter; Countywide Disaster Training; Report Writing; Community Policing; De-escalation Training; Building Clearances; Naloxone/Narcan Training; Mental Health Training; Anti-bias Training; Officer Safety Training; Driving.

Police Department goals for 2019 include:

- Health, Nutrition and Fitness.
- Officer Safety.
- Communication and Respect.

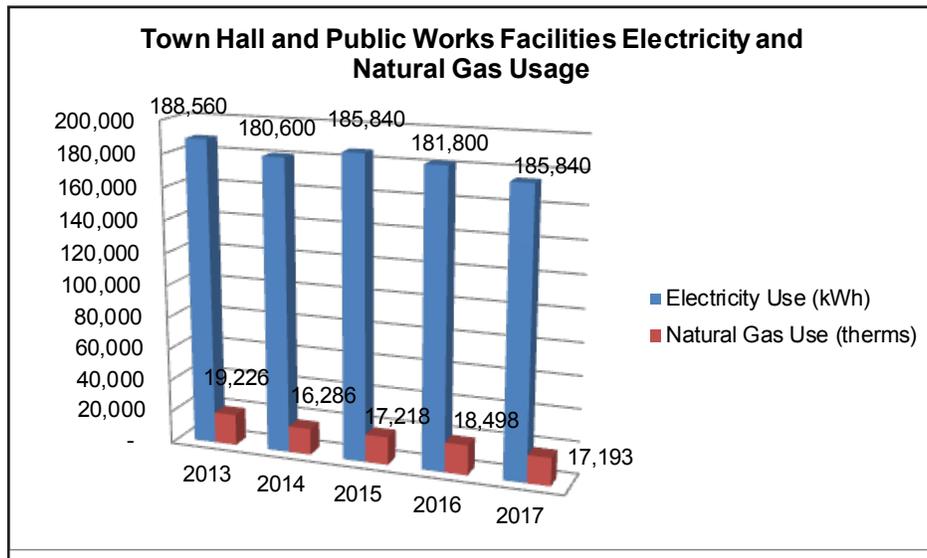
The Police Department has no policy questions for 2019.



The Public Works Department consists of the following departments: Administration, Streets, Buildings, Grounds, and Fleet Maintenance. The Administration Department is responsible for maintaining existing infrastructure and developing new capital projects. The Streets Department is responsible for street maintenance, sweeping, snow plowing, and snow removal within the town. The Buildings Department provides services and maintenance to ensure quality facilities and asset management in the short- and long-term. The Grounds Department provides maintenance to Town-owned parks, public facilities, flower boxes, and street right-of-way landscaped areas. The Fleet Department provides a dependable, well-maintained fleet of vehicles and equipment, as well as specifying and purchasing all new and replacement equipment.

Performance Measure - Public Works Department:

Another key indicator of performance within Public Works is the consumption of electricity and natural gas at large Town facilities:



2018 Department Successes - Public Works Administration:

- Assisting other departments with capital projects and ensuring their timely completion.
- Complete design and approval phases of 2nd and Belford Connector Pathway Project (2BC).

- Successful completion of Well 7, on time and under budget.
- Focused on safety culture for Public Works, and sharing that culture with other departments.
- Design and begin construction of Public Works facility expansion.

The Public Works Administration 2019 goals include:

- Completion and final acceptance of 2nd and Belford Connector Pathway Project (2BC) from Colorado Department of Transportation (CDOT) and the Federal Highway Administration (FHWA).
- Complete the Public Works facility expansion.
- Continue to provide a high level of internal and external customer service to the Town of Frisco.

PUBLIC WORKS STREETS DEPARTMENT

The mission of the Streets Department is to maintain and improve the thirty-five lane miles of public streets/alleys; drainage ways; hard-surfaced pathways; and regulatory signage in a safe and efficient manner.

2018 Department Successes:

- Streets Improvements: Re-paving of Meadow Dr., Ten Mile and North Ten Mile Dr.; crack sealing and re-paving several sections of the Lake Front Bike Path; completing the first phase of the Alley Paving Project; concrete replacement throughout Town.

2018 Allocation of Training Dollars:

- American Public Works Association Western Slope Snow & Ice Conference; Colorado Local Technical Assistance Program; Road Scholar classes; Electrical class; and OSHA safety courses.

The Public Works Department - Streets 2019 goals include:

- Re-paving West Main Bike Path.
- Concrete replacement.
- Phase 2 Alley Paving Project.
- Bike path preservation.

13. Does Council support the following street projects for 2019 (\$1,364,969 - Capital Improvement Fund)?

Council supported these requests.

- a) Concrete Replacement - \$50,000 – Capital Improvement Fund:** These funds are to be utilized for concrete curb and drain pan replacement as needed throughout Town. **(2000-4965)**
- b) Asphalt Resurfacing - \$87,500 – Capital Improvement Fund:** These funds are to be utilized for the resurfacing of various streets and bike paths throughout town. **(2000-4995)**
- c) Asphalt Preservation - \$12,500 - Capital Improvement Fund:** These funds are to be utilized for slurry sealing of various Town bike paths as needed. **(2000-4995)**
- d) Granite Street Bicycle/Pedestrian Access Design and Bike Path Connector- \$50,000 - Capital Improvement Fund:** Per the Frisco Trails Master Plan, adopted March 2017, the downtown core was identified as an area needing improvement for people to travel safely between the activity centers of Frisco and from residential neighborhoods to those activity centers. This budget request is for the design of bike lanes on both sides of the roadway and sidewalk on at least one side of Granite, with access control for parking and driveways. This area will provide safe, alternative routes for bicyclists and pedestrians parallel to Main Street. Additionally, the area between Beaver Lodge Road and 9000 Divide contain multiple cul-de-sacs that do not connect to each other. A connector path in this area will enhance access to nearby bike lanes between the Holiday Inn and Summit Stage Transit Stop. **(2000-5075)**

\$20,000 of this request is a carryover from 2018.

- e) Alley Paving - \$175,000 – Capital Improvement Fund:** These funds will be used to improve and pave the Teller Street alley from 3rd Avenue to 5th Avenue. **(2000-5087)**

f) Peninsula Recreation Area (PRA) Parking - \$500,000 – Capital Improvement Fund: The final phase of the PRA improvements near and around the skate park includes finishing/paving the parking areas. The request is for asphalt paving, sub base, curb and gutter, civil infrastructure, and design fees. Total square footage of this area is 38,500 square feet with a total of 88 parking spaces proposed. The civil infrastructure for the whole area and the creation of 37 designated parking spaces would be included in this request. A future 2020 request of \$275,000 to finish the additional 51 parking spaces and connect the pathways to the new underpass as part of the Colorado Department of Transportation "GAP" project will follow. **(2000-5077)**

g) TAP Grant - \$489,969 – Capital Improvement Fund: This funding is for the Frisco's 2nd and Belford Connector Pathway Project, which is the addition of a 10 foot wide multi-use, non-motorized pathway within the 2nd Avenue and Belford Street rights-of-way. The pathway will be separated from the roadway by a storm water quality feature and landscaped areas. The goal is to connect the highly active Main Street and Highway 9 to link neighborhoods, transit stations, an elementary school, key recreation areas and the Summit Recreation Path. This project was originally budgeted in 2017, carried over to 2018 and is now being carried forward to 2019. All of the easement acquisitions were completed in 2018 at a cost of approximately \$69,000. This is a matching, reimbursement grant and the Town's portion of this total is 20% (\$97,994). **(2000-5076)**

A portion of this request (\$420,969) is a carryover from 2018.

Town Council Strategic Plan – Goals and Objectives:

- Enhance community amenities.
- Provide a safe and secure community.

Frisco Community Plan Policy Direction:

Community Services ~ Frisco is a community that expects quality community services and seeks to ensure adequate resources are available over the long-term.

Transportation and Mobility ~ Frisco is a community that provides a safe and efficient multi-modal transportation system and promotes walkability, bicycling and alternative modes of travel.

PUBLIC WORKS BUILDINGS DEPARTMENT

The mission of the Buildings Department is to effectively maintain forty Town-owned structures, thus ensuring the future viability of the Town's investments. A special emphasis is placed upon energy efficiency and environmental sustainability when upgrading or repairing Town facilities.

2018 Department Successes:

- New office at Town Hall plus mini offices (cubicles)
- Public Works addition
- Summit County Bike Path bridge repairs
- Day Lodge drinking fountain with bottle filler
- Employee Housing repair
- Community Center kitchen repair
- Old Town Hall women's restroom floor repair

2018 Allocation of Training Dollars:

- Americans with Disabilities Act Coordinator Training; Advanced Facilities Management Conference; Basic electrical and plumbing courses; OSHA safety training.

The Public Works - Buildings Department 2019 goals include:

- Community Center upgrades

14. Does Council support the following building projects and improvements for 2019 (\$1,995,000: \$1,932,500 – Capital Improvement Fund; \$22,500 - Water Fund)?

Council supported these requests.

- a) **Peninsula Recreation Area (PRA) Reception/Offices/Storage/Caretaker Housing - \$1,700,000 – Capital Improvement Fund):** As part of the planned and budgeted improvements to the PRA, the construction of a new facility was accounted for and prioritized in the long-term capital budget. This building would move the staff who are currently working out of the basement of the Day Lodge into a new facility onsite. This space may also accommodate other recreation employees, thereby alleviating the stress of office space at Town Hall and unifying employees within the Department. The original concept accounts for office space, storage space, possible caretaker housing units, and reception/public type spaces. This request is for design fees and full construction of a new pre-fabricated facility. **(2000-5077)**
- b) **Placeholder for Building Relocation Costs and Reuse - \$100,000 – Capital Improvement Fund:** The Town has been approached on many occasions to relocate buildings of historic significance. This request is a placeholder (up for further Council discussion) for the future site location and programming specifics for the Excelsior House, the Lund House and possibly other buildings. **(2000-5089)**

This request is a carryover from 2018.

- c) **Town Hall Dumpster Enclosure and General Site Improvements - \$65,000 - Capital Improvement Fund (2000-5094):** Staff has identified the need to enclose the Town Hall dumpster due to several reasons: to bring the Town's dumpster up to code; to prevent wildlife from entering the dumpster; and to prevent illegal dumping, which frequently leaves no room for Town waste needs and often results in contamination of recycling and composting bins. In an effort to be better neighbors, a proposal has also been made to build a fence next to the dumpster and build a small shedding roof to store event equipment. Also, there is an identified need for better address signage on the Town Hall building and for outdoor lighting on 1st Avenue to match that on Main Street.

d) Photo-Voltaic Panel Installation on Public Works Expansion (\$90,000: \$67,500 – Capital Improvement Fund (2000-5069); \$22,500 – Water Fund (4000-4444): The original budget amount for the Public Works expansion project was \$1,800,000 with a 75%/25% split between the Capital Fund and the Water Fund. The not-to-exceed contract price is \$1,710,000. This request is to allow for the \$90,000 that is not encumbered by the contract for installation of photo-voltaic panels on the new portion of the building.

This request is a carryover from 2018.

Town Council Strategic Plan – Goals and Objectives:

- Provide a safe and secure community.

Frisco Community Plan Policy Direction:

Community Services ~ Frisco is a community that expects quality community services and seeks to ensure adequate resources are available over the long-term.

Energy ~ Frisco is a community that supports zero waste principles, encourages use of clean energy opportunities and promotes resource conservation.

ES2 Framework Plan Objectives:

- Incorporate renewable energy use into existing Town buildings.
- Encourage energy efficiency in design and construction of all development, redevelopment and remodeling in Frisco, including Town projects and buildings.

Public Works Buildings Budget Highlights

Council supported these requests.

a) Facility Capital Repairs - \$58,488 – Capital Improvement Fund: (2000-4567):

- Mary Ruth Place Repairs/Maintenance - \$14,488
- Roof replacement at Community Center - \$30,000
- Community Center flooring - \$8,000
- Low flow water fixtures at Community Center - \$3,500
- Furniture replacement at Community Center - \$2,500

b) First and Main Building Repairs - \$5,000 – Capital Improvement Fund (2000-5065)

PUBLIC WORKS GROUNDS DEPARTMENT

The mission of the Grounds Department is to effectively maintain and improve approximately two hundred thirty acres of parks and open space property owned by the Town, furthering the outdoor enjoyment of citizens and visitors. Main Street flowers, snow plowing; parking lots, rec paths; PRA: disc golf and ballfield maintenance.

2018 Department Successes:

- PRA scoreboard updated with new controller and kiosk.
- Great Lawn re-sodded.
- Irrigation backflows inspected and meters added to 10 irrigation systems.
- Turf equipment purchased (mower, weed whacker, rototiller).
- Playground repairs at Walter Byron and Marina Park.
- Engineered wood fiber added to Meadow Creek and Marina Park playgrounds.

2018 Allocation of Training Dollars:

- American Public Works Association Western Slope Snow and Ice conference; OSHA Clock Safety Training; Parks Maintenance and Design School; Master Gardener; Electrical Training Class.

The Public Works - Grounds Department 2019 goals include:

- Meters on remaining backflows/irrigation systems.
- Central communication upgrade.
- Playground repair/maintenance.
- Possible additional 9 holes of disc golf.

15. Does Council support the following capital expenditures for parks and grounds improvements (\$225,000 – Capital Improvement Fund)?

Council supported these requests.

- a) **Trails Construction and Enhancements - \$100,000 – Capital Improvement Fund:** Trails are a high priority for the Town of Frisco. In 2017, the Town adopted the Frisco Trails Master Plan. In 2018, the Town completed the Master Development Plan for the USFS for winter and summer trail improvements at the Peninsula Recreation Area. The Town also hired a full time, year-round Nordic and Trails Manager to oversee the Nordic Center and the trails in and around the Frisco area. The funding request for 2019 will be used for trail construction of Nordic and mountain biking trails on the PRA in accordance with the adopted and approved plans and will include singletrack, practice loops, skills loops, and Nordic trail improvements. The majority of these projects can be done in-house by qualified staff. **(2000-5066)**
- b) **Playground/Site Improvements at Town of Frisco Parks - \$125,000 – Capital Improvement Fund:** Parks and playgrounds are heavily utilized in Frisco and are a priority for the residents. Much of the playground equipment in the parks is outdated at this time. This request is for \$125,000 annually for five years to improve the playground equipment and/or other appropriate amenities at the Town-owned parks or Town-supported parks, including Walter Byron Park, Pioneer Park, Meadow Creek Park and the Middle School Courts. **(2000-5093)**

Town Council Strategic Plan – Goals and Objectives:

- Enhance community amenities.

Frisco Community Plan Policy Direction:

Community Services ~ Frisco is a community that expects quality community services and seeks to ensure adequate resources are available over the long-term.

Energy ~ Frisco is a community that supports zero waste principles, encourages use of clean energy opportunities and promotes resource conservation.

ES2 Framework Plan Objectives:

- Incorporate renewable energy use into existing Town buildings.
- Encourage energy efficiency in design and construction of all development, redevelopment and remodeling in Frisco, including Town projects and buildings.

Public Works Grounds Budget Highlights

Council supported these Budget Highlights.

This funding is used for ongoing parks and grounds maintenance and special projects:

- a) Town-wide forestry management - \$25,000 – Lodging Tax Fund (8000-4592)
- b) PRA landscaping - \$9,000 – Lodging Tax Fund (8000-4586)
- c) Landscape equipment - \$8,000 – Conservation Trust Fund (3000-4262)
- d) Playground and Equipment Repair - \$16,000 – Lodging Tax Fund (8000-4585)
- e) Bike Park Maintenance - \$10,000 – Lodging Tax Fund (8000-4586)
- f) Grounds Projects - \$77,500 – Lodging Tax Fund (8000-4589)
- g) Weed Control - \$25,000 – Lodging Tax Fund (8000-4593)
- h) Disc Golf Course Maintenance - \$2,000 – Lodging Tax Fund (8000-4588)

Town Council Strategic Plan – Goals and Objectives:

- Enhance community amenities.

Frisco Community Plan Policy Direction:

Natural Resources ~ Frisco is a community that protects its natural resources and promotes sustainable practices and policies.

Recreation ~ Frisco is a community that celebrates active mountain lifestyles and promotes its diverse year-round recreational opportunities.

Transportation and Mobility ~ Frisco is a community that provides a safe and efficient multi-modal transportation system and promotes walkability, bicycling and alternative modes of travel.

ES2 Framework Plan Objective:

Manage the health of Frisco's forests at the Peninsula Recreation Area.

Peninsula Recreation Area Land Use Plan Priority:

Maintain and enhance existing amenities at the Peninsula Recreation Area.

PUBLIC WORKS FLEET MAINTENANCE DEPARTMENT

The mission of the Fleet Maintenance Department is to maintain the approximately one hundred thirty pieces of Town-owned equipment and vehicles, ensuring their safe operation and providing a high level of internal customer service. The Fleet Department will continue to periodically replace and upgrade all vehicles as necessary, based on a schedule coordinated between the Town's Public Works Department and Administration.

2018 Department Successes:

- Fleet Services: Replaced 12 vehicles for Town staff in accordance with Fleet Replacement Program.

2018 Allocation of Training Dollars:

- Rocky Mountain Fleet Managers; OSHA safety training; Ski Area Vehicle Maintenance Institute; Air Brake Certification training; Hydraulic trainings; Underground Storage Tank certification.

The Public Works - Fleet Maintenance 2019 goals include:

- Reduce the number of breakdowns of Town equipment and vehicles.
- Continue to provide a high level of internal customer service.
- Continue on-going fleet maintenance and replacement programs to ensure the upkeep of Town assets and the safety of Town employees.
- Continue vehicle and equipment replacement per the Town's replacement program.
- Continue training for all mechanics to receive underground storage tank licensing.

16. To maintain existing Town equipment and assure maximum trade-in values, does Council support purchasing the following expenditures for capital vehicles and equipment (\$1,024,600: \$993,000 – Capital Improvement Fund - 2000-4101; \$31,600 – Conservation Trust Fund - 3000-4262)?

Council supported these requests.

- a) Kubota Tractor U-17vR1 for Trail Work - \$31,600 – Conservation Trust Fund:** This request is for a tractor to assist staff with trail projects at the PRA and other trails in and around Frisco as permitted. This tractor can also be used for other Town projects.
- b) Lift Structure and Decking – Magic Carpet - \$125,000 - Capital Improvement Fund:** The Magic Carpet is used daily from November through April each season to transport guests to the top of the tubing hill and the ski and ride hill. For the 2017/2018 season, a total of 71,541 individuals accessed the tubing hill, utilizing the Magic Carpet. This lift is in need of some major repairs.

The decking on each side of the belt needs to be replaced. While the belt and lift itself are held up with concrete pillars and steel framing, the decking is constructed of wood. The decking on the lift is in 10ft sections and there are no supports within each 10ft section. Where the decking sections do meet, they are pulling away from one another. When these sections start to pull away from each other, this creates a bowing within each section. As time goes on, the sections will continue to pull away from one another and cause them to completely separate, thereby falling off the steel framing.

This request is to take apart the entire decking and rebuild and frame it with more supports within each section, and to restructure how each section is secured together. This reconstruction will add more support and evenly disperse the weight of the actual decking. This is both a safety issue and an operational concern.

Staff further evaluated this project in 2018. Due to the magnitude and timing of this project, the request is to carryover the funds and appropriately bid the project for spring 2019 work.

This request is a carryover from 2018.

- c) **Replace 2009 Dodge 2500 (PW):** In accordance with program. **\$37,000 – Capital Improvement Fund**
- d) **Replace 2009 GMC 1500 (PW fleet service truck):** In accordance with program. **\$85,000 – Capital Improvement Fund**
- e) **Replace 2009 Ford E350 (PW):** In accordance with program. **\$45,000 – Capital Improvement Fund**
- f) **Replace 2009 Toyota Prius (CDD):** In accordance with program. **\$32,000 – Capital Improvement Fund**
- g) **Replace 2013 Ford Interceptor (PD):** In accordance with program. **\$47,000 – Capital Improvement Fund**
- h) **Replace (2) 2012 Cat 930K (PW):** In accordance with program. **\$450,000 – Capital Improvement Fund**
- i) **Replace Ford Escape w/Pickup (Admin):** In accordance with program. **\$34,000 – Capital Improvement Fund**
- j) **Replace Karcher MIC 70 (PW):** In accordance with program. **\$113,000 – Capital Improvement Fund**
- k) **Diesel Fuel Tank at Peninsula Recreation Area (PRA):** This request is for a diesel fuel tank at the Adventure Park maintenance facility to fuel equipment on site. Staff currently utilizes a pickup truck equipped with a fuel cell to fill up at the Public Works facility. The current fuel cell in the pickup truck is not large enough to fill all the equipment in one trip. Having fuel onsite will reduce time and resources. **\$25,000 – Capital Improvement Fund**

Town Council Strategic Plan – Goals and Objectives:

- Pursue a balanced and sustainable local economy.
- Provide a safe and secure community.

Frisco Community Plan Policy Direction:

Community Services ~ Frisco is a community that expects quality community services and seeks to ensure adequate resources are available over the long-term.

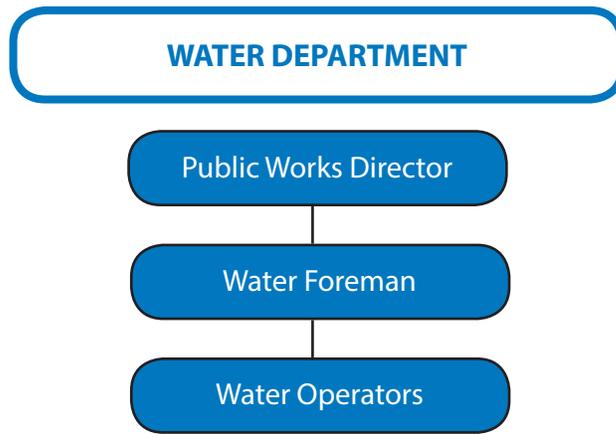
Energy ~ Frisco is a community that supports zero waste principles, encourages use of clean energy opportunities and promotes resource conservation.

ES2 Framework Plan Objective:

- Ensure maximum efficiency in Town vehicles, buildings, outdoor lighting and operations.

CleanTracks Action Plan:

Commit to purchasing vehicles within the top 10% of its class so the average fleet fuel efficiency increases every year.



The mission of the Water Department is to provide safe, dependable potable water service to the community, to operate and maintain the Town water system in accordance with Colorado Department of Public Health and Environment standards, and to meet the high standards of citizens and guests.

Performance Measure:

One key indicator of performance within the Water Department is total Town-wide water usage:

Water Usage Comparison to 2017

Year	Water Usage Gallons	Water Usage Acre/Feet	Percentage Change From Previous Year	Comparison to 2017
2012	269,937,000	828.40	12.37%	12.61%
2013	221,729,000	680.50	-17.86%	-7.49%
2014	219,087,000	672.40	-1.19%	-8.60%
2015	225,032,000	690.06	2.71%	6.12%
2016	239,706,000	735.60	6.59%	2.59%
2017	233,646,000	717.00	-2.53%	-

2018 Department Successes:

- Completed Well # 7 and integrated it into the water system.
- Improved automated alarm systems at the water treatment plant.
- Began planning for and surveying the access to the water treatment plant diversion structure on North Ten Mile Creek for the 2019 Water Treatment Plant Head Works project.
- Installation of new underground liquified petroleum (LP) gas tank at the water treatment plant.
- Installation of new phone line for the water treatment plant.
- Performed Town wide leak detection that found two leaks, both of which have been repaired.
- Completion and adoption of the Frisco and Blue River Watershed Efficiency Plans.
- Installation of water meters on 90% of Town owned irrigation systems.
- Water rates study completed for implementation in 2019.

2018 Allocation of Training Dollars:

- Water department personnel attended numerous trainings both on-line and off-site to renew required licenses and to test for and receive higher classifications of licenses: Water Rights/ Water Law seminars; Action Now Seminars; chlorine safety and general plant safety courses.

- One water department staff member received his Class B Treatment Plant License and his Class 2 Distribution License, and a second water department staff member received his Class C Treatment Plant license. Two staff members renewed their Class 4 Distribution Licenses

The Water Department 2019 goals include:

- Perform drainage improvements around the water treatment plant.
- Install a sewer line at Well #6 to dispose of process water from the facility.
- Perform internal inspections on all three finished water storage tanks.
- Various replacement of valves in the distribution system that have been identified as inoperable.
- Rehabilitate the water treatment plant headworks and diversion structure and install an automated stream gauge on North Ten Mile Creek.
- Continue to test output to ensure the high standards of citizens, guests and the Colorado Department of Health and Environment are being met or exceeded.
- Continue on-going water maintenance projects and plan for future capital upgrades to ensure the upkeep of Town assets, the un-interrupted delivery of high quality drinking water and to provide for the future needs of the community.

17. Does Council support the following Water Department capital expenditures for 2019 (\$365,000 – Water Fund - 4000-4444)?

Council supported these requests.

- a) **Drainage Improvements:** These funds would be used to install a building perimeter drain around the water treatment plant. **\$50,000**
- b) **Install Sewer Line at Well #6:** These funds will be used to install a sewer line at Well #6 to properly dispose of water. **\$25,000**
- c) **Tank Inspections:** These funds will be used to perform the triennial inspections of all tanks as required by Colorado Department of Public Health and Environment. **\$15,000**
- d) **Water Main Valve Replacements:** These funds will be used to replace inoperable water main valves that have been identified during routine valve exercising operations. **\$100,000**
- e) **Rehabilitate & Gauge Water Treatment Plant Headworks:** These funds will be used to rehabilitate the water treatment plant headworks / diversion structure and to install a stream measurement gauge in North Ten Mile Creek. **\$175,000**

Town Council Strategic Plan – Goals and Objectives:

- Enhance community amenities.
- Provide a safe and secure community.

Frisco Community Plan Policy Direction:

Community Services ~ Frisco is a community that expects quality community services and seeks to ensure adequate resources are available over the long-term.

Natural Resources ~ Frisco is a community that protects its natural resources and promotes sustainable practices and policies.

ES2 Framework Plan Objective:

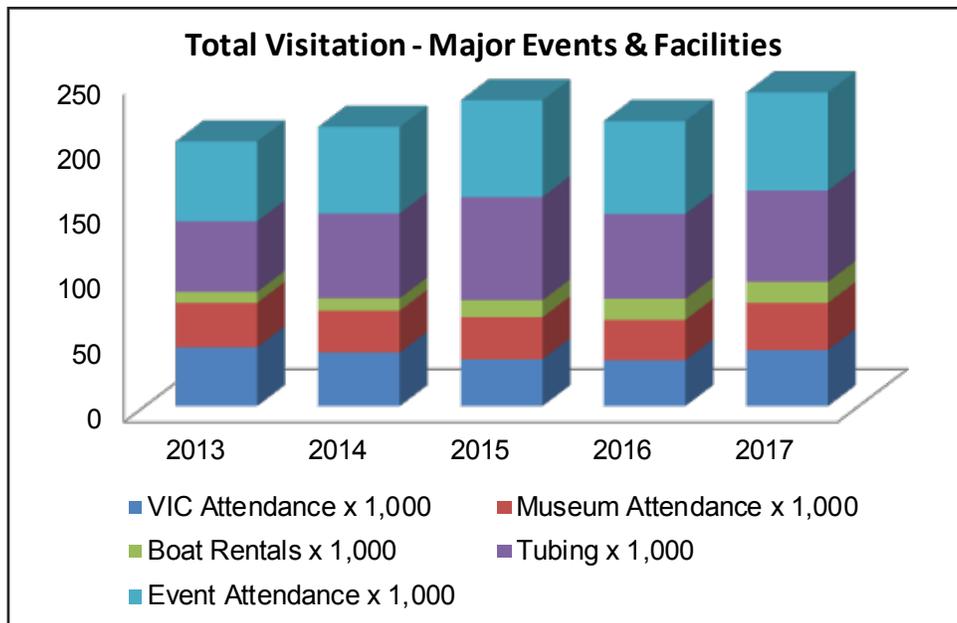
- Provide safe, clean tap water.
- Continue current trends of water conservation and use-reduction and manage water resources in a sustainable manner.



The mission of the Marketing and Communications Department is to market the Town of Frisco through traditional and digital advertising, website resources, events, partnerships, an information center and public relations in order to promote Town assets and businesses to support economic development, and to provide governmental communications support through website and public relations efforts.

Performance Measure:

Key indicators of performance within the Marketing and Communications Department is total visitation:



2018 Department Successes:

- Public relations efforts resulted in editorial coverage for Frisco on 49 occasions from January 2018-October 2018. Here is a sampling of some of the media outlets: 5280, 303 Magazine, AAA Encompass, About.com, BBQ Bible, Boulder Weekly, Channel 4 News, Channel 7 News, Channel 9 News, Colorado Hotel Magazine, Denver Post, Family Circle, Fox 31, Honest Cooking, In Good Taste, Livability, Shape, Sunset Magazine and USA Today.
- 2018 Sunset Travel Awards included the Colorado BBQ Challenge as a runner-up in the Food + Wine category. Sunset Magazine has a circulation of 1,262,532 and Sunset.com reaches 1.17 million unique monthly visitors.
- The Town of Frisco took over the Colorado Tourism Office’s VisitColorado Instagram account from November 24-30, 2017. Frisco staff posted 16 times during that time and 2 of those posts were videos (1 video promoted

Copper and our relationship with them). The VisitColorado Instagram account has 128,000 followers and Frisco had 46,380 engagements with our posts through liking or commenting. This is a free opportunity made available by the Colorado Tourism Office. There is another planned Instagram takeover for late December 2018.

- A Frisco Intranet site was developed to provide better communication between staff and departments. Launch is set for late 2018.

2018 Allocation of Training Dollars:

- Colorado Governor's Tourism Conference.
- Leadership Summit - Colorado Mountain College.
- Global Sustainable Tourism Council Training.
- Adobe Max Conference.
- Libris Photoshelter Training.

The Marketing and Events Department 2019 goals include:

- Continue to increase visitor awareness of Frisco as a travel destination and increase destination visitor numbers, while focusing on times of need like winter and shoulder season, as identified by local businesses.
- Continue to positively impact lodging occupancy rates and revenue generation for the business community and the Town.
- Maximize the town's exposure on news outlets and increase presence in national markets.
- Encourage locals and visitors to drink Frisco's safe drinking water, rather than using single use water bottles.
- Develop more video content.
- Continue to develop and support the relationship with Copper Mountain.

The Marketing and Events Department has no policy questions for 2019.

MARKETING AND COMMUNICATIONS: EVENTS

The mission of the Special Events Division is to develop a diverse calendar of events and support 3rd party events, which enhance the quality of life of residents and market the town, while supporting community character and creating a positive economic impact.

2018 Department Successes:

- Found an alternative solution when off-site BBQ parking was under construction and incentivized people to park 6 miles past the event site, utilizing shuttle transportation. BBQ Challenge named one of the “BBQ Festivals You Won’t Want To Miss”.
- Included “words of kindness” inside 5,000 Easter eggs to encourage positive behavior during the Frisco Easter egg hunt.
- Partnered with Building Hope on the Mayor’s Cup Golf Tournament raising over \$30,000.
- Continued Expansion of the Wassail Days tree lighting to enhance the event and make it more community oriented with a Santa Claus visit, participatory caroling and refreshments, benefitting the Family Intercultural Resource Center.
- Organized both a TIPS training and a Liquor Pro class for the Town’s non-profit event partners and their volunteers who serve alcohol at Frisco events.
- Partnered with 17 non-profits in 2018, helping non-profits raise over \$86,000 during the BBQ Challenge, 4th of July, Concerts in the Park, Fall Fest and the Fall Locals Party.

2018 Allocation of Training Dollars:

- International Festivals and Events- Event Management School.
- International Festivals and Events Annual Conference.
- Sponsorship Training with Kaiser Permanente.
- XLive Conference.
- Logostuff Trade Show.

The Marketing and Events Department - Special Events 2019 goals include:

- Identify and implement a user friendly software program for vendor registration and mapping.
- Overhaul sponsorship program to attract new sponsors and clarify sponsorship fulfillment and activation.

The Marketing and Communications: Events Department has no policy questions for 2019.

MARKETING AND COMMUNICATIONS: VISITOR INFORMATION CENTER

The Frisco/Copper Information Center disseminates information to potential and current visitors in order to encourage and lengthen stays and promote local businesses. The Information Center also acts as a conduit between Town Departments and local businesses. 2018 is the tenth year that the Information Center has been managed by the Town of Frisco.

2018 Department Successes:

- Increased follower numbers on Instagram from 8,550 to 11,670 from September 2017 to September 2018 by continuing to feature user generated content and a variety of Frisco focused hashtags.
- Served over 39,467 walk-in visitors as of September 2018, an approximate 14% increase from September 2017.
- Hosted 30 volunteers from the Colorado Welcome Center in Fruita for a get to know Frisco luncheon, presentation and glass blowing demonstration at the GatherHouse.
- Installed infrared counters in both the women's and men's restrooms and began collecting usage data.
- Partnered with Public Works to place additional directional signage to the Visitor Center near I-70 exit #201 to improve way-finding to the center.

2018 Allocation of Training Dollars:

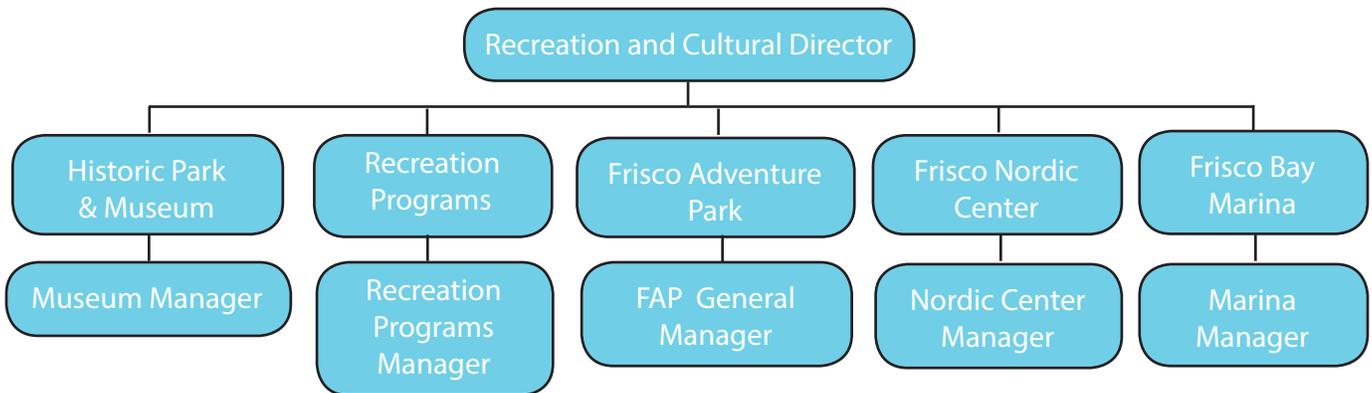
- Colorado Governor's Tourism Conference.
- InDesign Training.
- Colorado Tourism Office Leadership Journey.
- Downtown Colorado Inc. In the Game Conference.
- Team building and familiarization day in Leadville.
- Quarterly Meetings with Frisco Lodging Industry.

Marketing and Communications Department - Visitor Information Center 2019 goals include:

- Continue to increase visitor awareness of Frisco's business community, public amenities and recreational opportunities.
- Continue to have a positive impact on the average length of stay of visitors and help visitors develop an affinity for Frisco as a year-round travel destination.
- Continue to have a role in local tourism discussions through a seat on the board of the Summit County Chamber of Commerce Frisco Chapter.

The Visitor Information Center has no policy questions for 2019.

RECREATION AND CULTURAL DEPARTMENT



The Town of Frisco developed a Recreation Department in 2010 and that department continues to evolve. Recreation amenities are being integrated into this department to provide our guests with seamless customer service. The Recreation and Cultural Department now consists of the following departments: Frisco Bay Marina, Frisco Adventure Park, Frisco Historic Park and Museum, and Recreation Programs. To more accurately identify responsibilities of this department, its name was changed in 2013 to “Recreation and Cultural Department”. The new department mission statement is “The Town of Frisco Recreation and Cultural Department delivers unique and exceptional experiences through sustainable, recreational and education opportunities, connecting the past, present and future to the community.”

Recreation and Cultural Department Budget Highlights

Council supported these requests.

- a) Lodging Tax Fund – Recreation: \$55,000:** This funding is used for ongoing recreation events: Gold Rush - \$4,000, Bacon Burner - \$8,000, Run the Rockies - \$20,000, Girls on the Run - \$1,000, Mountain Goat Kids Running Series - \$2,500, Brewski - \$4,500, New Events - \$5,000, Frisco triathlon - \$5,000, Turkey Day 5K - \$5,000.

Town Council Strategic Plan – Goals and Objectives:

- Enhance community amenities.
- Provide a safe and secure community.

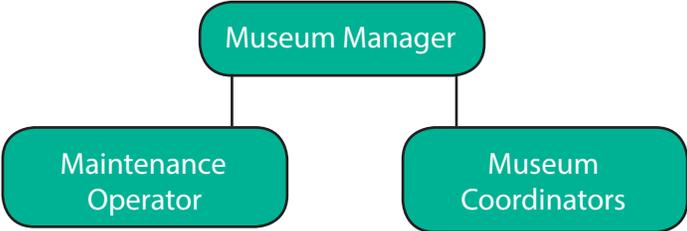
Frisco Community Plan Policy Direction:

Community Services ~ Frisco is a community that expects quality community services and seeks to ensure adequate resources are available over the long-term.

Frisco Master Plan:

Recreation Chapter Vision Statement ~ Enhance Frisco’s diverse recreational opportunities to promote active mountain lifestyles.

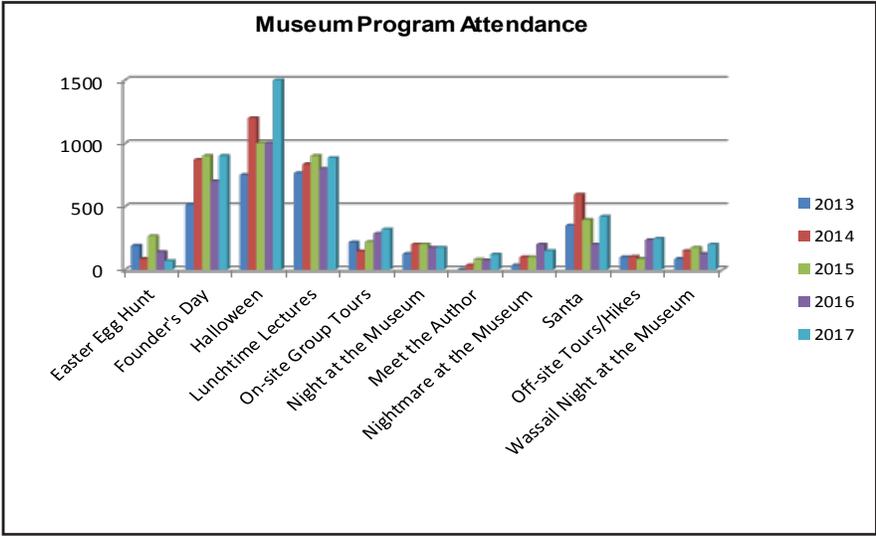
RECREATION AND CULTURAL DEPARTMENT: HISTORIC PARK AND MUSEUM



The Frisco Historic Park and Museum (FHPM) strives to promote and preserve Frisco’s heritage for future generations by providing a unique and quality educational museum experience for the community and visitors.

Performance Measure:

Key indicators of performance within the Historic Park and Museum include attendance figures at the Museum and at Museum-sponsored events:



2018 Department Successes:

- **Collections and Exhibits Projects:** Digitized archive; Audited Collections Database; Digitized Oversize Map Collection; Updated TOF Public Art Inventory; Recertified Core Museum Documents with AAM; Installed Final Interpretive Signage; Installed Interactive Oral History Video Exhibit; Installed Tipi; Nature Diorama Update.
- **Preservation Projects:** Coordinated with staff and Community on Deming Cabins and Excelsior Mine Building; Updated TOF Historic Properties Inventory (Working Document); Staff Appointed to Colorado Preservation Inc. Board.
- **Cultural Projects:** Continued Collaborations with the Summit County Art Forum and the Town of Silverthorne Art Committee.
- **Programs and Events:** Night at the Museum Series; Facilitated Onsite-Offsite Historic Group Tours; Facility Rentals; Facilitated 2 Lecture Series (Summit and Winter) - 1,200 Patrons Attended; 35th Anniversary Events; Expanded Founder's Day; Town Community Photo; Time Capsule Opening.
- **Marketing and Outreach Projects:** Continued Collaborations with Local Breweries, Copper Mountain Resort, Climax Mine, Breckenridge Heritage Alliance, Summit Historical Society, Leadville Mining Museum, Local Frisco Merchants, local Non-Profits, created Spanish Language Museum brochure; expanded Museum operating hours.

2018 Allocation of Training Dollars:

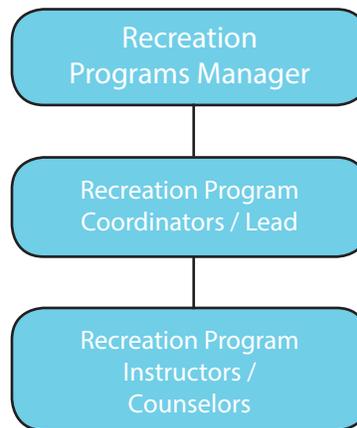
- American Association of Museums Conference in Phoenix, AZ - CEO Networking and Seminars
- American Association for State and Local History Museum Administrative Webinars
- Colorado Preservation, Inc. (CPI) Conference in Denver
- Site Visits CO Museums - Denver; Vail; Kremmling; Como; Tucson; Phoenix
- Past Perfect Software Training for New Staff
- CPR, First Aid and AED Re-Certification for All Museum Staff

The Recreation and Cultural Department - Historic Park and Museum 2019 goals include:

- Establish a Historic Artifacts Preservation Fund

The Recreation and Cultural Department - Historic Park and Museum has no policy questions in 2019.

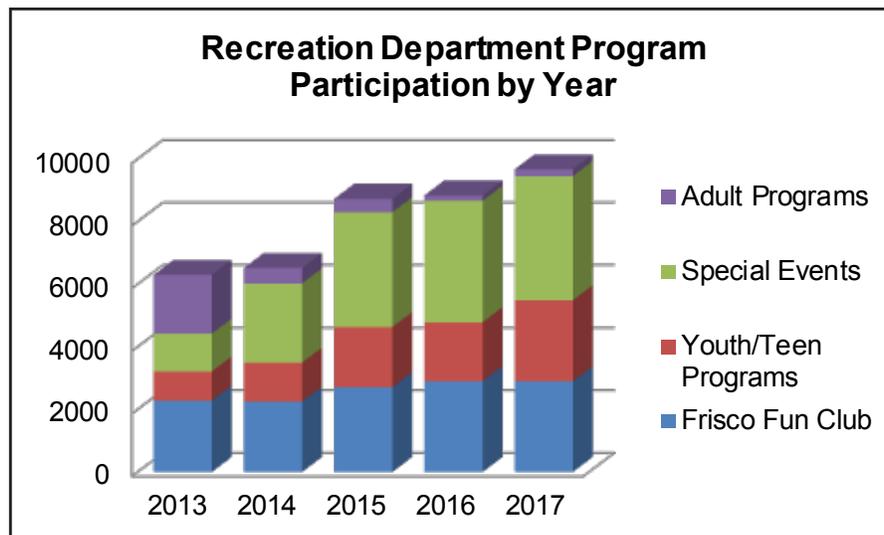
RECREATION AND CULTURAL DEPARTMENT: PROGRAMMING AND SPECIAL EVENTS



Recreation Programs and Special Events strive to provide exceptional, affordable and diverse recreation programs to the community and visitors and to create experiences and memories through these programs that will be cherished for a lifetime.

Performance Measure:

One key indicator of performance within Recreation Programming and Special Events is participation in recreation programming:



2018 Department Successes:

- The Mountain Goat Kids Trail Running Series had a 59% increase in participation from 2017 (266) to 2018 (422).
- The 5th Annual Frisco Triathlon sold out for the first time in its five year history with a 25% increase from 2017 (240) racers.
- The 5th Annual Turkey Day 5k (2017) sold out on Thanksgiving morning with 1,000 participants.
- Frisco Fun Club offered a "Frisco First" registration option for our summer camp registration which allowed parents that live or work in Frisco to register their child for camp before we opened registration to other Summit County residents.
- Offered the Build Our Kids Success before school program two mornings a week. Participation in 2018 increased by 300% over 2017.

2018 Allocation of Training Dollars:

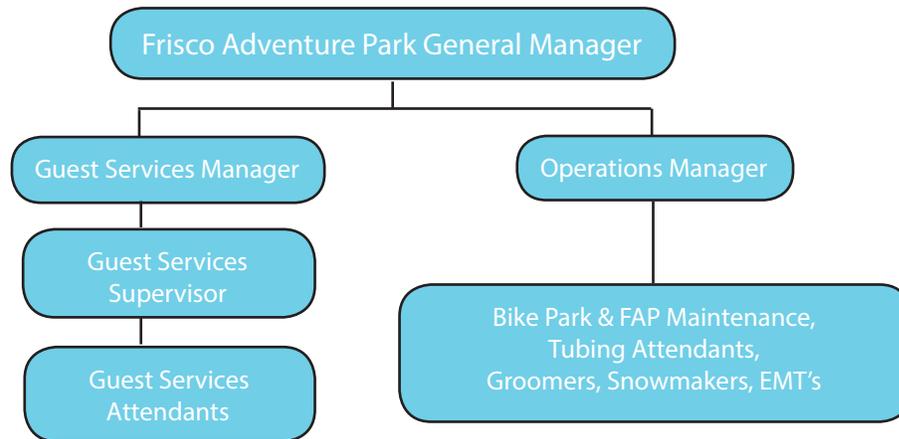
- Colorado Parks and Recreation Association (CPRA).
- Youth/Childcare Specific Training - Mandatory Reporter; Disability Awareness; Concussion Training; Defensive Driver Training; Epi-Pen & Inhaler Training; Federal Emergency Management Agency Training.
- Medical Administration Training.
- Colorado Parks and Recreation Association (CPRA) - State Conference.
- CPR, First Aid and AED certification for all staff.

The Recreation and Cultural Department - Programming and Special Events 2019 goals include:

- Increase programming in the new Frisco skate park.
- Develop a new sponsorship model to present to future event sponsors.
- Review event registration fees and modify accordingly.

The Recreation Programs Department has no policy questions in 2019.

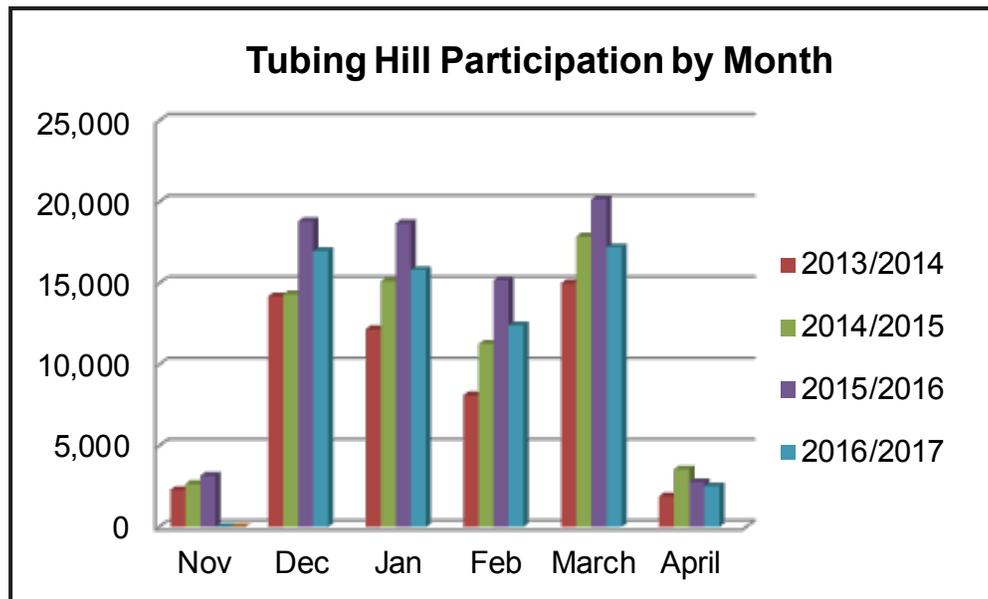
RECREATION AND CULTURAL DEPARTMENT: FRISCO ADVENTURE PARK



The Frisco Adventure Park (FAP) at the Peninsula Recreation Area (PRA) consists of the Day Lodge and the following amenities: tubing hill, ski and ride hill, bike park, disc golf course, multi-purpose field, baseball field, Nordic center, skateboard park, great lawn and horseshow pits. The Frisco Peninsula Recreation Area is the community’s primary venue for winter and summer recreational amenities that embraces the mountain lifestyle.

Performance Measure:

One key indicator of performance within the Frisco Adventure Park is tubing hill participation:



2018 Department Successes:

- Tubing hill participation increased 10% compared to the 2016/2017 season. Total participation was 71,541.
- Since the ski and ride hill was unable to open until February 2018 due to low snow levels, participation was down 3% compared to the 2016/2017 season. Beginner ski and ride lessons, in conjunction with Copper Mountain, did not take place this winter because of a late ski and ride hill opening and lack of staffing from Copper Mountain.
- Operated 7 days a week during the holiday season and spring break.
- Implemented online booking.
- Continued the Bubble Gum Races this winter with 6 Monday races including Nordic, obstacle, and dual slalom.
- Continued Kids Nights Out programs.

- Construction projects included:
 - New Skateboard Park completed
 - New Bouldering features completed
 - Improved the Nordic, mountain biking and sleigh ride trails on Town property
- Hosted Frisco Round Up, Free Frisco Family Fun Fair, Professional Disc Golf Association Mile High Classic, and the Colorado High School Mountain Bike Association races.

2018 Allocation of Training Dollars:

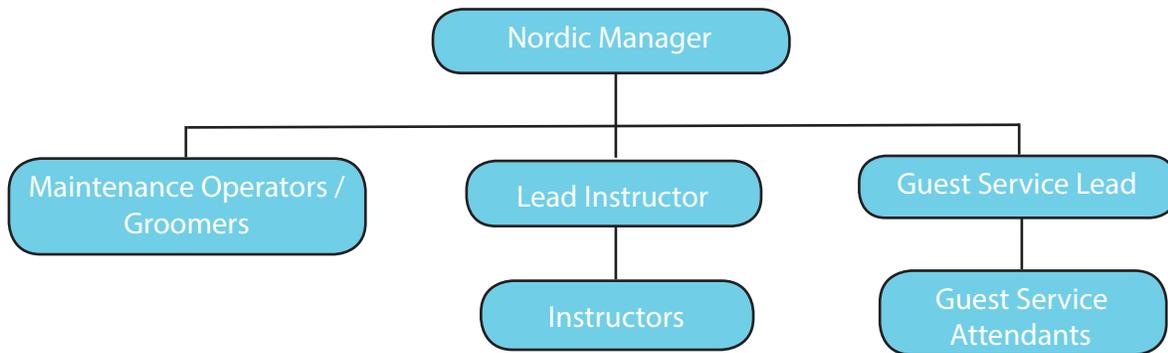
- National Ski Area Association - Membership.
- National Ski Area Association's Regional Conference.
- Liquor Pros Training for all Guest Service staff.
- Terrain Park Operations.
- EMT classes and certification.
- CPR, First Aid and AED Certification for all staff.
- SnowSports Industries America Snow Show (SIA).
- Disney Way Training.
- Colorado Parks and Recreation Association Membership.
- National Recreation and Parks Association Membership.

The Recreation and Cultural Department - Adventure Park 2019 goals include:

- Increase the facility rental business by 15-20%.
- Increase the food and beverage business by 30%.
- Strive for 70,000-75,000 tubing hill guests over the course of the 2018/2019 season.

The Recreation and Cultural: Frisco Adventure Park has no policy questions for 2019.

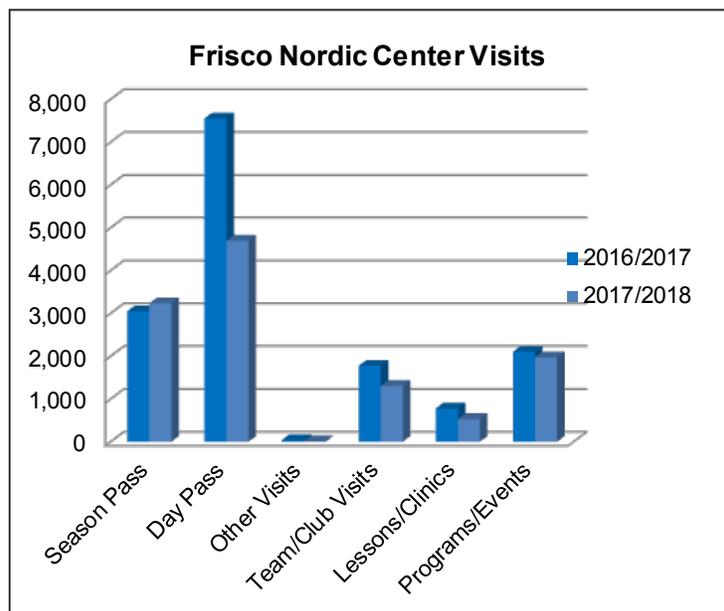
RECREATION AND CULTURAL DEPARTMENT: FRISCO NORDIC CENTER



The Town of Frisco began operating the Frisco Nordic Center for the 2016/2017 season. Prior to this time, a concessionaire operated the business for nearly 30 years. The Town is very proud of the Nordic Center, its rich history, and its community support. The Center is a hub for the community – attracting skiers and snowshoers of all ages and abilities. The Center strives to provide excellent guest service, knowledgeable, friendly staff, well-maintained and groomed trails, and professional Nordic services.

Performance Measure:

Key indicators of performance within the Nordic Center include Total Participation:



2018 Department Successes:

- Second season of the Town of Frisco operating the Nordic Center.
- Hosted the Rocky Mountain Nordic Junior Qualifier on December 16 & 17.
- Saw participation numbers similar to the 2016/2017 season.
- Continue work on the Town of Frisco trails to improve the Nordic and sleigh ride operations; hosted community conversations and worked closely with the USFS to submit the Master Development Plan for the Peninsula Recreation Area.
- Introduced an after school Little Vikings learn to ski program.
- Offered women's and men's clinics.
- Transitioned the winter seasonal Nordic Manager position into a full-time, year-round Nordic and Trails Manager position.

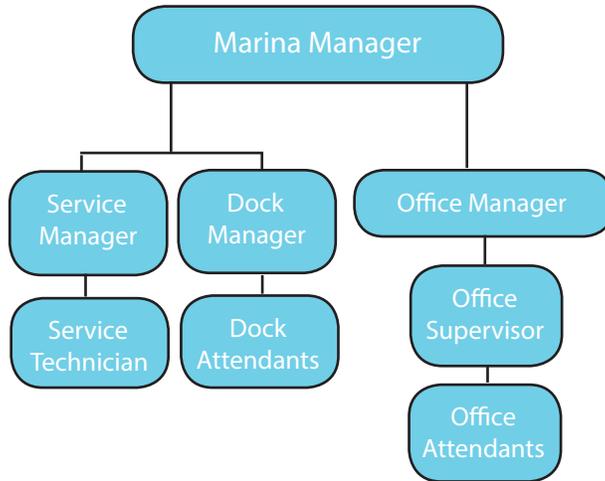
2018 Allocation of Training Dollars:

- Cross Country Ski Areas Association Conference.
- Professional Ski Instructors of America (PSIA) and American Association fo Snowboarding Instructors (AASI) certified instructors.
- CPR, First Aid, AED for all staff.

The Recreation and Cultural Department - Nordic Center 2019 goals include:

- Approval of the Peninsula Recreation Area Master Development Plan.
- Increase pass revenue by 10%.
- Increase participation in events, clinics, and programs by 10%.
- Add snowshoe trails and increase showshoe programming.
- Improve and enhance staff training.
- Provide opportunities for increased local/resident participation through open ski sessions, clinics and events.

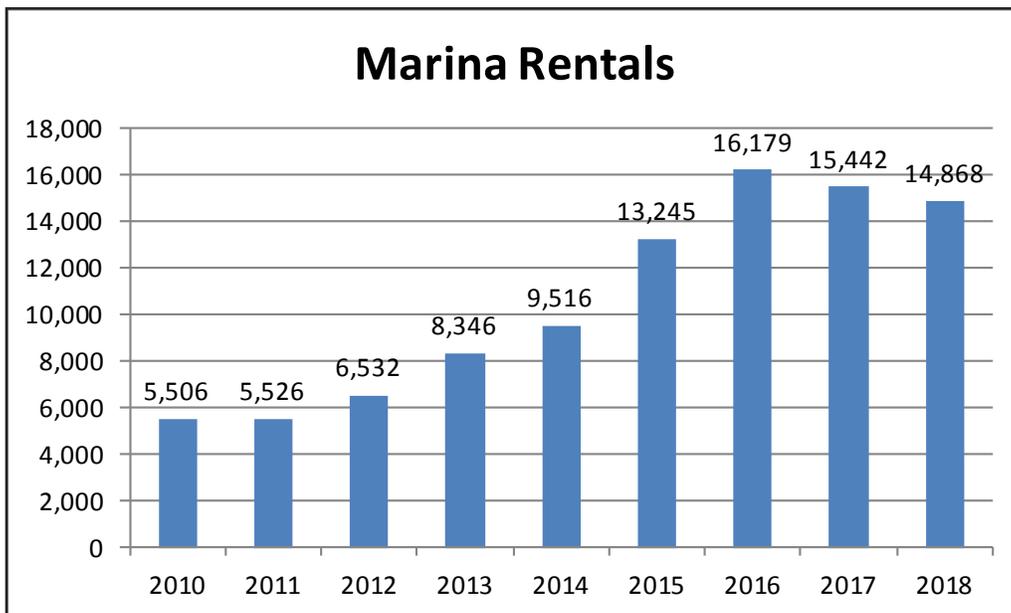
RECREATION AND CULTURAL DEPARTMENT: FRISCO BAY MARINA



The Frisco Bay Marina strives to provide excellent customer service, knowledgeable, friendly staff, and professional marine services while remaining financially viable. Presenting a clean, well-maintained marine/park environment with exceptional amenities for the community and for visitors and to continually upgrade those amenities to reflect changing priorities are important components of this mission.

Performance Measure:

A key indicator of performance within the Marina is the number of water sports equipment rentals:



2018 Department Successes:

- Exceeded \$1.1M in total revenue by the first of August.
- Early ice melt and high water levels allowed for one of the earliest start dates for the Marina operations.
- Completed and adopted Marina Master Plan in June.
- Adapted to dropping water levels to provide the best service possible

2018 Allocation of Training Dollars:

- Aquatic Nuisance Species Prevention training.
- Online and on-site training for outboard motors.
- National Outdoor Retailer show.
- CPR, First Aid and AED certification for all staff.
- Life Plan work shop.

The Recreation and Cultural Department - Marina 2019 goals include:

- Water level projections could lead to opportunity for marina excavation.
- Budget and plan for other projects that will coordinate with marina excavation.
- Work with staff and Human Resources on creative ways to recruit and hire seasonal and possibly year-round staff that can work in different departments/divisions throughout the Town.

18. Does Council support the following projects associated with the approved Marina Master Plan to meet growing operational needs (\$3,996,700– Marina Fund - 9000-4444)? Costs will be proposed by 8/27/18.

Council supported these requests.

These requests are a carryover of \$1,475,000 from 2018.

a) Marina Excavation (Big Dig). This project is coupled with the Marina Master Plan adopted in July 2018 and calls for the excavation of 80,000 CY of material from the marina basin. **\$1,500,000**

b) Fuel Dock Relocation/Upgrades: \$700,000

c) Site Grading and Preparation: This work couples the marina master plan with the new office building costs and takes advantage of the work being proposed with the Big Dig. Earthwork, exterior improvements, landscaping and site utilities including the lift station, water and the fuel line are included in this cost. **\$350,000**

d) Bulkheads and Retaining Walls: This portion of the Marina Master Plan falls in line with the Big Dig project. Once the excavation of the materials is complete, the shoreline will need infrastructure in place to protect the land and the guests. **\$300,000**

e) Boat Ramp Relocation: Through the Marina Master Planning efforts, the location of the boat ramp was deemed to be in an inefficient location for operations. The first phase of the plan calls for the relocation of the boat ramp to the south side of the property. This project runs in conjunction with the Big Dig project. **\$600,000**

f) Lift Station/Sanitation (Design/Build): \$100,000

g) Shoreline Beach: \$62,500

h) Site Utilities and Infrastructure: \$184,200

i) Landscaping: \$100,000

j) Sidewalks, Paths, Dropoff Area: \$100,000

Town Council Strategic Plan – Goals and Objectives:

- Enhance community amenities.

Frisco Community Plan Policy Direction:

Community Services ~ Frisco is a community that expects quality community services and seeks to ensure adequate resources are available over the long-term.

Recreation ~ Frisco is a community that celebrates active mountain lifestyles and promotes its diverse year-round recreational opportunities.

19. Does Council support the following Marina vehicle and equipment replacement? (\$16,000 – Marina Fund)

Council supported this request.

Replace paddle sport boats: There is high demand for rentals of the Town’s paddle sport boats; nearly all of these boats are sold at the end of the season and this request is to replace this fleet.

Town Council Strategic Plan – Goals and Objectives:

- Enhance community amenities.

Frisco Community Plan Policy Direction:

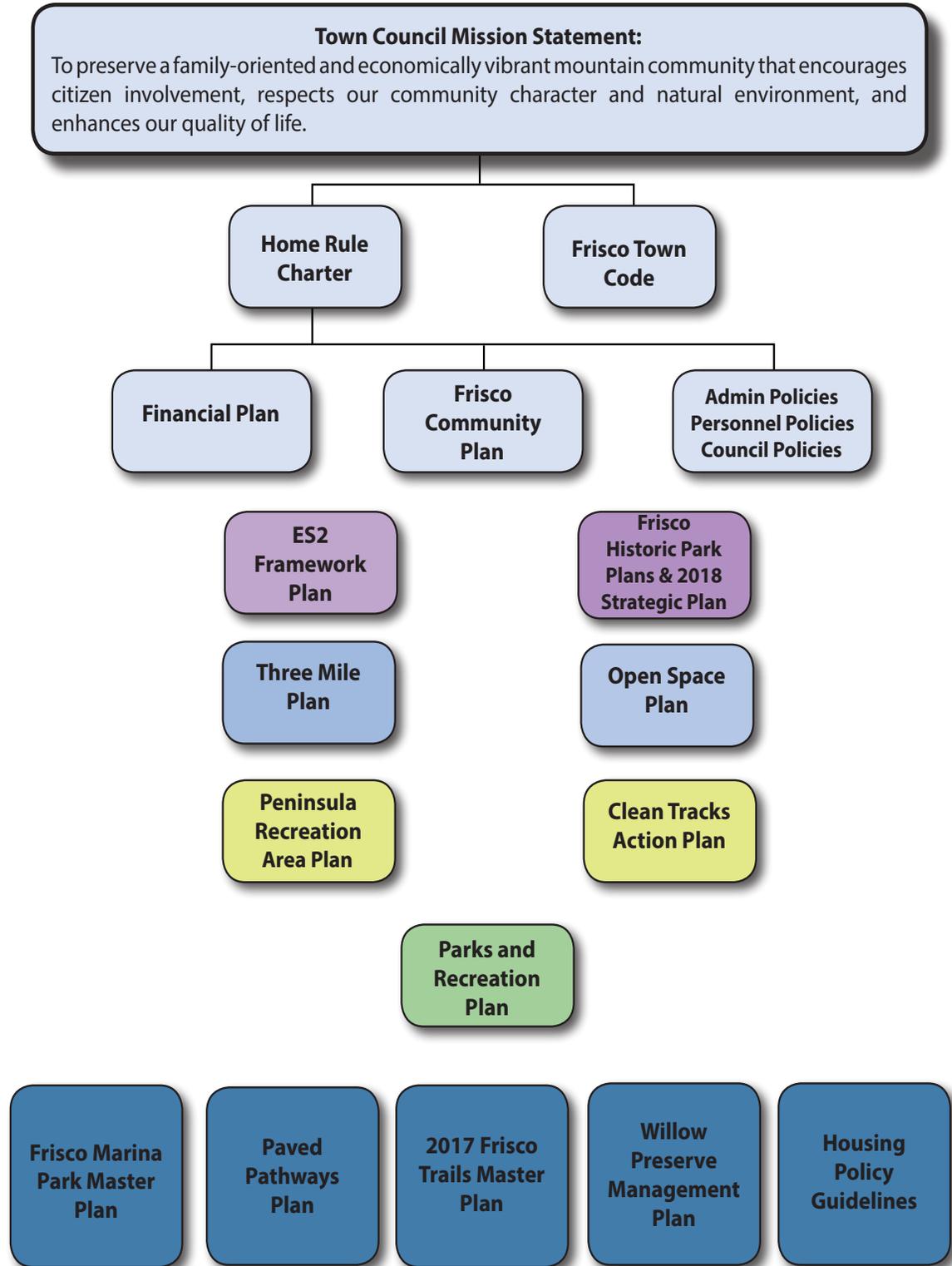
Community Services ~ Frisco is a community that expects quality community services and seeks to ensure adequate resources are available over the long-term.

Recreation ~ Frisco is a community that celebrates active mountain lifestyles and promotes its diverse year-round recreational opportunities.



Adopted Plans

Town of Frisco Key Policy Documents





FRISCO TOWN COUNCIL MISSION STATEMENT

To preserve a family-oriented and economically vibrant mountain community that encourages citizen involvement, respects our community character and natural environment, and enhances our quality of life.



I. BUDGET AND FINANCE

- Allocate funds for housing, mental health and pre-school education needs. Consider targeted allocation of marijuana revenues for priority programs.
- Complete and implement a business plan for the use of 5A Housing Funds.
- Support county wide mental health funding on the November 2018 ballot.
- Complete Storm Sewer Study and determine funding plan for improvements.
- Complete Water Rate Study and determine new rate structure.
- Analyze cost of Town services and fees. Recommend adjustments as necessary.
- Evaluate the need to create an additional reserve fund to help in emergencies.

II. SAFE AND SECURE COMMUNITY

- Coordinate with other government agencies to ensure optimal disaster and emergency preparedness, specifically wildfire mitigation.
- Improve pedestrian, bicyclists and vehicle safety throughout town.
- Complete missing trails link, as identified in the Frisco Trails Master Plan.
- Continue staff training in mental health issues.
- Leverage partnerships to support community health, well-being and safety through strong health and human services programs.
- Make Frisco PD the employer of choice in Summit County with exceptional work culture, benefits and pay.
- Inventory/evaluate emergency response plan and look at preventative measures like fire breaks.
- Evaluate and enhance communications infrastructure (especially radio/cellular) and in-house communications.

III. BALANCED & SUSTAINABLE ECONOMY

- Actively work to develop more communication with the business community to maximize economic opportunities.
- Preserve and increase the number of workforce, family friendly and attainable housing units in Frisco.
- Review and implement short-term rental regulations.
- Maintain a leadership role in local and regional issues of transportation, water quality, housing and healthcare.
- Celebrate and support local businesses. Consider grants for aesthetic or environmental purposes. Provide marketing assistance.
- Communicate grant opportunities from other

IV. ENVIRONMENTAL SUSTAINABILITY

- Preserve and restore existing open space and wetlands.
- Implement Climate Action Plan to incentivize environmental stewardship; and implement the Climate Action Plan to reduce greenhouse gas emissions.
- Develop solid waste reduction targets and plan (e.g., construction, restaurant, residential and large retail waste reduction, and single use plastic bags).
- Update and implement a town-wide reforestation plan and a plan to mitigate noxious weeds.
- Participate in regional efforts to consider more efficient recycling services and waste management.

V. COMMUNITY AMENITIES

- Update and implement a year-round Peninsula Recreation Area Plan and maintain a working relationship with the US Forest Service. Complete skatepark, boulder wall, restroom improvements and landscaping.
- Implement the Marina Master Plan, including final design and construction of new Marina Services building.
- Finance and implement Frisco Trails Master Plan.
- Develop a strategic use and landscaping plan for each park and budget for a 4-5 year park improvement and enhancement plan.
- Promote innovation around housing issues – don't just design and build.
- Secure funds to complete sider allocating more money towards the Marina Excavation (Big Dig) to expedite the project when reservoir conditions allow.
- Promote multi-modal transportation and parking improvements.
- Complete the Fieldhouse Feasibility Study.
- Finalize the "Gap Project" design to include elements recommended in the Frisco Trails Master Plan.

VI. COMMUNITY INVOLVEMENT & COMMUNICATION

- Proactively utilize public input on specific issues through the use of ad-hoc committees, social media and other technologies.
- Improve information dissemination to citizens (e.g., utilize technology to provide easy and accessible access to governmental information).
- Update the Community Plan to focus on community values and vision and to set big picture strategy and targets.
- Bring central core "redevelopment" back into focus through planning and a development timeline.
- Keep the momentum going on the Lake Hill project in collaboration with Summit County.
- Engage the community in Exit 203 and Lusher Ct./ Summit Blvd. design alternatives discussion.



FRISCO TOWN COUNCIL VALUES 2018 - 2019

The Frisco Town Council is committed to operating in an open government format that:

- Fosters open communication
- Works to understand issues and concerns
- Encourages involvement
- Maintains the highest level of accountability
- Acknowledges the previous work of the community by updating and implementing adopted plans
- Supports countywide goals consistent with Frisco's interests



WE BALANCE THE
BUDGET
CITIES & TOWNS
make it POSSIBLE



WE SERVE AND
PROTECT
CITIES & TOWNS
make it POSSIBLE



WE HAVE
PRIDE
CITIES & TOWNS
make it POSSIBLE



WE HAVE BRIGHT
IDEAS
CITIES & TOWNS
make it POSSIBLE



WE LISTEN
CITIES & TOWNS
make it POSSIBLE



WE PLAY
CITIES & TOWNS
make it POSSIBLE



The Town has developed a number of planning documents during the past several years to help guide Town Council and staff decisions. Each of the policy questions in this budget document includes references to the relevant plans.

CleanTracks Action Plan: Adopted in early 2009, the overarching goal of the Action Plan is work towards becoming a sustainable community and establishing a clean energy economy in Frisco. The plan outlines the community's goal for greenhouse gas emissions reductions as well as energy cost savings. Action items are identified for the community, businesses and government on sustainability opportunities.

Environmental Sustainability and Stewardship (ES2) Framework Plan: The ES2 Plan was adopted by Council in 2006. It outlines objectives and measurable action items for the Town in the areas of climate protection, air and water quality and quantity, the natural environment, and waste reduction and recycling. While the plan provides community-wide action, it also recognizes the opportunity for the Town of Frisco to lead by example in the environmental arena.

Frisco Marina Park Master Plan: Adopted June 26, 2018, this comprehensive marina master plan details and maps current conditions and proposed future land uses and locations for operations, trails, pathways, open space, lake access, parking, circulation, storage, recreation, and services. This plan is a formalized long range plan with maps, images, site plans, details, phasing, and estimated costs.

Frisco Historic Park & Museum (FHPM) Collections Management Plan: Adopted by Council on October 9, 2018, this plan is the third Museum plan adopted by Town Council since the Town acquired full Museum operations in 2006. This plan is for 2019-2023 and includes research and components from previous plans, assessment reports, year-end reports, industry trends, best practices, patron feedback, and citizen input. The assembly of information and data collected resulted in a comprehensive plan with specific, attainable and strategic goals to guide the Museum in the next five years.

Frisco Historic Park & Museum (FHPM) Historic Preservation Plan: Adopted in March 2010, the plan provides recommendations prescribed in the Historic Structure Assessment of all Town-owned historic properties.

Frisco Historic Park & Museum (FHPM) Strategic Plan: Adopted by Council in October 2018, the FHPM Strategic Plan outlines a vision and course of action, with goals and strategies, for the FHPM over a five year period. The plan was assembled using public input, other museums' practices, and staff expertise.

Frisco Historic Property Inventory: This document was completed in 2018 and identifies properties and sites associated to the Town which are of interest in a historic or preservation capacity. It categorizes properties and sites in the following: Town-Owned, Privately-Owned, Former and Current Historic Sites. It identifies properties and sites under development or potential loss, and provides history of properties and sites for town staff of Frisco and the community. It also defines architectural and landscape elements. The inventory acts as a key tool for staff in identifying potentially eligible resources and possible historic districts, to generate a database for all buildings within the area surveyed, and to track the evolution of buildings over time for future preservation work.

Frisco Community Plan: The Frisco Community Plan is a long range planning tool that helps guide the community in making proactive decisions about the town's future - a road map. The plan addresses town character, growth, sustainability, physical design, infrastructure, the economy, the environment, and recreation among other important topics. It is a guiding document that decision makers can use to create public policy and direct capital improvements.

Last adopted in 2011 and being renewed in 2018, the plan reflects the community's vision, values, and goals.

Frisco Trails Master Plan: Adopted in 2017, the plan provides guidance for enhancing pedestrian and bicycle connectivity and safety in Frisco. It recognizes that maintaining and expanding the trail network for non-vehicular connectivity throughout and adjacent to the Town is essential to enhancing the quality of life in Frisco for both residents and visitors.

Open Space Plan: Prepared by the Frisco Open Space Committee (a predecessor of the former Frisco Recreation Open Space and Trails Committee), adopted by Council in 1998, and updated in 2001, the plan is used in conjunction with the Master Plan and the Ten Mile Basin Master Plan to assist with the protection of open space in and around Frisco.

Parks and Recreation Plan: This plan was adopted in 2001 by the Town Council. The plan provides a number of specific recreation and facility recommendations gathered from a very comprehensive public process.

Paved Pathways Plan: Adopted in 2000, Frisco's Paved Pathways Plan is regularly used by Town staff for capital planning as well as for providing direction to new development projects. Significant signage improvements and additions were made in 2008, in accordance with the plan.

Peninsula Recreation Area Plan: The previous Peninsula Recreation Area Land Use Plan (PRA) was adopted in 2003 by the Town Council. Staff conducted a plan update in 2007, which was approved by Council. The document serves as a guide for land-use decisions at the PRA. The plan now requires staff to provide yearly implementation plans to Council as a component of the annual budget process. In 2017, Town Council and staff used information from the plans to develop a list of 2017 potential projects for implementation. The placement and location for each of these elements was not clearly identified on the existing Master Plans, so the Town held a community charrette to understand the short and long-term goals for the PRA. The charrette effort provided more clarity to the Town on how to phase improvements and where to locate each amenity.

Three Mile Plan: Frisco's Three Mile Plan was most recently updated in 2018. The purpose of the plan is to address land use issues and infrastructure improvement needs if annexation were to be proposed in any area within Frisco's three mile boundary.

Town of Frisco Affordable Housing Guidelines: The Affordable Housing Guidelines were adopted in January, 2008. The guidelines outline the Town Council's direction and policies regarding the various aspects of providing affordable housing in the town. The plan is used to inform prospective developers, including public entities, of the standards and guidelines for construction, and sale or rental, of affordable housing in town.

Willow Preserve Management Plan: Adopted by Council in 2002, the plan provides a management prescription for the Town's Willow Preserve property. Staff uses it to guide decisions and to make recommendations to the Council regarding this open space area.

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Program Priorities



Program Priorities

Department directors evaluate all programs on the basis of their relative importance in Town government operations and within departmental goals, objectives and initiatives. Each program or service is placed into one of three categories:

Core: A program or service that is an essential function of Town government

Desired: A program or service that is not part of core government but is prioritized for another reason, such as strong community expectation or desire

Nonessential: A program or service that is not central to the Town government, has a limited demand from the community or has strong appeal only within certain subpopulations

For the 2019 budget, none of the programs or services have been removed. The Town's goal in continuing to bring this before the Council is to focus budget discussions on services and programs and not just individual line items.

**Core Program Priorities
By Department 2019**

ADMINISTRATION
Liquor Licenses
Business Licenses
Elections
Information Technology
Legal Notices
Website Maintenance
Required Certification/Training
Code Updates
Office Management

FINANCE
Revenue Collection
Investments
Balance Monthly Bank Statements
Payroll
Accounts Payable
Water Billing
Daily Bank Deposits
Daily Cash Balance Reports
General Ledger Entries
Financial Policies
Sales Tax/Business License Comparison
Petty Cash Reconciliation
Balance DRA Accounts
Improvement Agreement Accounts Receivable
Certification Requirements
Risk Management
Contract Management and Renewals
Human Resources
Health Benefits & Wellness
Debt Financing
Property Management and Sales

COMMUNITY DEVELOPMENT
Building/Planning Customer Service
Land Use Code Implementation
Building Permit Review
Current Development Review
Code & Policy Development
Long Range Planning Projects
Community Outreach/Education
Floodplain/CRS Administration
Building/Zoning Violation Enforcement
Affordable Housing Administration
Sign and Banner Approvals
Sustainability Planning and Programs
Property/Permit Database Management

POLICE
Admin/Supervision
Budget Preparation
Federal and State Grants
Training/POST Requirements
Hazardous Materials
Recruit Selection
Psych/Polygraphs
Background Checks
Citizen Police Academy
Incident Management Team
Animal registration
Patrol Functions
Call Response
Traffic Enforcement
Traffic Crash Investigations
Mental Health Support
Property and Evidence Mgmt.
Special Response Team
Alcohol/Drug testing
Towing
Range/Weapons
Special Event Support
Code Enforcement
Abandoned Vehicles
Animal Impounds
Vehicle Identification Inspections
Liquor Inspections
Banner Inspections
Fingerprinting
CDD Support
Investigations
Criminal Case Investigations
Background Investigations
Internal Affairs Investigations
Patrol Support

**Core Program Priorities
By Department 2019**

PUBLIC WORKS
Field Maintenance
Required Certification/Training
Pavement Striping
Sanding
Park Maintenance/Irrigation
Maintain Historic Buildings
Street Sweeping
Capital Equipment Replacement
Administration/Supervision
Water Tap Fee Assessment
Excavation Permits
Development Application Review
Project Bidding and Oversight
Water-Related Inspections
Water Agreement Contracts
Town Buildings Maintenance
Utilities for Town Buildings
Trash Removal - Public Areas
Snow-Plowing Streets/ Sidewalks/Parking Lots/Rec Paths
Annual Storm Sewer Cleaning
Flood Plain Management
Street/Pathway Maintenance
Main Street Trash Collection
Regulatory/Wayfinding Signage Repair/Replace
Street Light Maintenance/ Utilities
Equipment Preventive Maintenance & Repair
Fuel and Fuel System
Engineering/GIS
Contract Management
Facilities Security
Fire Sprinklers
Port-O-Let
Trash Removal

PUBLIC WORKS
Elevator Inspection
Capital Project Management as Needed

MARKETING/ COMMUNICATIONS
Paid Marketing of Town, Events & Attractions
PR/Editorial Coverage of Town, Events & Attractions
Developing Photography and Video assets
Marina Brochure
Adventure Park Summer and Winter Brochures
Event Collateral
Website Content/Management
Development of an Intranet Site
Social/Digital Media
Third Party Event Permitting/ Coordination
Special Event Planning
Event Sponsorship
Non-Profit Volunteer Program
Frisco/Copper Visitor Information Center
Information Center Printed Materials - Maps & Guides

EVENTS
BBQ Challenge
4th of July
Fall Fest
Fall "Locals" Party
Wassail Days
Concerts in the Park
Town Clean Up Day
Halloween - Trick-or-Treat Street & Merchant Decorating
Easter Egg Hunt
Mardis Gras 4Paws
Spontaneous Combustion
Snowshoe for the Cure

**Core Program Priorities
By Department 2019**

RECREATION AND CULTURAL
Frisco Fun Club (summer & winter)
Mountain Bike Camps/ Adventure Camps
LEGO Camps
Run the Rockies Races - Road and Trail
Turkey Day 5k
Girls on the Run 5k and Camp
Frisco Triathlon
Bacon Burner 6k
Mountain Goat Kids Trail Running Series
Kids Night Out Programming
BOKS before school program
Gold Rush Nordic Races
Brewski
Snowshoe for the Cure
Little Vikings Ski Program
Snowshoe Tours
Night(s) at the Museum Series
Historic Park Lunchtime Lectures, Tours & Programs
Adventure Park Amenities: Tubing Hill, Ski and Ride Hill, Disc Golf, Bike Park, Skateboard Park, Fields, Trails
USFS Collaboration for summer and winter trail work at the PRA
Bubble Gum Ski Race Series
Two Below Zero Sleigh Ride Concessionaire
Nordic Operation: Lessons, clinics, citizen cup races, kids programs, skijoring
Long term slip/dock placement on shore
Consistent location for marina rentals
Marina boat launch ramp
Marina - rentals / vessels

RECREATION AND CULTURAL
Year-round Marina boat services
Marina Park Amenities: playground, Island Grill, beach, storage racks, picnic areas
Kayak, fishing, rowing, sailing, concessionaires

**Desired Program Priorities
By Department 2019**

ADMINISTRATION
HR Coordination
Communication/PIO Duties
Community Relations
Education/Conferences
Reception/Customer Service
Clerical/Administrative Support
Council Discretionary Support

COMMUNITY DEVELOPMENT
Unified Development Code Adoption
Update of Community Master Plan
Update of Three Mile Plan
Historic Preservation Programs
Community Connectivity
Collaboration with County/ Non-profits, Others

MARKETING/ COMMUNICATIONS
Conferences/Education
Membership/Dues
In Town Banners
Visitor Focused Blog
Frisco/Copper Magazine

FINANCE
Education/Conferences

POLICE
Education/Conference
D.A.R.E. Program
Bicycle Rodeo

EVENTS
Art on Main
Canine 4K
Free Frisco Family Fun Fair
Pink Party

PUBLIC WORKS
Landscaping Parks
Summit Blvd. Median Cleanup
Noxious Weed Management
Parks/Public Locations Permits
Pine Beetle Program at PRA
Mosquito Abatement Program
Curb/Sidewalk Replacement
Beaver Abatement Program
Wayfinding
Admin. Bldg. Cleaning
Building Mechanical Contracts
Christmas Decorations
Right-of-Way Mowing
Capital Projects
Dues/Subscriptions
Main Street Planters
Main Street Benches/Bike Racks Fabrication
Disc Golf Maintenance
Tennis Court Maintenance

RECREATION AND CULTURAL
After School Programming
Morning Trail Running Series
Burro Race
Skateboard Competition
Private skateboard lessons
Ladies mountain bike clinics
Bike/Skate lessons toddlers
Beginner ski and ride lessons
Boat safety and skills
Kids kayak day
Teen Programming
Rail Jams
Bike Park Jams and Events
Winter Carnival
Frisco Freeze Fat Bike Race
Timberline Regatta
Sandcastle Competition
Tennis
Pickleball Programs
Founder's Day

RECREATION AND CULTURAL
Guided Nature Hikes
Third Party Events on TOF Property
Disc Golf tournaments

**Non-Essential Program Priorities
By Department 2019**

ADMINISTRATION

Council Meals

FINANCE

None

COMMUNITY DEVELOPMENT

Community Outreach

Grant Writing

Redevelopment Recruitment

Economic Development

POLICE

None

PUBLIC WORKS

PRA Trail Maintenance

Nordic/Marina Assistance

Community Garden Program

Dust Control/Grading Alleys

Ice Rink Plowing/Maintenance

Salting Sidewalks

Pet Pick-ups

Summit Blvd. Banners

**MARKETING/
COMMUNICATIONS**

Town of Frisco Sponsorship of Events

Information Center
Merchandise Sales

EVENTS

Bike to Work Day

Town/Chamber Mixer

RECREATION AND CULTURAL

Art and Craft Workshops

Preschool programming

Fitness programs

Rowing Clinics

Sailing Days

Classic Boat Show

Baseball Camps

Disc Golf Leagues

Junior Sailing Competition

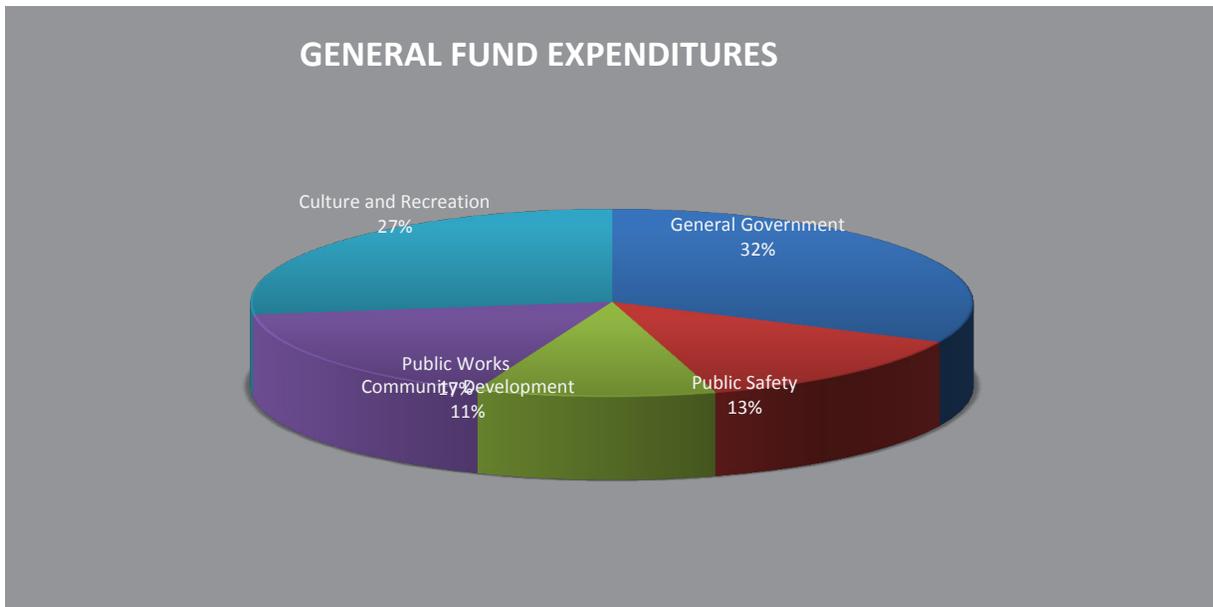
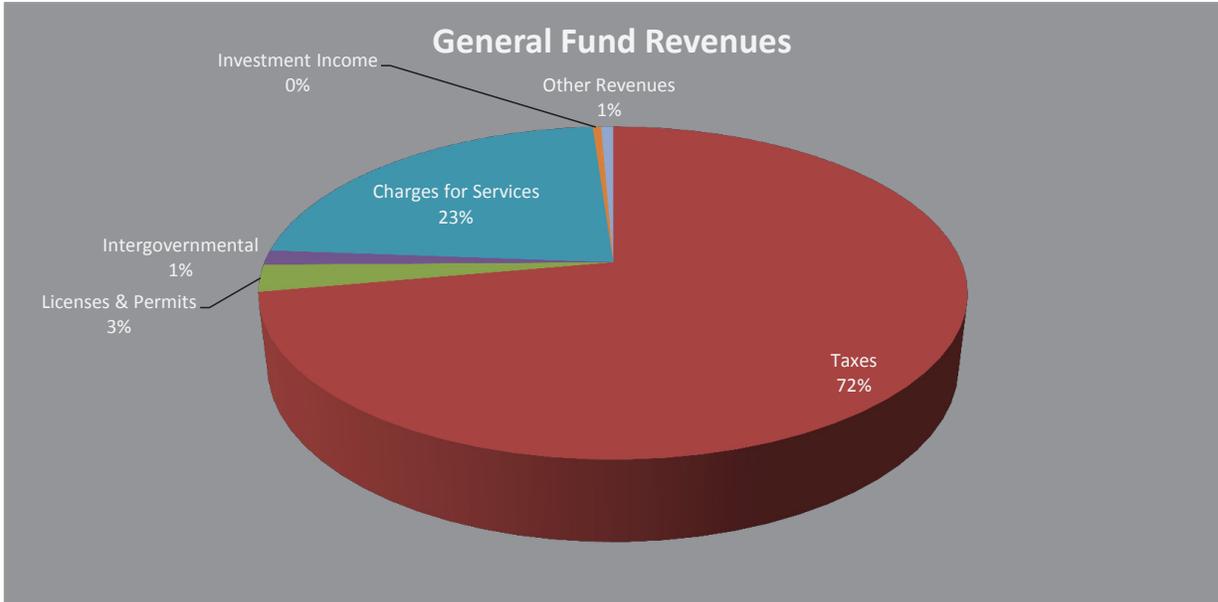
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General Fund

The General Fund is the chief operating fund for the Town and accounts for all financial resources except those required to be accounted for in another fund.

GENERAL FUND



**GENERAL FUND
REVENUE/EXPENDITURE SUMMARY**

Traditional Town services are recorded in the General Fund. This summary is organized in the same format and order as the Annual Financial Statements. This design is intended to make it easier for the average user to compare the summary to results of operations as reported in the Annual Financial Statements. The following summary identifies actual and projected revenues and expenditures in past and future years. As is clearly indicated in the summary, sales tax continues to be the primary source of funding for the General Fund. In 2014, the Town revised its reserve requirement for the General Fund from a nine month reserve to a seven month reserve, based on prior year expenditures. Amounts in excess of this reserve are required to be transferred to the Capital Improvement Fund for capital projects.

	2016	2017	2018	2018	2019
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Projected</u>	<u>Budget</u>
<u>Revenues</u>					
Taxes	\$9,345,701	\$9,874,864	\$9,722,937	\$10,186,000	10,251,000
Licenses & Permits	342,930	445,918	345,300	535,800	640,800
Intergovernmental	203,353	266,401	351,500	278,000	202,000
Charges for Services	3,377,061	3,464,249	3,058,200	3,261,850	3,275,350
Investment Income	48,364	59,365	50,000	70,000	65,000
Other Revenues	99,777	104,097	154,991	96,131	94,500
Total Revenues	13,417,186	14,214,894	13,682,928	14,427,781	14,528,650
<u>Expenditures</u>					
General Government	3,057,591	3,121,797	3,798,110	3,777,025	4,201,152
Public Safety	1,464,557	1,473,245	1,696,403	1,546,422	1,712,888
Community Development	1,203,986	1,328,378	1,254,322	1,200,767	1,301,375
Public Works	1,680,766	1,832,232	2,080,657	2,045,414	2,177,902
Culture and Recreation	2,274,104	2,714,222	3,474,725	3,221,972	3,713,256
Total Expenditures	9,681,004	10,469,874	12,304,217	11,791,600	13,106,573
<u>Other Sources (Uses)</u>					
Transfers Out-Capital Improvement Fund	4,716,665	3,350,000	935,929	2,191,510	651,071
Net Change in Fund Balance	-980,483	395,020	442,782	444,671	771,006
Fund Balance - January 1	6,248,219	5,267,736	6,337,898	5,662,756	6,107,427
Fund Balance - December 31	\$5,267,736	\$5,662,756	\$6,780,680	\$6,107,427	\$6,878,433

GENERAL GOVERNMENT REVENUES

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
10-1000-3001	Property Taxes - Mill Levy of .798	\$145,371	\$143,577	\$145,000	\$160,000
10-1000-3002	Property Tax Refunds from previous years	\$97	\$0	\$0	\$0
10-1000-3003	Specific Ownership Tax - personal property	\$8,668	\$7,000	\$8,000	\$8,000
10-1000-3006	2% City Sales Tax	\$4,372,568	\$4,375,000	\$4,500,000	\$4,525,000
10-1000-3007	2% County Sales Tax	\$4,630,816	\$4,525,000	\$4,850,000	\$4,875,000
10-1000-3008	Tax on Cigarettes	\$20,993	\$20,000	\$20,000	\$20,000
10-1000-3010	Severance Tax	\$3,152	\$3,360	\$3,000	\$3,000
10-1000-3020	Federal Mineral Lease Royalties	\$3,614	\$5,091	\$3,500	\$3,500
10-1000-3050	Franchise Fees - Qwest, Comcast, Xcel Energy	\$323,924	\$320,000	\$320,000	\$320,000
10-1000-3101	Interest on Investments - GF portion of allocation	\$59,365	\$50,000	\$70,000	\$65,000
10-1000-3102	Business Tax Penalties/Interest	\$8,475	\$9,000	\$9,000	\$9,000
10-1000-3222	Miscellaneous Revenue - non-recurring receipts	\$3,447	\$0	\$0	\$0
10-1000-3420	Recreational Marijuana Tax	\$369,275	\$320,000	\$340,000	\$340,000
10-1000-3502	Road and Bridge Apportionment	\$74,144	\$73,000	\$73,000	\$73,000
10-1000-3505	Highway Users Tax	\$112,211	\$110,000	\$136,000	\$110,000
10-1000-3511	Motor Vehicle Registrations - vehicles registered in Frisco	\$14,237	\$14,000	\$14,000	\$14,000
10-1000-3512	Motor Vehicle Sales Tax - vehicles purchased in Frisco	\$12,195	\$500	\$1,500	\$1,500
10-1000-3550	State/Federal Grants	\$50,000	\$50,000	\$50,000	\$0
10-1000-3706	Two Below Zero Building Rent	\$302	\$2,000	\$0	\$0
10-1000-3707	P-Card Rebates	\$32,749	\$33,000	\$35,531	\$36,000
10-1000-3708	Audit Revenue	\$0	\$0	\$3,300	\$0
10-1110-3725	Donations	\$812	\$0	\$0	\$0
10-1112-3301	Municipal Court Fees - includes portion of County fines	\$26,228	\$40,000	\$25,000	\$25,000
10-1115-3200	Administrative Fees from Water Fund	\$42,500	\$42,500	\$42,500	\$42,500
10-1115-3201	Business License Fees	\$123,871	\$125,000	\$125,000	\$106,000
10-1115-3202	Dog/Cat Licenses	\$427	\$800	\$800	\$800
10-1115-3203	Administrative Fees from Marina Fund	\$20,000	\$20,000	\$20,000	\$20,000
10-1115-3204	Liquor License Fees	\$15,405	\$12,000	\$15,000	\$15,000
10-1115-3205	Short-Term Rental Licenses	\$0	\$0	\$0	\$125,000
10-1115-3222	Miscellaneous Revenue - non-recurring receipts	\$1,299	\$0	\$0	\$0
10-1115-3401	Rental Revenue from Leased Town-Owned Properties	\$48,465	\$40,000	\$40,000	\$60,000
10-1115-3410	Sales of Cemetery Lots	\$3,325	\$1,000	\$1,000	\$1,000
10-1118-3810	Marketing Filming Fees	\$900	\$400	\$400	\$500
10-1119-3222	Miscellaneous Revenue - non-recurring receipts	\$591	\$500	\$1,000	\$0
10-1119-3305	Planning Permits and Fees	\$50,625	\$35,000	\$35,000	\$35,000
10-1119-3306	Plumbing Permits - separate from Building Permits	\$20,327	\$10,000	\$20,000	\$40,000
10-1119-3307	Mechanical Permits - separate from Building Permits	\$19,406	\$10,000	\$25,000	\$30,000
10-1119-3310	Building Permits and Fees	\$198,986	\$150,000	\$300,000	\$275,000
10-1121-3222	Miscellaneous Revenue - non-recurring receipts	\$31,353	\$20,000	\$20,000	\$20,000
10-1121-3223	Surcharge Fee on Fines - used to offset Police education	\$4,395	\$5,000	\$4,000	\$4,000
10-1121-3550	State and Federal Grant Funding	\$28,925	\$34,000	\$20,000	\$20,000
10-1121-3553	CDOT Reimbursements	\$35,638	\$70,000	\$0	\$0
10-1125-3075	Sales Tax	\$0	\$0	\$0	\$0
10-1125-3222	Miscellaneous Revenue - non-recurring receipts	\$1,083	\$0	\$0	\$0
10-1125-3401	Rental Revenue - Historic Buildings	\$2,575	\$1,500	\$3,000	\$2,500
10-1125-3405	Gift Shop Revenue	\$10,996	\$10,000	\$11,000	\$10,000
10-1125-3550	State/Federal Grants	\$0	\$0	\$0	\$0
10-1125-3725	Donations to Historic Park and Museum	\$4,887	\$5,000	\$5,000	\$5,000
10-1130-3222	Miscellaneous Revenue - non-recurring receipts	\$3,445	\$2,000	\$2,000	\$2,000
10-1131-3300	Excavation Permits - utility Costs	\$4,480	\$2,500	\$4,000	\$4,000
10-1140-3305	Event Permit Fees	\$0	\$0	\$0	\$0
10-1140-3306	Sponsorship Revenue	\$45,444	\$33,000	\$30,000	\$30,000
10-1140-3804	4th of July - fireworks contributions from other entities	\$1,250	\$1,500	\$1,250	\$1,250
10-1140-3806	BBQ Challenge - food/beverage booth revenue	\$540,004	\$500,000	\$475,000	\$500,000
10-1140-3809	Art on Main	\$5,000	\$5,000	\$5,000	\$5,000
10-1140-3835	Fall Fest	\$3,381	\$1,500	\$1,500	\$1,500
10-1140-3837	Local's Party	\$1,238	\$700	\$1,000	\$1,000
10-1140-3861	Soup Cup Classic	\$5,025	\$1,500	\$3,000	\$3,000
10-1140-3862	Santa Dash	\$0	\$500	\$0	\$0
10-1140-3875	Event Vendor Fees	\$0	\$0	\$0	\$0
10-1150-3222	Miscellaneous Revenue - non-recurring receipts	\$15	\$0	\$0	\$0
10-1150-3306	Sponsorship Revenue	\$1,830	\$1,000	\$3,500	\$3,500
10-1150-3601	Recreation Program Revenue	\$81,351	\$80,000	\$77,000	\$80,000
10-1150-3602	Recreation Fun Club Program	\$126,383	\$115,000	\$113,000	\$113,000
10-1150-3603	Recreation Special Event Revenue	\$95,339	\$80,000	\$90,000	\$90,000
10-1150-3905	Recreation Retail	\$0	\$0	\$0	\$0
10-1160-3075	Sales Tax	\$0	\$0	\$0	\$0
10-1160-3102	Gratuities	\$0	\$0	\$0	\$0
10-1160-3222	Miscellaneous Revenue - non-recurring receipts	\$2,004	\$1,500	\$2,000	\$2,000
10-1160-3703	Park Rental Fees	\$0	\$0	\$0	\$0
10-1160-3901	Tubing Hill Revenue	\$1,804,748	\$1,600,000	\$1,800,000	\$1,750,000
10-1160-3902	Ski Hill Revenue	\$24,704	\$20,000	\$16,500	\$16,500
10-1160-3903	Event Revenues	\$0	\$0	\$0	\$0
10-1160-3904	Food/Beverage Revenues	\$116,365	\$105,000	\$110,000	\$110,000
10-1160-3905	Retail Sales Revenue	\$41,454	\$36,000	\$40,000	\$40,000
10-1160-3906	Day Lodge Rental Revenue	\$32,083	\$20,000	\$30,000	\$30,000
10-1170-3222	Miscellaneous Revenue	-\$298	\$0	\$0	\$0
10-1170-3470	Service and Repair Income	\$2,391	\$3,000	\$2,000	\$2,000
10-1170-3482	Nordic Rental Equipment Sales	\$3,750	\$6,000	\$4,900	\$6,000
10-1170-3703	Building Rental Revenue	\$0	\$0	\$0	\$0
10-1170-3705	Concessionaire Revenue	\$57,691	\$40,000	\$50,000	\$50,000
10-1170-3901	Daily Pass Revenue	\$85,181	\$105,000	\$77,000	\$87,000
10-1170-3902	Punch Pass Revenue	\$28,895	\$37,000	\$28,000	\$28,000
10-1170-3903	Event Revenue	\$2,039	\$2,000	\$2,100	\$5,600
10-1170-3904	Food/Beverage Revenue	\$7,105	\$10,000	\$4,500	\$8,000
10-1170-3905	Retail Sales Revenue	\$13,670	\$15,000	\$12,000	\$12,000
10-1170-3906	Season Pass Revenue (Joint)	\$19,966	\$30,000	\$22,000	\$22,000
10-1170-3907	Season Pass revenue (Frisco)	\$16,300	\$17,000	\$20,000	\$20,000
10-1170-3908	Equipment Rentals	\$67,059	\$78,000	\$65,000	\$65,000
10-1170-3909	Programs/Lessons	\$36,980	\$40,000	\$40,000	\$40,000
TOTAL REVENUES - GENERAL FUND		\$14,214,894	\$13,682,928	\$14,427,781	\$14,528,650

GENERAL GOVERNMENT EXPENDITURES

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
10-1110-4005	Interfund Transfers	\$3,350,000	\$935,929	\$2,191,510	\$651,071
10-1110-4010	Benefits - self-funded medical insurance pool	\$908,584	\$1,200,000	\$1,200,000	\$1,400,000
10-1110-4202	Postage	\$7,424	\$5,000	\$5,000	\$5,000
10-1110-4203	Telephone and Wireless Telephone Services	\$96,596	\$109,000	\$100,000	\$100,000
10-1110-4205	Repairs and Maintenance of Electronic Equip.	\$54,411	\$40,000	\$55,000	\$55,000
10-1110-4210	Dues & Subscriptions - professional organizations	\$8,658	\$16,000	\$16,000	\$16,000
10-1110-4211	Election Expenses	\$0	\$9,000	\$8,000	\$9,000
10-1110-4226	Internet/Technology Services - maintenance of web site	\$1,799	\$1,700	\$1,800	\$1,800
10-1110-4227	Staff Training	\$1,050	\$1,000	\$1,000	\$1,200
10-1110-4229	Supplies - hosting meetings with other entities	\$5,138	\$4,100	\$5,000	\$5,000
10-1110-4231	IT Support Services Contract	\$89,390	\$86,000	\$90,000	\$110,000
10-1110-4233	Operating Supplies	\$12,911	\$25,000	\$25,000	\$25,000
10-1110-4244	Monthly Bank Service Charges	\$13,014	\$22,000	\$20,000	\$20,000
10-1110-4250	Professional Services - legal fees/appraisals	\$222,259	\$256,000	\$256,000	\$256,000
10-1110-4265	Recruitment Advertising	\$23,080	\$20,000	\$25,000	\$25,000
10-1110-4276	Community Outreach	\$577	\$1,000	\$2,000	\$2,000
10-1110-4277	Environmental Sustainability	\$0	\$60,000	\$60,000	\$81,000
10-1110-4501	Treasurer's Fees - County fees collected for TOF	\$3,111	\$3,000	\$3,500	\$3,500
10-1110-4502	Liability and Worker's Comp Insurance	\$289,388	\$285,000	\$290,000	\$330,000
10-1110-4601	Summit County Preschool Funding	\$65,000	\$95,000	\$130,000	\$125,000
10-1110-4602	Building Hope Foundation	\$0	\$10,000	\$10,000	\$10,000
10-1110-4603	Single Use Plastic Water Bottle Strategy	\$0	\$60,000	\$60,000	\$45,000
10-1110-4604	Child Advocacy Center	\$5,000	\$5,000	\$5,000	\$5,000
10-1110-4605	NWCCOG Annual Dues	\$3,191	\$3,500	\$3,500	\$3,875
10-1110-4606	Compact of Colorado Communities	\$300	\$1,200	\$1,200	\$1,200
10-1110-4615	SCTC IGA Expenses	\$16,723	\$17,000	\$18,000	\$18,000
10-1110-4650	VIP Program - employee recognition program	\$30,673	\$38,000	\$38,000	\$47,650
10-1110-4704	Technical Purchases for General Fund	\$128,090	\$168,541	\$168,541	\$150,000
10-1110-4705	I-70 Coalition Membership Dues	\$1,995	\$2,000	\$2,000	\$2,000
TOTAL GENERAL GOVERNMENT		\$5,338,362	\$3,479,970	\$4,791,051	\$3,504,296

LEGISLATIVE

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
10-1111-4001	Legislative Salaries	\$47,400	\$53,000	\$53,000	\$55,800
10-1111-4010	Benefits	\$3,768	\$4,214	\$4,214	\$4,436
	SUBTOTAL SALARIES AND BENEFITS	\$51,168	\$57,214	\$57,214	\$60,236
10-1111-4227	Reg. Fees, Lodging, Travel, & Meals	\$2,477	\$4,000	\$4,000	\$4,000
10-1111-4229	Council Dinners, Supplies	\$6,224	\$4,500	\$6,500	\$6,500
10-1111-4612	Discretionary Funding	\$0	\$500	\$500	\$500
	SUBTOTAL OPERATING EXPENSES	\$8,701	\$9,000	\$11,000	\$11,000
	TOTAL LEGISLATIVE	\$59,869	\$66,214	\$68,214	\$71,236

MUNICIPAL COURT

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
10-1112-4001	Municipal Court Salaries	\$20,305	\$20,623	\$20,623	\$21,995
10-1112-4010	Benefits	\$1,624	\$1,771	\$1,771	\$1,880
10-1112-4050	Municipal Court Retirement Benefits	\$409	\$591	\$591	\$484
	SUBTOTAL SALARIES AND BENEFITS	\$22,338	\$22,985	\$22,985	\$24,359
10-1112-4202	Postage - Department share	\$73	\$150	\$75	\$150
10-1112-4227	Education	\$0	\$0	\$0	\$0
10-1112-4250	Professional Services	\$450	\$500	\$500	\$500
	SUBTOTAL OPERATING EXPENSES	\$523	\$650	\$575	\$650
	TOTAL MUNICIPAL COURT	\$22,861	\$23,635	\$23,560	\$25,009

FINANCE

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
10-1114-4001	Finance Salaries	\$198,156	\$248,340	\$220,000	\$248,281
10-1114-4002	Overtime	\$126	\$500	\$500	\$500
10-1114-4010	Benefits	\$15,994	\$21,428	\$18,000	\$21,463
10-1114-4050	Retirement Benefits	\$13,415	\$15,149	\$14,000	\$15,568
	SUBTOTAL SALARIES AND BENEFITS	\$227,691	\$285,417	\$252,500	\$285,812
10-1114-4202	Postage - Department share	\$87	\$200	\$250	\$250
10-1114-4210	Professional Dues and Subscriptions	\$90	\$210	\$210	\$210
10-1114-4227	Reg Fees, Lodging, Travel, & Meals	\$2,295	\$3,500	\$3,500	\$3,500
10-1114-4233	Supplies	\$361	\$300	\$750	\$300
10-1114-4250	Professional Services - Audit	\$30,975	\$35,000	\$35,000	\$35,000
10-1114-4703	Furniture and Equipment - non-capital	\$0	\$500	\$3,000	\$500
	SUBTOTAL OPERATING EXPENSES	\$33,808	\$39,710	\$42,710	\$39,760
	TOTAL FINANCE	\$261,499	\$325,127	\$295,210	\$325,572

ADMINISTRATION

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
10-1115-4001	Administration Salaries	\$593,981	\$646,671	\$600,000	\$688,203
10-1115-4002	Administration Overtime	\$0	\$500	\$500	\$500
10-1115-4010	Benefits	\$47,966	\$55,390	\$53,000	\$58,688
10-1115-4050	Retirement Benefits	\$33,092	\$43,532	\$40,000	\$46,619
	SUBTOTAL SALARIES AND BENEFITS	\$675,039	\$746,093	\$693,500	\$794,010
10-1115-4202	Postage - Department share	\$2,900	\$3,500	\$3,500	\$3,500
10-1115-4210	Professional Dues and Subscriptions	\$1,912	\$2,000	\$2,000	\$2,000
10-1115-4224	Department Supplies for meetings, etc.	\$551	\$500	\$500	\$600
10-1115-4227	Reg. Fees, Lodging, Travel, & Meals	\$10,770	\$15,000	\$15,000	\$15,000
10-1115-4233	Supplies	\$3,804	\$1,500	\$1,500	\$2,000
10-1115-4250	Professional Services	\$199	\$0	\$0	\$0
10-1115-4260	Gas/Oil - Department share for vehicles	\$897	\$3,000	\$1,500	\$1,500
10-1115-4265	Advertising for Legal Notices, Job Vacancies	\$960	\$1,500	\$1,500	\$1,500
10-1115-4521	Short-term Rental Compliance	\$0	\$0	\$0	\$40,000
10-1115-4703	Furniture and Equipment - non-capital	\$760	\$1,000	\$6,500	\$1,000
	SUBTOTAL OPERATING EXPENSES	\$22,753	\$28,000	\$32,000	\$67,100
	TOTAL ADMINISTRATION	\$697,792	\$774,093	\$725,500	\$861,110

DISCRETIONARY

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
10-1116-4620	Discretionary	\$91,414	\$65,000	\$65,000	\$65,000
TOTAL DISCRETIONARY		\$91,414	\$65,000	\$65,000	\$65,000

MARKETING

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
10-1118-4001	Marketing Salaries	\$138,343	\$143,021	\$140,000	\$154,026
10-1118-4002	Marketing Overtime	\$28	\$500	\$750	\$0
10-1118-4010	Benefits	\$11,471	\$12,570	\$12,570	\$13,405
10-1118-4050	Retirement Benefits	\$7,427	\$9,097	\$9,097	\$9,802
	SUBTOTAL SALARIES AND BENEFITS	\$157,269	\$165,188	\$162,417	\$177,233
10-1118-4202	Postage - Department share	\$991	\$900	\$1,000	\$1,000
10-1118-4210	Professional Dues & Subscriptions	\$625	\$2,140	\$2,500	\$2,200
10-1118-4227	Reg. Fees, Lodging, Travel, & Meals	\$6,160	\$4,200	\$4,200	\$4,200
10-1118-4233	Supplies	\$630	\$600	\$500	\$4,500
10-1118-4265	Advertising and Promotions	\$246,473	\$250,000	\$250,000	\$250,000
10-1118-4590	Public Relations Consultant	\$35,710	\$45,000	\$40,000	\$45,000
10-1118-4635	Brochure Printing and Distribution	\$20,529	\$25,000	\$25,000	\$25,000
10-1118-4645	Promotional Photography	\$15,000	\$15,000	\$15,000	\$15,000
10-1118-4655	Website Maint. and Regular Updates	\$33,675	\$35,000	\$30,000	\$35,000
10-1118-4825	Sponsorships	\$19,206	\$22,000	\$20,000	\$22,000
10-1118-4828	Focus on Frisco/SCTV	\$500	\$1,200	\$1,200	\$1,200
	SUBTOTAL OPERATING EXPENSES	\$379,499	\$401,040	\$389,400	\$405,100
	TOTAL MARKETING	\$536,768	\$566,228	\$551,817	\$582,333

COMMUNITY DEVELOPMENT

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
10-1119-4001	Community Development Salaries	426,318	\$536,988	\$500,000	\$562,552
10-1119-4002	Community Development Overtime	\$610	\$0	\$200	\$0
10-1119-4006	Community Development Part Time	\$11,611	\$0	\$0	\$0
10-1119-4010	Benefits	35,599	\$46,446	\$45,000	\$48,478
10-1119-4050	Retirement Benefits	18,462	\$27,160	\$24,000	\$28,212
	SUBTOTAL SALARIES AND BENEFITS	\$492,600	\$610,594	\$569,200	\$639,242
10-1119-4202	Postage - Department share	\$2,661	\$3,000	\$3,000	\$2,600
10-1119-4210	Professional Dues and Subscriptions	\$2,250	\$2,600	\$2,600	\$2,750
10-1119-4221	Printing	\$2,283	\$1,850	\$1,800	\$1,800
10-1119-4227	Reg. Fees, Lodging, Travel, & Meals	\$7,452	\$9,200	\$9,200	\$9,000
10-1119-4230	Code Books	\$0	\$450	\$450	\$450
10-1119-4233	Supplies	\$1,272	\$1,300	\$2,400	\$1,500
10-1119-4250	Legal and Consulting Fees	\$25,475	\$50,000	\$40,000	\$40,000
10-1119-4260	Gas/Oil - Department share for vehicles	\$766	\$900	\$900	\$900
10-1119-4265	Advertising	\$1,351	\$3,000	\$3,000	\$3,000
10-1119-4306	Planning Commission Expenses	\$1,753	\$2,500	\$2,500	\$2,500
10-1119-4313	Building Professional Consultant	\$0	\$0	\$10,000	\$10,000
10-1119-4588	Special Projects	\$0	\$0	\$0	\$2,600
10-1119-4703	Furniture and Equipment - non-capital	\$516	\$2,700	\$3,900	\$2,700
10-1119-4750	State/Federal Grant Expense	\$0	\$0	\$0	\$0
	SUBTOTAL OPERATING EXPENSES	\$45,779	\$77,500	\$79,750	\$79,800
	TOTAL COMMUNITY DEVELOPMENT	\$538,379	\$688,094	\$648,950	\$719,042

POLICE

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
10-1121-4001	Police Salaries	\$906,753	\$1,043,182	\$850,000	\$1,061,845
10-1121-4002	Overtime	\$72,810	\$35,000	\$100,000	\$35,000
10-1121-4003	Reimbursable Salaries	\$73,313	\$100,000	\$100,000	\$100,000
10-1121-4010	Benefits	\$50,478	\$60,186	\$60,186	\$62,101
10-1121-4050	Retirement Benefits	\$11,149	\$19,929	\$12,000	\$25,507
10-1121-4051	FPPA Retirement Benefits	\$60,505	\$79,611	\$60,000	\$80,935
SUBTOTAL SALARIES AND BENEFITS		\$1,175,008	\$1,337,908	\$1,182,186	\$1,365,388
10-1121-4202	Postage - Department share	\$369	\$500	\$350	\$500
10-1121-4205	Equipment Repair and Maintenance	\$1,079	\$1,200	\$1,500	\$1,500
10-1121-4210	Professional Dues and Subscriptions	\$6,249	\$12,000	\$8,500	\$8,500
10-1121-4218	Weapons Range Operating Expense	\$8,758	\$7,000	\$7,500	\$9,000
10-1121-4227	Reg. Fees, Lodging, Travel, & Meals	\$21,364	\$30,000	\$10,000	\$20,000
10-1121-4228	Academy Sponsorship	\$2,145	\$47,000	\$50,000	\$30,000
10-1121-4233	Supplies	\$18,290	\$10,000	\$10,000	\$10,000
10-1121-4234	Parking Information and Enforcement Supplies	\$0	\$0	\$20,000	\$10,000
10-1121-4250	Professional Services	\$10,888	\$12,000	\$7,500	\$7,500
10-1121-4260	Gas/Oil - Department share for vehicles	\$19,929	\$20,000	\$20,000	\$20,000
10-1121-4270	Uniforms	\$12,757	\$15,000	\$15,000	\$15,000
10-1121-4273	Towing Expenses	\$0	\$500	\$500	\$500
10-1121-4274	Communication (Dispatch) Services	\$145,259	\$147,595	\$147,000	\$147,000
10-1121-4275	Detox Center Services	\$37,000	\$37,000	\$50,000	\$50,000
10-1121-4276	Police Community Assistance	\$951	\$1,000	\$1,000	\$1,000
10-1121-4282	SWAT Program Expenses	\$0	\$1,000	\$1,000	\$1,000
10-1121-4283	D.A.R.E. Program Expenses	\$749	\$1,000	\$991	\$1,000
10-1121-4301	Animal Impound Fees - Summit County	\$2,550	\$5,700	\$3,000	\$3,000
10-1121-4613	County HAZMAT Fees	\$9,900	\$10,000	\$10,395	\$12,000
SUBTOTAL OPERATING EXPENSES		\$298,237	\$358,495	\$364,236	\$347,500
TOTAL POLICE		\$1,473,245	\$1,696,403	\$1,546,422	\$1,712,888

HISTORIC PARK

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
10-1125-4001	Historic Park Salaries	\$93,729	\$155,053	\$87,000	\$165,617
10-1125-4002	Overtime	\$0	\$500	\$500	\$500
10-1125-4005	Part-time Salaries	\$54,874	\$20,000	\$60,000	\$20,000
10-1125-4010	Benefits	\$12,319	\$16,366	\$13,000	\$17,206
10-1125-4050	Retirement Benefits	\$4,473	\$7,504	\$4,000	\$5,316
	SUBTOTAL SALARIES AND BENEFITS	\$165,395	\$199,423	\$164,500	\$208,639
10-1125-4202	Postage - Department share	\$106	\$150	\$150	\$150
10-1125-4205	Equipment Repair and Maintenance	\$645	\$2,000	\$2,000	\$2,000
10-1125-4207	Building Repair and Maintenance	\$3,989	\$20,000	\$10,000	\$10,000
10-1125-4210	Professional Dues and Subscriptions	\$702	\$850	\$850	\$1,000
10-1125-4221	Printing	\$3,666	\$6,000	\$6,000	\$6,000
10-1125-4227	Reg. Fees, Lodging, Travel, and Meals	\$2,443	\$2,500	\$2,500	\$2,500
10-1125-4233	Supplies	\$1,706	\$2,000	\$2,000	\$2,000
10-1125-4250	Professional Services	\$0	\$0	\$0	\$10,000
10-1125-4265	Advertising	\$9,820	\$22,000	\$15,000	\$20,000
10-1125-4401	Utility Costs - park buildings	\$6,162	\$7,500	\$7,500	\$7,500
10-1125-4477	Cleaning/Janitorial Expenses	\$6,450	\$6,600	\$6,600	\$7,500
10-1125-4703	Furniture and Equipment - non-capital	\$6,844	\$4,000	\$4,000	\$4,000
10-1125-4890	Museum Special Events	\$10,692	\$15,500	\$15,000	\$14,000
10-1125-4891	Museum Retail Inventory	\$5,923	\$8,000	\$8,000	\$8,000
10-1125-4893	Exhibit Expenses	\$34,340	\$40,000	\$30,000	\$20,000
10-1125-4894	Historic Park Programs/Outreach	\$256	\$200	\$202	\$250
	SUBTOTAL OPERATING EXPENSES	\$93,744	\$137,300	\$109,802	\$114,900
	TOTAL HISTORIC PARK	\$259,139	\$336,723	\$274,302	\$323,539

PUBLIC WORKS ADMINISTRATION

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
10-1130-4001	PW Admin Salaries	\$189,914	\$180,574	\$170,000	\$190,342
10-1130-4002	Overtime	\$0	\$300	\$300	\$300
10-1130-4010	Benefits	\$15,150	\$15,729	\$15,729	\$16,506
10-1130-4050	Retirement Benefits	\$5,352	\$9,992	\$5,500	\$10,527
	SUBTOTAL SALARIES AND BENEFITS	\$210,416	\$206,595	\$191,529	\$217,675
10-1130-4202	Postage - Department share	\$80	\$175	\$250	\$200
10-1130-4210	Professional Dues and Subscriptions	\$415	\$500	\$1,500	\$2,000
10-1130-4227	Reg. Fees, Lodging, Travel, and Meals	\$2,866	\$3,000	\$1,700	\$3,000
10-1130-4233	Supplies	\$3,142	\$3,000	\$3,000	\$5,000
10-1130-4250	Professional Services	\$38,170	\$40,000	\$65,000	\$75,000
10-1130-4260	Gas/Oil - Department share for vehicles	\$464	\$1,000	\$1,000	\$1,000
10-1130-4265	Advertising	\$0	\$250	\$300	\$250
10-1130-4270	Uniforms - Department share	\$9,319	\$3,000	\$4,750	\$5,000
10-1130-4400	Pest Control/Noxious Weed	\$0	\$0	\$0	\$0
	SUBTOTAL OPERATING EXPENSES	\$54,456	\$50,925	\$77,500	\$91,450
	TOTAL PW ADMIN	\$264,872	\$257,520	\$269,029	\$309,125

PUBLIC WORKS STREETS

Account Number	Account Title	2016 Actual	2017 Budget	Estimated 2017 Year End	Proposed 2018 Budget
10-1131-4001	PW Streets Salaries	\$228,030	\$274,775	\$260,000	\$277,368
10-1131-4002	Overtime	\$3,754	\$8,000	\$8,000	\$8,000
10-1131-4010	Benefits	\$19,421	\$24,826	\$24,826	\$25,032
10-1131-4050	Retirement Benefits	\$8,868	\$14,697	\$8,000	\$12,098
	SUBTOTAL SALARIES AND BENEFITS	\$260,073	\$322,298	\$300,826	\$322,498
10-1131-4210	Professional Dues and Subscriptions	\$0	\$300	\$300	\$300
10-1131-4227	Reg. Fees, Lodging, Travel, and Meals	\$3,876	\$5,000	\$5,000	\$7,000
10-1131-4233	Supplies	\$74	\$500	\$500	\$500
10-1131-4250	Professional Services - surveying, engineering	\$204	\$250	\$2,000	\$2,000
10-1131-4260	Gas/Oil - Department share for vehicles	\$33,076	\$40,000	\$40,000	\$40,000
10-1131-4265	Advertising	\$1,715	\$2,000	\$2,000	\$2,000
10-1131-4270	Uniforms - Department share	\$1,146	\$2,000	\$2,000	\$2,000
10-1131-4401	Utility Costs - Street lights	\$63,865	\$65,000	\$65,000	\$65,000
10-1131-4402	Road Resurfacing - non-capital costs	\$0	\$60,000	\$60,000	\$60,000
10-1131-4403	Routine Street Maintenance	\$46,471	\$70,000	\$70,000	\$70,000
10-1131-4404	Snow Removal - Deicers, Contract Hauling	\$33,885	\$50,000	\$40,000	\$50,000
	SUBTOTAL OPERATING EXPENSES	\$184,312	\$295,050	\$286,800	\$298,800
	TOTAL PW STREETS	\$444,385	\$617,348	\$587,626	\$621,298

PUBLIC WORKS BUILDINGS

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
10-1132-4001	PW Buildings Salaries	\$178,703	\$179,990	\$175,000	\$185,404
10-1132-4002	Overtime	\$1,801	\$900	\$1,100	\$3,500
10-1132-4010	Benefits	\$14,329	\$15,941	\$15,941	\$16,371
10-1132-4050	Retirement Benefits	\$11,345	\$12,662	\$12,662	\$13,041
	SUBTOTAL SALARIES AND BENEFITS	\$206,178	\$209,493	\$204,703	\$218,316
10-1132-4207	Repair/Maintenance -Town Buildings	\$120,338	\$125,000	\$125,000	\$150,000
10-1132-4210	Professional Dues and Subscriptions	\$0	\$250	\$250	\$250
10-1132-4227	Reg. Fees, Lodging, Travel, and Meals	\$7	\$2,500	\$4,000	\$2,500
10-1132-4233	Supplies	\$265	\$500	\$650	\$500
10-1132-4250	Professional Services - surveying	\$158	\$500	\$1,132	\$500
10-1132-4260	Gas/Oil - Department share for vehicles	\$2,451	\$4,500	\$4,500	\$4,500
10-1132-4265	Advertising	\$0	\$1,000	\$1,000	\$1,000
10-1132-4270	Uniforms - Department share	\$312	\$1,000	\$1,000	\$1,500
10-1132-4400	Pest Control - insects, wildlife	\$1,260	\$1,000	\$1,000	\$1,000
10-1132-4401	Utilities for Town Owned Buildings, Parks	\$42,009	\$50,000	\$50,000	\$50,000
10-1132-4411	Recycling Expense	\$3,942	\$7,000	\$7,000	\$7,000
	SUBTOTAL OPERATING EXPENSES	\$170,742	\$193,250	\$195,532	\$218,750
	TOTAL PW BUILDINGS	\$376,920	\$402,743	\$400,235	\$437,066

PUBLIC WORKS FLEET

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
10-1133-4001	Fleet Salaries	\$164,333	\$178,022	\$185,000	\$159,038
10-1133-4002	Overtime	\$772	\$1,800	\$1,800	\$1,800
10-1133-4010	Benefits	\$13,521	\$15,836	\$15,836	\$14,327
10-1133-4050	Retirement Benefits	\$4,216	\$8,678	\$8,678	\$5,301
	SUBTOTAL SALARIES AND BENEFITS	\$182,842	\$204,336	\$211,314	\$180,466
10-1133-4205	Repair/Maintenance of Vehicles - all departments	\$80,388	\$77,000	\$77,000	\$80,000
10-1133-4210	Professional Dues and Subscriptions	\$350	\$350	\$510	\$510
10-1133-4227	Reg. Fees, Lodging, Travel, and Meals	\$1,779	\$2,500	\$2,500	\$7,000
10-1133-4233	Supplies	\$129	\$300	\$300	\$300
10-1133-4250	Professional Services	\$0	\$100	\$100	\$100
10-1133-4260	Gas/Oil - Department share for vehicles	\$1,937	\$2,000	\$2,000	\$2,000
10-1133-4265	Advertising	\$304	\$400	\$400	\$400
10-1133-4270	Uniforms - Department share	\$2,615	\$3,500	\$3,500	\$4,000
10-1133-4271	Tools	\$1,861	\$4,000	\$5,000	\$6,000
10-1133-4404	Snow Removal - Plow Blades, Blowers	\$4,984	\$6,000	\$6,000	\$6,000
	SUBTOTAL OPERATING EXPENSES	\$94,347	\$96,150	\$97,310	\$106,310
	TOTAL PW FLEET	\$277,189	\$300,486	\$308,624	\$286,776

PUBLIC WORKS GROUNDS

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
10-1134-4001	PW Grounds Salaries	\$345,873	\$357,952	\$340,000	\$370,675
10-1134-4002	Overtime	\$3,397	\$5,000	\$4,500	\$5,000
10-1134-4006	Seasonal Salaries	\$58,053	\$55,000	\$55,000	\$60,000
10-1134-4010	Benefits	\$32,656	\$37,102	\$36,000	\$38,511
10-1134-4050	Retirement Benefits	\$11,715	\$20,306	\$16,000	\$21,001
	SUBTOTAL SALARIES AND BENEFITS	\$451,694	\$475,360	\$451,500	\$495,187
10-1134-4205	Repair/Maintenance of Vehicles & mowers	\$484	\$750	\$750	\$1,000
10-1134-4210	Professional Dues and Subscriptions	\$0	\$250	\$250	\$250
10-1134-4227	Reg. Fees, Lodging, Travel, and Meals	\$1,040	\$4,500	\$4,500	\$5,000
10-1134-4233	Supplies	\$25	\$400	\$400	\$400
10-1134-4250	Professional Services	\$0	\$300	\$1,500	\$300
10-1134-4260	Gas/Oil - Department share for vehicles	\$12,075	\$15,000	\$15,000	\$15,000
10-1134-4265	Advertising	\$0	\$1,000	\$1,000	\$1,000
10-1134-4270	Uniforms - Department share	\$740	\$1,500	\$1,500	\$2,000
10-1134-4400	Pest Control - insects, wildlife	\$2,113	\$2,000	\$2,000	\$2,000
10-1134-4404	Snow Removal - Town Owned Buildings/Parks	\$695	\$1,500	\$1,500	\$1,500
	SUBTOTAL OPERATING EXPENSES	\$17,172	\$27,200	\$28,400	\$28,450
	TOTAL PW GROUNDS	\$468,866	\$502,560	\$479,900	\$523,637

SPECIAL EVENTS

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
10-1140-4001	Special Events Salaries	\$98,484	\$106,048	\$102,000	\$110,192
10-1140-4002	Overtime	\$624	\$4,500	\$4,500	\$4,500
10-1140-4005	Seasonal Salaries	\$25,806	\$26,000	\$30,000	\$26,000
10-1140-4010	Benefits	\$10,317	\$12,796	\$12,796	\$13,125
10-1140-4050	Retirement Benefits	\$5,270	\$6,824	\$6,824	\$7,081
	SUBTOTAL SALARIES AND BENEFITS	\$140,501	\$156,168	\$156,120	\$160,898
10-1140-4202	Postage - Department share	\$1,039	\$1,500	\$1,500	\$1,500
10-1140-4205	Repair/Maintenance of Event Equipment	\$759	\$1,000	\$1,000	\$1,000
10-1140-4210	Professional Dues and Subscriptions	\$1,907	\$1,600	\$1,600	\$1,600
10-1140-4227	Reg. Fees, Lodging, Travel, and Meals	\$5,425	\$4,500	\$4,500	\$4,500
10-1140-4233	Supplies	\$10,218	\$7,000	\$11,676	\$7,000
10-1140-4260	Gas/Oil - Department share	\$619	\$1,000	\$1,000	\$1,000
10-1140-4261	Street Banners	\$12,100	\$18,000	\$18,000	\$18,000
10-1140-4401	Utilities for Events	\$1,274	\$1,000	\$1,000	\$1,000
10-1140-4665	Green Event Infrastructure	\$2,826	\$7,000	\$5,000	\$7,000
10-1140-4703	Furniture and Equipment - non-capital	\$912	\$15,000	\$15,000	\$15,000
10-1140-4804	4th of July	\$59,441	\$69,200	\$65,000	\$82,200
10-1140-4808	Vettes	\$1,409	\$0	\$1,800	\$0
10-1140-4809	Clean Up Day	\$2,841	\$5,000	\$3,000	\$5,000
10-1140-4811	Wassail Days	\$18,075	\$20,000	\$27,000	\$27,000
10-1140-4812	Art Shows	\$1,224	\$1,800	\$1,800	\$1,800
10-1140-4816	BBQ Challenge Vendor Payouts	\$405,538	\$450,000	\$370,000	\$450,000
10-1140-4827	Concerts in the Park	\$22,254	\$25,344	\$25,500	\$25,500
10-1140-4850	Uniforms - Special Events Team	\$492	\$750	\$800	\$800
10-1140-4851	Bike to Work Day	\$97	\$650	\$650	\$650
10-1140-4852	Trick or Treat Street	\$584	\$2,000	\$2,000	\$2,000
10-1140-4853	Easter Egg Hunt	\$981	\$1,300	\$1,065	\$1,300
10-1140-4857	Spontaneous Combustion	\$1,608	\$1,800	\$1,800	\$1,800
10-1140-4863	BBQ Challenge Administration	\$15,473	\$33,400	\$20,000	\$33,400
10-1140-4864	BBQ Challenge Beverages and Ice	\$46,607	\$71,500	\$45,000	\$65,000
10-1140-4865	BBQ Challenge Awards	\$23,177	\$25,000	\$30,000	\$30,000
10-1140-4866	BBQ Challenge Entertainment	\$55,041	\$90,000	\$87,000	\$71,000
10-1140-4867	BBQ Marketing	\$163	\$0	\$0	\$0
10-1140-4868	BBQ Challenge Supplies and Equipment	\$39,662	\$62,569	\$72,000	\$65,000
10-1140-4869	BBQ Challenge Utilities, Mtn., Waste	\$28,151	\$28,413	\$11,000	\$28,413
10-1140-4873	Fall Fest	\$26,090	\$21,200	\$25,000	\$27,000
10-1140-4876	Pink Party	\$5,319	\$5,700	\$4,982	\$5,700
10-1140-4880	Town Party	\$6,084	\$12,500	\$12,500	\$12,500
	SUBTOTAL OPERATING EXPENSES	\$797,390	\$985,726	\$868,173	\$993,663
	TOTAL SPECIAL EVENTS	\$937,891	\$1,141,894	\$1,024,293	\$1,154,561

RECREATION

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
10-1150-4001	Recreation Salaries	\$107,250	\$113,959	\$110,000	\$119,376
10-1150-4002	Overtime	\$2,118	\$2,000	\$2,500	\$2,000
10-1150-4005	Seasonal Salaries	\$86,458	\$68,000	\$82,000	\$95,000
10-1150-4006	Program Instructors	\$30,376	\$30,899	\$30,899	\$30,899
10-1150-4010	Benefits	\$18,239	\$19,556	\$19,556	\$22,133
10-1150-4050	Retirement Benefits	\$5,560	\$7,614	\$7,614	\$7,970
	SUBTOTAL SALARIES AND BENEFITS	\$250,001	\$242,028	\$252,569	\$277,378
10-1150-4202	Postage - Department share	\$197	\$500	\$200	\$500
10-1150-4210	Professional Dues and Subscriptions	\$0	\$0	\$200	\$200
10-1150-4221	Printing - Recreation Brochure	\$0	\$0	\$0	\$0
10-1150-4227	Reg. Fees, Lodging, Travel, and Meals	\$1,641	\$4,500	\$3,000	\$6,500
10-1150-4233	Operating Supplies	\$22	\$0	\$0	\$0
10-1150-4244	Bank Service Charges	\$4,178	\$7,000	\$15,000	\$15,000
10-1150-4265	Advertising	\$15,345	\$15,000	\$16,500	\$16,000
10-1150-4277	Cleaning	\$0	\$0	\$0	\$0
10-1150-4601	Recreation Program Refunds	\$0	\$0	\$0	\$0
10-1150-4602	Recreation Sports	\$15,187	\$18,500	\$18,000	\$18,500
10-1150-4604	Recreation Contracted Expenses	\$23,214	\$17,000	\$32,000	\$27,000
10-1150-4605	Recreation Fun Club	\$29,199	\$28,000	\$17,000	\$30,000
10-1150-4606	Recreation Winter Vacation Sensation	\$1,724	\$7,500	\$3,000	\$6,000
10-1150-4607	Recreation Supplies	\$9,287	\$2,000	\$2,000	\$2,000
10-1150-4608	Recreation Scholarship	\$0	\$5,000	\$0	\$5,000
10-1150-4620	Gas/Oil - Department shar for vehicles	\$0	\$0	\$0	\$1,500
10-1150-4701	Van Rental	\$11,557	\$13,000	\$13,000	\$14,000
10-1150-4702	Programs/Activities-Admission Fees, etc.	\$2,180	\$2,000	\$2,000	\$1,000
10-1150-4703	Furniture and Equipment - non-capital	\$0	\$3,000	\$1,500	\$3,000
10-1150-4850	Uniforms - Recreation Team	\$1,580	\$3,000	\$2,500	\$3,000
	SUBTOTAL OPERATING EXPENSES	\$115,311	\$126,000	\$125,900	\$149,200
	TOTAL RECREATION	\$365,312	\$368,028	\$378,469	\$426,578

FRISCO ADVENTURE PARK

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
10-1160-4001	Salaries	\$384,247	\$382,507	\$360,000	\$541,342
10-1160-4002	Overtime	\$2,186	\$5,000	\$5,000	\$5,000
10-1160-4005	Seasonals	\$325,559	\$322,463	\$322,463	\$208,000
10-1160-4006	Part-Time Salaries	\$0	\$0	\$0	\$0
10-1160-4010	Benefits	\$62,658	\$60,371	\$65,000	\$63,035
10-1160-4050	Retirement Benefits	\$9,380	\$13,103	\$13,103	\$18,302
	SUBTOTAL SALARIES AND BENEFITS	\$784,030	\$783,444	\$765,566	\$835,679
10-1160-4201	Signage, Fence, Padding	\$3,628	\$6,000	\$6,000	\$6,000
10-1160-4205	Equipment Repair Maintenance	\$38,748	\$40,000	\$40,000	\$40,000
10-1160-4207	Building Maintenance	\$2,799	\$6,000	\$2,500	\$5,000
10-1160-4208	Conveyor Lift System Maintenance	\$8,973	\$6,000	\$6,000	\$6,000
10-1160-4221	Supplies/Ticketing	\$11,190	\$16,000	\$18,180	\$18,000
10-1160-4223	Retail Merchandise	\$12,397	\$20,000	\$17,852	\$20,000
10-1160-4225	Food & Beverage	\$55,637	\$60,000	\$60,413	\$64,000
10-1160-4227	Travel/Education/Lodging	\$5,867	\$8,000	\$7,000	\$8,000
10-1160-4234	First Aid Supplies	\$0	\$5,000	\$4,000	\$4,000
10-1160-4244	Bank Service Charges	\$55,410	\$70,000	\$55,000	\$65,000
10-1160-4250	Professional Services	\$5,377	\$5,000	\$5,000	\$5,000
10-1160-4260	Gas/Oil	\$18,686	\$16,000	\$16,000	\$16,000
10-1160-4265	Advertising	\$60,260	\$60,000	\$60,000	\$60,000
10-1160-4270	Uniforms-Department	\$9,690	\$7,000	\$7,000	\$7,000
10-1160-4401	Utility Costs	\$69,361	\$74,000	\$75,000	\$75,000
10-1160-4404	Snow Removal	\$0	\$2,500	\$0	\$0
10-1160-4405	Snowmaking Supplies	\$0	\$5,000	\$5,000	\$5,000
10-1160-4409	General Site Maintenance	\$2,171	\$5,000	\$4,000	\$4,000
10-1160-4411	Tubing Hill/Terrain Park Maintenance	\$27,893	\$25,000	\$25,000	\$25,000
10-1160-4412	Bike Park Maintenance	\$0	\$0	\$0	\$0
10-1160-4413	Skate Rink Maintenance	\$0	\$0	\$0	\$0
10-1160-4455	Permit/License Fees	\$4,440	\$4,000	\$4,000	\$4,000
10-1160-4477	Cleaning	\$16,858	\$30,000	\$20,000	\$25,000
10-1160-4480	PRA Program/Event Expenses	\$2,550	\$10,000	\$5,000	\$10,000
	SUBTOTAL OPERATING EXPENSES	\$411,935	\$480,500	\$442,945	\$472,000
	TOTAL FRISCO ADVENTURE PARK	\$1,195,965	\$1,263,944	\$1,208,511	\$1,307,679

FRISCO NORDIC CENTER

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
10-1170-4001	Salaries	\$0	\$53,000	\$40,000	\$123,503
10-1170-4002	Overtime	\$0	\$0	\$0	\$0
10-1170-4005	Seasonals	\$124,855	\$112,397	\$112,397	\$155,000
10-1170-4006	Part-Time Salaries	\$0	\$0	\$0	\$0
10-1170-4010	Benefits	\$9,914	\$13,149	\$15,000	\$22,141
10-1170-4050	Retirement Benefits	\$0	\$1,590	\$1,000	\$7,755
SUBTOTAL SALARIES AND BENEFITS		\$134,769	\$180,136	\$168,397	\$308,399
10-1170-4201	Signage, Fence, Padding	\$9,756	\$10,000	\$10,000	\$10,000
10-1170-4205	Equipment Repair Maintenance	\$1,991	\$20,000	\$20,000	\$20,000
10-1170-4207	Building Maintenance	\$2,290	\$5,000	\$5,000	\$5,000
10-1170-4210	Professional Fees and Subscriptions	-\$419	\$3,000	\$1,000	\$1,000
10-1170-4221	Supplies/Ticketing	\$4,084	\$12,000	\$8,000	\$10,000
10-1170-4223	Retail Merchandise	\$605	\$14,000	\$14,000	\$20,000
10-1170-4225	Food & Beverage	\$6,555	\$15,000	\$11,000	\$15,000
10-1170-4227	Travel/Education/Lodging	\$36	\$1,500	\$1,500	\$5,000
10-1170-4244	Bank Service Charges	\$6,136	\$15,000	\$7,000	\$10,000
10-1170-4250	Professional Services	\$5,500	\$4,000	\$7,000	\$4,000
10-1170-4260	Gas/Oil	\$208	\$14,000	\$14,000	\$14,000
10-1170-4265	Advertising	\$14,455	\$15,000	\$20,000	\$20,000
10-1170-4270	Uniforms	\$0	\$4,000	\$4,000	\$4,000
10-1170-4401	Utility Costs	\$5,553	\$7,000	\$6,000	\$7,000
10-1170-4404	Snow Removal	\$105	\$2,500	\$2,500	\$2,500
10-1170-4409	General Site Maintenance	\$0	\$5,000	\$5,000	\$5,000
10-1170-4455	Permit/License Fees	\$2,638	\$5,000	\$5,000	\$5,000
10-1170-4477	Cleaning	\$3,744	\$15,000	\$10,000	\$15,000
10-1170-4480	Special Events	\$970	\$8,000	\$8,000	\$8,000
10-1170-4500	Nordic Rental Equipment	\$0	\$7,000	\$7,000	\$7,000
10-1170-4703	Furniture & Equipment - Non-Capital	\$10,170	\$2,000	\$2,000	\$5,000
SUBTOTAL OPERATING EXPENSES		\$74,377	\$184,000	\$168,000	\$192,500
TOTAL FRISCO NORDIC CENTER		\$209,146	\$364,136	\$336,397	\$500,899

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Capital Improvement Fund

The Town of Frisco uses this fund to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by the Town's Enterprise funds - the Water Fund and the Marina Fund).

CAPITAL IMPROVEMENT FUND REVENUE/EXPENDITURE SUMMARY

Major capital projects are budgeted in the Capital Improvement Fund. By Town ordinance, any General Fund balance in excess of the required reserve is to be transferred to the Capital Improvement Fund. The other major revenue source for this fund is real estate transfer fees. Major capital projects are only those items costing \$5,000 or more. The summary below is organized in the same format and order as the Annual Financial Statements. This design is intended to make it easier for the average user to compare the summary to results of operations as reported in the Annual Financial Statements. There is no required reserve for this fund.

	2016	2017	2018	2018	2019
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Projected</u>	<u>Budget</u>
Revenues					
Real Estate Transfer Fees	\$1,389,027	\$1,293,352	\$1,500,000	\$1,300,000	\$1,300,000
Intergovernmental Grants	0	0	404,496	0	404,496
Investment Income	9,811	37,409	15,000	70,000	50,000
Other Revenues	11,890	0	0		
Total Revenues	1,410,728	1,330,761	1,919,496	1,370,000	1,754,496
Expenditures					
Capital Outlay	3,146,775	3,811,565	6,368,577	6,716,453	4,983,957
Debt Service	825,480	649,899	444,125	443,989	441,634
Agent Fees	1,500	1,500	2,000	2,000	2,000
Total Expenditures	3,973,755	4,462,964	6,814,702	7,162,442	5,427,591
Other Sources (Uses)					
Capital Interest Subsidy	48,614	35,668	0	0	0
Loan Proceeds	0	2,487,000	0	0	0
Repayment of Loan from Water Fund	0	0	-30,000	-30,000	-30,000
Sale of Assets	25,600	45,973	10,000	736,596	175,000
Miscellaneous/Rental Income				6,120	73,440
Transfers In-General Fund	4,716,665	3,350,000	935,929	2,191,510	651,071
Net Change in Fund Balance	2,227,852	2,786,438	-3,979,277	-2,888,216	-2,803,584
Fund Balance - January 1	2,174,652	4,402,504	5,092,669	7,188,942	4,300,726
Fund Balance - December 31	\$4,402,504	\$7,188,942	\$1,113,392	\$4,300,726	\$1,497,142

CAPITAL IMPROVEMENT FUND

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
REVENUES:					
20-2000-3000	Lease Purchase Proceeds	\$0	\$0	\$0	\$0
20-2000-3001	Capital - Interest Subsidy	\$35,668	\$0	\$0	\$0
20-2000-3002	Loan from Water Fund	\$0	\$0	\$0	\$0
20-2000-3005	Contributed to Capital	\$0	\$0	\$0	\$0
20-2000-3101	Interest on Investments -CIF portion	\$37,409	\$15,000	\$70,000	\$50,000
20-2000-3125	Real Estate Investment Fees	\$1,293,352	\$1,500,000	\$1,300,000	\$1,300,000
20-2000-3150	Capital Sale of Assets	\$45,973	\$10,000	\$736,596	\$175,000
20-2000-3221	Sale of Assets	\$0	\$0	\$0	\$0
20-2000-3222	Miscellaneous Revenue-MRP Employee Rentals	\$0	\$0	\$6,120	\$73,440
20-2000-3225	Interfund Transfers	\$3,350,000	\$935,929	\$2,191,510	\$651,071
20-2000-3550	State/Federal Grant Funding	\$0	\$404,496	\$0	\$404,496
20-2000-3601	COP Proceeds	\$2,487,000	\$0	\$0	\$0
20-2000-3605	Premium on COP's Issued	\$0	\$0	\$0	\$0
TOTAL REVENUE		\$7,249,402	\$2,865,425	\$4,304,226	\$2,654,007

CAPITAL IMPROVEMENT FUND

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
	EXPENDITURES:				
20-2000-4100	Pmt - Refund Bond Escrow Agent	\$2,500,000	\$0	\$0	\$0
20-2000-4101	Vehicles and Equipment	\$401,935	\$596,000	\$596,000	\$993,000
20-2000-4102	Computer and Technology	\$66,311	\$217,000	\$217,000	\$170,000
20-2000-4195	Equipment and Vehicle Leases	\$24,910	\$37,500	\$37,500	\$37,500
20-2000-4325	Trust Fees	\$1,500	\$2,000	\$2,000	\$2,000
20-2000-4333	Debt Service - Principal	\$437,062	\$295,540	\$295,440	\$302,573
20-2000-4334	Debt Service - Interest	\$212,837	\$141,085	\$141,049	\$131,561
20-2000-4555	Property Purchases	\$0	\$0	\$852,045	\$0
20-2000-4560	Cost of Issuance	\$74,559	\$0	\$0	\$0
20-2000-4567	Facility Capital Repair	\$105,499	\$5,000	\$9,050	\$58,488
20-2000-4965	Curb Replacement	\$37,607	\$60,000	\$60,000	\$50,000
20-2000-4995	Asphalt Overlay/Resurface Road	\$200,463	\$525,000	\$525,000	\$100,000
20-2000-5015	Peninsula Forestry Management	\$22,122	\$0	\$0	\$0
20-2000-5017	Environmental Sustainability	\$36,538	\$0	\$0	\$0
20-2000-5024	PRA Plan Implementation	\$6,939	\$0	\$0	\$0
20-2000-5054	Bike Path System Upgrades	\$3,057	\$0	\$0	\$0
20-2000-5060	Zoning Code Update	\$55,996	\$0	\$0	\$0
20-2000-5065	First and Main Barnyard Building	\$4,728	\$0	\$7,000	\$5,000
20-2000-5066	Trails Construction and Enhancements	\$67,450	\$90,000	\$90,000	\$100,000
20-2000-5067	Wayfinding	\$0	\$25,000	\$25,000	\$0
20-2000-5069	Design/Construction-PW Facility	\$41,714	\$1,350,000	\$1,282,500	\$67,500
20-2000-5071	Historic Park Deck/Stair Replacement	\$11,171	\$0	\$0	\$0
20-2000-5072	Parking Lot Reconstruction-PW Complex	\$25,595	\$0	\$0	\$0
20-2000-5073	PRA Landscaping	\$8,250	\$0	\$8,250	\$0
20-2000-5075	Crackfill Streets and Bike Paths	\$20,410	\$20,000	\$0	\$50,000
20-2000-5076	TAP Grant	\$6,488	\$489,969	\$69,000	\$489,969
20-2000-5077	FAP Amenity Expansion	\$60,961	\$1,358,108	\$1,288,108	\$2,200,000
20-2000-5079	Update Planning Documents	\$0	\$130,000	\$90,000	\$100,000
20-2000-5080	Consultant-Historic Preservation	\$8,862	\$25,000	\$25,000	\$25,000
20-2000-5081	Community Care Center	\$20,000	\$20,000	\$20,000	\$0
20-2000-5082	Lake Hill Analysis/Support	\$0	\$20,000	\$20,000	\$100,000
20-2000-5084	Electric Vehicle Charging Stations	\$0	\$20,000	\$50,000	\$0
20-2000-5085	Traffic Study - CDOT Exit 203	\$0	\$112,500	\$112,500	\$0
20-2000-5086	Summit Boulevard Sidewalk (Walmart)	\$0	\$150,000	\$150,000	\$0
20-2000-5087	Alley Paving	\$0	\$175,000	\$175,000	\$175,000
20-2000-5088	Galena Project Housing (1/2 cost)	\$0	\$850,000	\$1,000,000	\$0
20-2000-5089	Building Relocation and Repurpose Costs	\$0	\$100,000	\$0	\$100,000
20-2000-5090	Belltower Refurbishment	\$0	\$30,000	\$0	\$0
20-2000-5091	Storm System Study	\$0	\$0	\$45,000	\$0
20-2000-5092	Feasibility Study - Fieldhouse at PRA	\$0	\$0	\$0	\$10,000
20-2000-5093	Playground/Site Improvements at Town Parks	\$0	\$0	\$0	\$125,000
20-2000-5094	Town Hall Dumpster Enclosure	\$0	\$0	\$0	\$65,000
	TOTAL CAPITAL IMPROVEMENTS	\$4,462,964	\$6,844,702	\$7,192,442	\$5,457,591

Capital Improvement Fund
Capital Projects Five Year Timeline

12/6/2018

PROJECTS		2019 COST	2020 COST	2021 COST	2022 COST	2023 COST
Contractual Obligations: See Note 1						
Lease Purchases (A/N 20-2000-4325/4333/4334)		\$306,134	\$308,678	\$305,307	\$304,890	\$297,795
Water Fund Loan (A/N 20-2000-4334)		\$30,000	\$95,000	\$95,000	\$95,000	\$95,000
Copier/Postage Machine Leases (A/N 20-2000-4195)		\$37,500	\$37,500	\$37,500	\$37,500	\$37,500
1st & Main Building Note Payable (A/N 20-2000-4333 /4334)		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
2015 Equipment Lease (A/N 20-2000-4195)						
Total Contractual Obligations		\$473,634	\$541,178	\$537,807	\$537,390	\$530,295
Technology Purchases: See Note 1 (A/N 20-2000-4102)	PQ3	\$170,000	\$50,000	\$50,000	\$50,000	\$50,000
Capital Equipment Purchases: See Note 1 (A/N 20-2000-4101)	PQ16	\$993,000	\$1,037,000	\$260,000	\$250,000	\$275,000
Capital Improvements:						
Concrete Replacement (A/N 20-2000-4965)	PQ13a	\$50,000	\$40,000	\$40,000	\$40,000	\$40,000
Facility Capital Repair (see below) (A/N 20-2000-4567)	BH Bldg	\$58,488	\$128,605	\$100,000	\$100,000	\$100,000
Asphalt Resurface and Preservation (A/N 20-2000-4995)	PQ13b&c	\$100,000	\$160,000	\$170,000	\$180,000	\$180,000
Restain/Paint- public buildings rotation (4 yr) (A/N 20-2000-4567)			\$75,000			\$75,000
Public Works Building Construction (A/N 20-2000-5069)	PQ14d	\$67,500				
Granite Street Bicycle/Pedestrian Access Design (A/N 20-2000-5075)	PQ13d	\$50,000	\$25,000	\$25,000	\$25,000	\$25,000
TAP Grant (State-80% Match; Town-20%) (A/N 20-2000-5076)	PQ13g	\$489,969				
PRA Reception/Offices/Storage/Caretaker Units (A/N 20-2000-5077)	PQ14a	\$1,700,000				
Pavillion at PRA (A/N 20-2000-5077)						\$732,000
Gap Project - Hwy. 9 - Landscaping and Median			\$200,000			
Alley Paving (A/N 20-2000-5087)	PQ13e	\$175,000	\$175,000			
Building Relocation Site and Utility Costs (A/N 20-2000-5089)	PQ14b	\$100,000				
Nordic and Day Lodge Flooring				\$20,000		
First and Main Building Building (A/N 20-2000-5065)	BH Bldg	\$5,000				
Storm System Study/Repairs (A/N 20-2000-5091)			\$150,000			
PRA Parking (A/N 20-2000-5077)	PQ13f	\$500,000	\$225,000			
Day Lodge Acoustic System Upgrade			\$20,000			
Town Hall Dumpster Enclosure (A/N 20-2000-5094)	PQ14c	\$65,000				
Town Hall Atrium Design			\$40,000			
Nordic Improvements			\$500,000			
Trails Enhancements (A/N 20-2000-5066)	PQ15a	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Expanded Snowmaking			\$21,000			
Playground/Site Improvements at Town Parks (A/N 20-2000-5093)	PQ15b	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Update Planning Documents (A/N 20-2000-5079)	PQ8	\$100,000				
Technical Consultant for Historic Preservation (A/N 20-2000-5080)	PQ11	\$25,000	\$25,000			
Funding for review of Lake Hill Project (A/N 20-2000-5082)	PQ12	\$100,000				
Consultant Fees - Fieldhouse Design (A/N 20-2000-5092)	PQ10	\$10,000				
Debt						
Technology Purchases						
Capital Equipment Purchases						
Infrastructure						
Environmental						
Housing						
Recreational						
Community Planning						
Core		\$5,457,591	\$3,637,783	\$1,427,807	\$1,407,390	\$2,232,295
Desired						
Non-Essential						
Debt and Capital Project Total		\$5,457,591	\$3,637,783	\$1,427,807	\$1,407,390	\$2,232,295
Beginning Fund Balance-Actual		\$4,300,726	\$1,497,142	\$592,986	\$1,980,815	\$3,473,530
Capital Fund Revenues-increase 3% each year		\$2,002,936	\$2,063,024	\$2,124,915	\$2,188,662	\$2,254,322
Transfer from General Fund-New Retail-increase 3% each year		\$651,071	\$670,603	\$690,721	\$711,443	\$732,786
Debt and Capital Project Total		\$5,457,591	\$3,637,783	\$1,427,807	\$1,407,390	\$2,232,295
Ending Fund Balance-Projected		\$1,497,142	\$592,986	\$1,980,815	\$3,473,530	\$4,228,344

2019 Facility Capital Repairs:

Mary Ruth Place Repairs/Maintenance	14,488
Roof Replacement at Community Center	30,000
Community Center Flooring	8,000
Low Flow Water Fixtures at Community Center	3,500
Furniture Replacement at Community Center	2,500
	<u>\$58,488</u>

2020 Facility Capital Repairs:

Mary Ruth Place Repairs/Maintenance	20,605
Replace 113/117 Granite employee housing waterline	15,000
Event Power Upgrade at Marina	15,000
Elevator Power Unit	28,000
ADA Upgrades	50,000
	<u>\$128,605</u>

NOTE 1
Capital Improvement Fund
Capital Equipment Five Year Timeline

	2019	2020	2021	2022	2023
Contractual Obligations:					
Lease Purchases					
Principal	221,200	231,800	237,400	244,100	243,400
Interest	82,934	74,878	65,907	58,790	52,395
Trustee Fees	2,000	2,000	2,000	2,000	2,000
	<u>\$306,134</u>	<u>\$308,678</u>	<u>\$305,307</u>	<u>\$304,890</u>	<u>\$297,795</u>
Water Fund Loan	\$30,000	\$95,000	\$95,000	\$95,000	\$95,000
Copier Leases	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500
1st & Main Building Note Payable	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Total Contractual Obligations	<u>\$473,634</u>	<u>\$541,178</u>	<u>\$537,807</u>	<u>\$537,390</u>	<u>\$530,295</u>
Technology Purchases:	Cost	Cost	Cost	Cost	Cost
Rec Trac/Vermont Systems Pass Program	10,000	\$50,000	\$50,000	\$50,000	\$50,000
Cisco Hardware Upgrade	72,000				
Microsoft Office Application Upgrades	88,000				
Total Technology Purchases	<u>\$170,000</u>				
Equipment Purchases:	Cost	Cost	Cost	Cost	Cost
Repl 2009 Dodge 2500 (PW)	37,000				
Repl 2009 GMC 1500 (PW fleet service truck)	85,000				
Repl 2009 Ford E350 (PW)	45,000				
Repl 2009 Toyota Prius (CDD)	32,000				
Repl 2013 Ford Interceptor (PD)	47,000				
Repl (2) 2012 Cat 930K (PW)	450,000				
Repl Ford Escape w/pickup	34,000				
Repl Karcher MIC 70	113,000				
Outside Fuel - PRA	25,000				
Lift Structure & Decking-Magic Carpet	125,000				
Total Equipment Purchases	<u>\$993,000</u>				
Contractual Obligations:					
Lease Purchases					
Principal					
Interest					
Trustee Fees					
Water Fund Loan					
Copier Leases					
1st & Main Building Note Payable					
Total Contractual Obligations					
Technology Purchases:	Cost	Cost	Cost	Cost	Cost
Rec Trac/Vermont Systems Pass Program	10,000	\$50,000	\$50,000	\$50,000	\$50,000
Cisco Hardware Upgrade	72,000				
Microsoft Office Application Upgrades	88,000				
Total Technology Purchases	<u>\$170,000</u>				
Equipment Purchases:	Cost	Cost	Cost	Cost	Cost
Repl 2009 Dodge 2500 (PW)	37,000				
Repl 2009 GMC 1500 (PW fleet service truck)	85,000				
Repl 2009 Ford E350 (PW)	45,000				
Repl 2009 Toyota Prius (CDD)	32,000				
Repl 2013 Ford Interceptor (PD)	47,000				
Repl (2) 2012 Cat 930K (PW)	450,000				
Repl Ford Escape w/pickup	34,000				
Repl Karcher MIC 70	113,000				
Outside Fuel - PRA	25,000				
Lift Structure & Decking-Magic Carpet	125,000				
Total Equipment Purchases	<u>\$993,000</u>				



Historic Preservation Fund

This special revenue fund is used to account for for donations from the public for preservation and/or restoration of the Town's historic artifacts.

HISTORIC PRESERVATION FUND REVENUE/EXPENDITURE SUMMARY

The Historic Preservation Fund was established January 1, 2019, for the purpose of accepting donations from the public for preservation and/or restoration of the Town's historic artifacts. There is no required reserve for this fund.

	2016	2017	2018	2018	2019
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Projected</u>	<u>Budget</u>
<u>Revenues</u>					
Donations	\$0	\$0	\$0	\$0	\$1,000
Investment Income	0	0	0	0	0
Total Revenues	0	0	0	0	1,000
<u>Expenditures</u>					
Capital Projects	0	0	0	0	0
Total Expenditures	0	0	0	0	0
<u>Other Sources (Uses)</u>					
Net Change in Fund Balance	0	0	0	0	1,000
Fund Balance - January 1	0	0	0	0	0
Fund Balance - December 31	\$0	\$0	\$0	\$0	\$1,000

HISTORIC PRESERVATION FUND REVENUE/EXPENDITURE SUMMARY

The Historic Preservation Fund was established January 1, 2019, for the purpose of accepting donations from the public for preservation and/or restoration of the Town's historic artifacts. There is no required reserve for this fund.

	2016	2017	2018	2018	2019
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Projected</u>	<u>Budget</u>
<u>Revenues</u>					
Donations	\$0	\$0	\$0	\$0	\$1,000
Investment Income	0	0	0	0	0
Total Revenues	0	0	0	0	1,000
<u>Expenditures</u>					
Capital Projects	0	0	0	0	0
Total Expenditures	0	0	0	0	0
<u>Other Sources (Uses)</u>					
Net Change in Fund Balance	0	0	0	0	1,000
Fund Balance - January 1	0	0	0	0	0
Fund Balance - December 31	\$0	\$0	\$0	\$0	\$1,000

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Conservation Trust Fund

This special revenue fund is used to account for receipts from the State of Colorado from lottery revenues. Disbursements made from this fund can only be used for specific purposes.

CONSERVATION TRUST FUND REVENUE/EXPENDITURE SUMMARY

The Conservation Trust Fund was established pursuant to State law to account for receipt and disbursement of lottery funds. Each year the State distributes a percentage of the profits from the sale of lottery tickets to municipalities which may only be used to maintain, acquire or construct recreation facilities, park facilities or open space. This fund has no required reserve.

	2016	2017	2018	2018	2019
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Projected</u>	<u>Budget</u>
<u>Revenues</u>					
Lottery Proceeds	\$31,520	\$29,006	\$26,000	\$29,000	\$29,000
Investment Income	358	278	250	300	300
Total Revenues	31,878	29,284	26,250	29,300	29,300
<u>Expenditures</u>					
Culture and Recreation	52,884	53,382	23,900	5,000	39,600
Total Expenditures	52,884	53,382	23,900	5,000	39,600
<u>Other Sources (Uses)</u>					
Net Change in Fund Balance	-21,006	-24,098	2,350	24,300	-10,300
Fund Balance - January 1	68,698	47,692	21,942	23,594	47,894
Fund Balance - December 31	\$47,692	\$23,594	\$24,292	\$47,894	\$37,594

CONSERVATION TRUST

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
REVENUES:					
30-3000-3101	Interest on Investments-CTF portion of allocation	\$278	\$250	\$300	\$300
30-3000-3555	State Lottery Funds	\$29,006	\$26,000	\$29,000	\$29,000
TOTAL REVENUES		\$29,284	\$26,250	\$29,300	\$29,300
EXPENDITURES:					
30-3000-4262	Five Year Capital Plan Projects	\$53,382	\$23,900	\$5,000	\$39,600
TOTAL EXPENDITURES		\$53,382	\$23,900	\$5,000	\$39,600

Conservation Trust Fund Capital Equipment Five Year Timeline

2019		2020		2021		2022		2023	
Project	Est. Cost	Project	Est. Cost	Project	Est. Cost	Project	Est. Cost	Project	Est. Cost
Landscape equipment	\$8,000	Landscape equipment	\$8,000	Landscape equipment	\$8,000	Landscape equipment	\$8,000	Landscape equipment	\$8,000
Kubota Tractor for Trail Work	\$31,600								
Project Total	\$39,600	Project Total	\$8,000						



Water Fund

This Enterprise fund was established to finance and account for activities of the Town's water system.

WATER FUND REVENUE/EXPENDITURE SUMMARY

The Water Fund was established to finance and account for the acquisition, operation and maintenance of facilities, services and water rights associated with providing water to the Town. The primary revenue sources include user charges and water tap fees. This fund has a four month required reserve; the projected 2019 fund balance far surpasses that requirement.

	2016	2017	2018	2018	2019
Revenues	Actual	Actual	Budget	Projected	Budget
User Charges	\$890,733	\$903,193	\$891,000	\$900,000	\$900,000
Water Meter Sales	8,626	2,833	15,000	9,000	5,000
Plant Investment Fees	153,241	224,942	200,000	150,000	75,000
Sale of Assets	9,940	7,900	0	6,775	4,000
Investment Income	32,989	49,211	25,000	45,000	45,000
Grant Revenue	0	106,681	30,094	30,094	0
Other Revenues	1,047	670	500	900	0
Total Revenues	1,096,576	1,295,430	1,161,594	1,141,769	1,029,000
Expenditures					
Salaries and Benefits	351,141	302,417	374,488	364,000	380,631
Administrative Fees	42,000	42,500	42,500	42,500	42,500
Professional Fees	61,091	43,717	85,000	70,000	85,000
Supplies and Chemicals	41,288	71,180	47,000	47,000	49,000
Utilities	48,086	52,632	65,000	65,000	70,000
Repair and Maintenance	27,179	41,258	42,000	71,000	62,000
General Expenses	54,360	156,104	134,200	120,525	83,800
Capital Outlay	262,921	1,159,546	690,000	717,000	437,000
Water Meter Replacements	24,831	11,582	70,125	30,000	40,000
Total Expenditures	912,897	1,880,936	1,550,313	1,527,025	1,249,931
Other Sources (Uses)					
Loan Repayment from Marina Fund	0	0	0		0
Loan Repayment from Capital Improvement Fund	0	0	30,000	30,000	30,000
Contributed to Capital	0	0	0	0	0
Transfers In	0	0	0	0	0
Transfers Out	0	0	0	0	0
Net Change in Fund Balance	183,679	-585,506	-358,719	-355,256	-190,931
Fund Balance - January 1	4,234,794	4,418,473	3,345,803	3,832,967	3,477,711
Fund Balance - December 31	\$4,418,473	\$3,832,967	\$2,987,084	\$3,477,711	\$3,286,780

WATER FUND

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
<u>REVENUES:</u>					
40-4000-3005	Contributed to Capital	\$0	\$0	\$0	\$0
40-4000-3101	Interest on Investments-WF Portion of allocation	\$49,211	\$25,000	\$45,000	\$45,000
40-4000-3222	Miscellaneous Revenue	\$670	\$500	\$900	\$0
40-4000-3225	Interfund Transfer - Int/Prin	\$0	\$30,000	\$30,000	\$30,000
40-4000-3350	Water User Fees - Quarterly Billing	\$903,193	\$891,000	\$900,000	\$900,000
40-4000-3360	Plant Investment Fees - Water Tap Fees	\$224,942	\$200,000	\$150,000	\$75,000
40-4000-3550	Grant Revenue	\$106,681	\$30,094	\$30,094	\$0
40-4000-3610	Water Meter Sales - New/replacement meters	\$2,833	\$15,000	\$9,000	\$5,000
40-4000-3630	Sales of Assets	\$7,900	\$0	\$6,775	\$4,000
TOTAL REVENUES		\$1,295,430	\$1,191,594	\$1,171,769	\$1,059,000
<u>EXPENDITURES:</u>					
40-4000-4001	Water Salaries	\$254,364	\$308,699	\$300,000	\$315,619
40-4000-4002	Overtime	\$6,490	\$10,000	\$12,500	\$10,000
40-4000-4010	Benefits	\$20,257	\$27,447	\$25,000	\$27,997
40-4000-4021	Worker's Comp Insurance	\$6,500	\$6,500	\$6,500	\$6,500
40-4000-4050	Retirement Benefits	\$14,806	\$21,842	\$20,000	\$20,515
SUBTOTAL SALARIES AND BENEFITS		\$302,417	\$374,488	\$364,000	\$380,631
40-4000-4200	Office Supplies	\$712	\$800	\$800	\$800
40-4000-4201	Supplies	\$51,232	\$32,000	\$32,000	\$32,000
40-4000-4202	Postage - Department share	\$2,665	\$4,500	\$4,500	\$4,500
40-4000-4203	Telephone	\$7,525	\$10,000	\$8,000	\$8,000
40-4000-4206	Vehicle Repairs & Maintenance	\$85	\$2,000	\$1,000	\$2,000
40-4000-4210	Professional Dues and Subscriptions	\$1,534	\$2,000	\$2,000	\$2,000
40-4000-4227	Reg. Fees, Education	\$4,261	\$5,000	\$5,000	\$8,000
40-4000-4250	Professional Services	\$43,717	\$85,000	\$70,000	\$85,000
40-4000-4260	Gas/Oil - Department share for vehicles	\$7,769	\$10,000	\$8,000	\$8,000
40-4000-4265	Advertising	\$613	\$2,000	\$1,700	\$1,500
40-4000-4270	Uniforms/Safety Equipment - Department share	\$2,189	\$1,500	\$1,500	\$2,000
40-4000-4275	System Repairs	\$21,810	\$40,000	\$70,000	\$60,000
40-4000-4277	Chemicals for Water Treatment	\$17,047	\$15,000	\$15,000	\$17,000
40-4000-4280	Pumping Equipment for Plants & Wells	\$19,363	\$18,000	\$18,000	\$18,000
40-4000-4355	Summit Water Quality Annual Dues	\$10,485	\$11,000	\$11,000	\$11,000
40-4000-4360	NWCCOG-QQ Water Quality Annual Dues	\$1,803	\$1,900	\$1,900	\$2,000
40-4000-4365	Administration Fees - General Fund	\$42,500	\$42,500	\$42,500	\$42,500
40-4000-4370	Grant Expenses	\$101,594	\$40,125	\$40,125	\$0
40-4000-4401	Utilities for Wells and Treatment Plant	\$52,632	\$65,000	\$65,000	\$70,000
40-4000-4425	Water Meter Replacement	\$11,582	\$30,000	\$30,000	\$40,000
40-4000-4444	Capital Improvements	\$0	\$690,000	\$667,500	\$387,500
40-4000-4455	Leases & Special Use Permits	\$17,855	\$18,000	\$18,000	\$18,000
40-4000-4460	Capital Equipment	\$0	\$49,500	\$49,500	\$49,500
40-4000-4790	Depreciation	\$282,663	\$0	\$0	\$0
SUBTOTAL OPERATING EXPENSES		\$701,636	\$1,175,825	\$1,163,025	\$869,300
TOTAL EXPENSES		\$1,004,053	\$1,550,313	\$1,527,025	\$1,249,931

Water Fund Capital Equipment Five Year Timeline

2019	2020	2021	2022	2023
Project Drainage improvements @SWTP Install sewer line at Well #6 Internal tank inspections Water main valve replacements Rehabilitate and gauge SWTP headworks 25% share of PW Office Solar	Project Demo and abandon wells 1&2 Replace 300 feet of water main (Hawn Dr.) New Fire Hydrant & Valve-10 Mile Drive and Dar	Project Replace Filter modules skid A Town wide leak survey Abandon Well #4	Project Replace filter modules Skid B Replace CL2 gas with hypochlorite Well #6	Project Replace CL2 gas with hypochlorite Well #5
Cost	Cost	Cost	Cost	Cost
50,000 25,000 15,000 100,000 175,000 22,500	150,000 375,000 50,000	150,000 30,000 150,000	150,000 30,000 300,000	300,000
Capital Project Total	Capital Project Total	Capital Project Total	Capital Project Total	Capital Project Total
\$387,500	\$876,000	\$330,000	\$450,000	\$300,000
Beginning Fund Balance Revenues-User Fees Debt Repayment-CP Tap Fees Grant Revenue Other Revenues Operating Expenditures Capital Ending Fund Balance	Beginning Fund Balance Revenues-User Fees Debt Repayment-CP Tap Fees Grant Revenue Other Revenues Operating Expenditures Capital Ending Fund Balance	Beginning Fund Balance Revenues-User Fees Debt Repayment-CP Tap Fees Grant Revenue Other Revenues Operating Expenditures Capital Ending Fund Balance	Beginning Fund Balance Revenues-User Fees Debt Repayment-CP Tap Fees Grant Revenue Other Revenues Operating Expenditures Capital Ending Fund Balance	Beginning Fund Balance Revenues-User Fees Debt Repayment-CP Tap Fees Grant Revenue Other Revenues Operating Expenditures Capital Ending Fund Balance
3,371,030 900,000 30,000 75,000 0 54,000 812,931 437,000 3,180,099	3,180,099 918,000 30,000 75,000 0 60,000 829,350 575,000 2,858,909	2,858,909 936,360 30,000 75,000 0 60,000 845,773 330,000 2,784,496	2,784,496 955,087 30,000 75,000 0 60,000 862,689 450,000 2,591,894	2,554,894 974,189 0 75,000 0 60,000 879,943 300,000 2,524,141



Open Space Fund

This special revenue fund is used to account for acquisitions and maintenance of open space.

**OPEN SPACE FUND
REVENUE/EXPENDITURE SUMMARY**

The Open Space Fund was established by resolution in 2001 to acquire and maintain open space. The resolution further required an annual \$300,000 allocation from real estate investment fees. Since no funds have been expended from this fund since 2005, Council reduced the annual allocation to \$100,000 in 2008. Since then, there have been no additional allocations to this fund. Since no projects have been identified for use of these funds, in 2010 Town Council approved a transfer from this fund for a recreation expansion project; in 2015 Council elected to transfer \$100,000 to the Capital Improvement Fund for capital projects. There is no required reserve for this fund.

	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Actual</u>	<u>2018</u> <u>Budget</u>	<u>2018</u> <u>Projected</u>	<u>2019</u> <u>Budget</u>
<u>Revenues</u>					
Investment Income	\$68	\$94	\$100	\$175	\$175
Total Revenues	68	94	100	175	175
<u>Expenditures</u>					
Culture and Recreation	0	0	0	0	0
Total Expenditures	0	0	0	0	0
<u>Other Sources (Uses)</u>					
Transfers In	0	0	0	0	0
Transfers Out-Capital Improvement Fund	0	0	0	0	0
Net Change in Fund Balance	68	94	100	175	175
Fund Balance - January 1	11,684	11,752	11,852	11,846	12,021
Fund Balance - December 31	\$11,752	\$11,846	\$11,952	\$12,021	\$12,196

OPEN SPACE FUND

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
REVENUES:					
50-5000-3101	Interest on Investments-OSF Portion of Allocation	\$93	\$100	\$175	\$175
TOTAL OPEN SPACE FUND		\$93	\$100	\$175	\$175
EXPENDITURES					
50-5000-4005	Interfund Transfers	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES		\$0	\$0	\$0	\$0

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SCHA 5A Fund

This special revenue fund accounts for collections of a tax and related development impact fees to be used specifically for affordable housing purposes.

**SCHA FUND (5A)
REVENUE/EXPENDITURE SUMMARY**

On November 7, 2006, the voters of Summit County approved the Summit Combined Housing Authority (SCHA) Referred Measure 5A, which authorized a temporary (10) year sales and use tax of .125% and a development impact fee of two dollars or less per square foot of new construction to be used for affordable housing purposes. Subsequently, the Town of Frisco entered into an intergovernmental agreement with other area local governments to share these revenues. In 2015, this tax was extended in perpetuity. In 2016, Summit County voters approved an additional, temporary (10 years) .6% sales and use tax to the existing sales tax, effective 1/1/17, making the current tax rate .725%. There is no required reserve for this fund.

	2016	2017	2018	2018	2019
	Actual	Actual	Budget	Projected	Budget
Revenues					
Sales Tax	\$204,393	\$1,285,174	\$1,080,000	\$1,100,000	\$1,100,000
Building Permits/Development Impact Fees	116,626	36,745	165,000	115,000	115,000
Investment Income	6,132	13,209	7,000	15,000	9,000
Other Income	0	0	1,514,000	1,367,673	70,320
Total Revenues	327,151	1,335,128	2,766,000	2,597,673	1,294,320
Expenditures					
Administration Fees	42,323	49,510	126,320	69,050	82,740
Projects	405	120,704	2,850,000	2,005,000	2,000,000
Community Outreach	0	10,888	2,000	10,000	10,000
Total Expenditures	42,728	181,102	2,978,320	2,084,050	2,092,740
Other Sources (Uses)					
Transfers In	0	0	0	0	0
Transfers Out	0	0	0	0	0
Net Change in Fund Balance	284,423	1,154,026	-212,320	513,623	-798,420
Fund Balance - January 1	951,564	1,235,987	2,186,287	2,390,013	2,903,636
Fund Balance - December 31	\$1,235,987	\$2,390,013	\$1,973,967	\$2,903,636	\$2,105,216

SUMMIT COUNTY HOUSING AUTHORITY 5A FUND

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
REVENUES:					
55-5500-3007	County Sales Tax	\$1,285,175	\$1,080,000	\$1,100,000	\$1,100,000
55-5500-3101	Interest on Investments - 5A Portion of Allocation	\$13,209	\$7,000	\$15,000	\$9,000
55-5500-3110	Sale of Town property - Staley House/Galena Units	\$0	\$1,514,000	\$1,361,813	\$0
55-5500-3115	Rental Income	\$0	\$0	\$5,860	\$70,320
55-5500-3222	Miscellaneous Income	\$0	\$0	\$0	\$0
55-5500-3310	Building Permits and Fees	\$36,745	\$165,000	\$115,000	\$115,000
TOTAL REVENUES		\$1,335,129	\$2,766,000	\$2,597,673	\$1,294,320
EXPENDITURES					
55-5500-4262	Capital Projects	\$0	\$2,850,000	\$855,000	\$2,000,000
55-5500-4263	Mary Ruth Place Project	\$120,292	\$0	\$1,150,000	\$0
55-5500-4264	113 Granite Project	\$206	\$0	\$0	\$0
55-5500-4265	3rd Avenue Project	\$206	\$0	\$0	\$0
55-5500-4270	Rental Expenses	\$0	\$0	\$4,050	\$14,490
55-5500-4276	Community Outreach	\$10,888	\$2,000	\$10,000	\$10,000
55-5500-4365	Administration Expense	\$49,510	\$126,320	\$65,000	\$68,250
TOTAL EXPENDITURES		\$181,102	\$2,978,320	\$2,084,050	\$2,092,740

SCH A (A) Fund Capital Equipment Five Year Timeline

11/30/20

SCH A (A) Fund
Capital Equipment Five Year Timeline

	2019	2020	2021	2022	2023
Project	Est. Cost				
New Project	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
Project	Project	Project	Project	Project	Project
New Project	New Project	New Project	New Project	New Project	
Project Total	Project Total	Project Total	Project Total	Project Total	Project Total
\$2,000,000	\$2,000,000	\$0	\$2,000,000	\$2,000,000	\$0
Beginning Balance	\$2,003,636	\$2,105,216	\$1,330,828	\$2,590,951	\$2,590,951
Revenue-2% Increase	\$1,994,920	\$1,320,208	\$1,320,824	\$1,320,824	\$1,320,824
Administrative-2% Increase	\$82,740	\$84,595	\$86,487	\$88,418	\$90,385
Capital	\$2,000,000	\$2,000,000	\$0	\$2,000,000	\$2,000,000
Ending Fund Balance	\$2,105,216	\$1,330,828	\$2,590,951	\$1,856,078	\$3,156,707



Insurance Reserve Fund

This special revenue fund is a reserve fund in the event the Town experiences unforeseen increases in health benefit costs.

INSURANCE RESERVE FUND REVENUE/EXPENDITURE SUMMARY

The Insurance Reserve Fund was established by resolution in 2005 to establish an insurance reserve fund equivalent to six months' worth of insurance expenditures to cover substantial insurance claims and unforeseen increases in the cost of providing insurance. This transfer from the General Fund was not completed until 2007. In order to decrease insurance costs, the Town is assuming more liability risk and that potential liability is budgeted in this fund in 2017. There is no required reserve for this fund.

	2016	2017	2018	2018	2019
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Projected</u>	<u>Budget</u>
Revenues					
Investment Income	1,158	1,587	1,000	1,800	1,800
Total Revenues	\$1,158	\$1,587	\$1,000	\$1,800	\$1,800
Expenditures					
Claims Liability	0	0	65,000	0	65,000
Total Expenditures	0	0	65,000	0	65,000
Other Sources (Uses)					
Transfers In	0	0	0	0	0
Transfers Out	0	0	0	0	0
Net Change in Fund Balance	1,158	1,587	-64,000	1,800	-63,200
Fund Balance - January 1	199,067	200,225	136,225	201,812	203,612
Fund Balance - December 31	\$200,225	\$201,812	\$72,225	\$203,612	\$140,412

INSURANCE RESERVE FUND

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
<u>REVENUES:</u>					
60-6000-3101	Interest on Investments - IRF Portion of Allocation	\$1,587	\$1,000	\$1,800	\$1,800
TOTAL REVENUES		\$1,587	\$1,000	\$1,800	\$1,800
<u>EXPENDITURES:</u>					
60-6000-4010	Benefits	\$0	\$65,000	\$0	\$65,000
TOTAL EXPENDITURES		\$0	\$65,000	\$0	\$65,000

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Lodging Tax Fund

This special revenue fund accounts for a tax specifically imposed upon lodging establishments. The Town Council of Frisco restricts expenditures from this fund to certain activities.

**LODGING TAX FUND
REVENUE/EXPENDITURE SUMMARY**

The Lodging Tax Fund was established in 2004 to account for a new, voter-approved 2.35% tax imposed upon lodging establishments. Expenditures are restricted to economic development, special events, advertising and marketing, recreation amenities, multi-purpose facilities and open space and similar uses. The decision as to the proportion of revenue to be allocated to any of these uses is determined by Council. Currently, the Information Center receives 45% of these revenues, 20% is allocated to marketing and economic development, 20% is to be used for recreation and the remaining 15% is allocated for operation and maintenance of recreation/tourism based Town facilities. In 2009, the Town assumed responsibility for the operations of the Information Center. There is no required reserve for this fund.

	2016	2017	2018	2018	2019
	Actual	Actual	Budget	Projected	Budget
Revenues					
Lodging Tax	\$471,041	\$490,541	\$490,000	\$510,000	\$525,000
Investment Income	2,224	3,772	2,500	5,000	5,000
Intergovernmental Revenue	30,000	30,000	30,000	30,000	30,000
Information Center Revenues	10,085	8,629	8,400	7,986	8,000
Total Revenues	513,350	532,942	530,900	552,986	568,000
Expenditures					
Information Center	196,722	189,705	228,635	221,080	242,865
Operations and Maintenance	46,935	42,713	149,700	101,000	85,000
Recreation	80,319	97,508	160,200	117,000	139,500
Special Events/Marketing	92,035	96,175	105,000	100,000	105,000
Total Expenditures	416,011	426,101	643,535	539,080	572,365
Other Sources (Uses)					
Transfers In	0	0	0	0	0
Transfers Out	0	0	0	0	0
Net Change in Fund Balance	97,339	106,841	-112,635	13,906	-4,365
Fund Balance - January 1	341,369	438,708	534,433	545,549	559,455
Fund Balance - December 31	\$438,708	\$545,549	\$421,798	\$559,455	\$555,090

LODGING TAX FUND - INFO CENTER

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
REVENUES:					
80-8000-3004	Lodging Tax	\$220,744	\$220,500	\$229,500	\$231,250
80-8000-3075	Sales Tax	\$0	\$0	\$0	\$0
80-8000-3101	Interest on Investments	\$3,772	\$2,500	\$5,000	\$5,000
80-8000-3222	Miscellaneous Revenue	-\$247	\$0	-\$14	\$0
80-8000-3250	Tax Exempt Merchandise Sales	\$31	\$100	\$200	\$200
80-8000-3405	Retail Sales	\$7,788	\$6,000	\$7,000	\$7,000
80-8000-3410	Ski Pass Sales	\$292	\$1,500	\$300	\$300
80-8000-3411	Copper Adventure Pass	\$173	\$300	\$0	\$0
80-8000-3412	CMI	\$30,000	\$30,000	\$30,000	\$30,000
80-8000-3450	Non Taxable Merchandise Sales	\$0	\$0	\$0	\$0
80-8000-3725	Donations	\$592	\$500	\$500	\$500
TOTAL REVENUES		\$263,145	\$261,400	\$272,486	\$274,250
EXPENDITURES:					
80-8000-4001	Info Center Salaries	\$111,885	\$121,503	\$115,000	\$125,836
80-8000-4002	Overtime	\$0	\$500	\$500	\$500
80-8000-4005	Part-time Salaries	\$17,651	\$15,860	\$15,860	\$20,000
80-8000-4010	Benefits	\$10,631	\$12,170	\$12,170	\$12,844
80-8000-4050	Retirement Benefits	\$2,613	\$5,752	\$4,000	\$5,985
SUBTOTAL SALARIES AND BENEFITS		\$142,780	\$155,785	\$147,530	\$165,165
80-8000-4202	Postage - Department Share	\$2,381	\$5,000	\$5,000	\$5,000
80-8000-4203	Telephone	\$10,941	\$11,500	\$11,500	\$11,500
80-8000-4207	Building repair	\$920	\$4,500	\$4,500	\$4,500
80-8000-4227	Reg. Fees, Lodging, Travel and Meals	\$2,316	\$4,200	\$4,200	\$7,500
80-8000-4233	Supplies	\$5,929	\$10,000	\$10,000	\$10,000
80-8000-4268	Promo Materials	\$458	\$900	\$975	\$1,000
80-8000-4270	Uniforms	\$0	\$300	\$0	\$0
80-8000-4401	Utilities	\$2,924	\$5,000	\$5,000	\$5,000
80-8000-4418	Merchandise	\$4,565	\$11,000	\$11,000	\$11,000
80-8000-4477	Cleaning	\$13,750	\$16,700	\$16,875	\$17,700
80-8000-4590	Public Relations Consultant	\$0	\$0	\$0	\$0
80-8000-4703	Info Center Furniture	\$491	\$1,500	\$1,500	\$1,500
80-8000-4704	Technical Purchases	\$2,250	\$2,250	\$3,000	\$3,000
SUBTOTAL OPERATING EXPENSES		\$46,925	\$72,850	\$73,550	\$77,700
TOTAL EXPENSES		\$189,705	\$228,635	\$221,080	\$242,865
Fund Balance - January 1		\$239,127	\$286,852	\$312,567	\$363,973
Fund Balance - December 31		\$312,567	\$319,617	\$363,973	\$395,358

LODGING TAX FUND - RECREATION

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
<u>REVENUES:</u>					
80-8000-3004	Lodging Tax	\$98,108	\$98,000	\$102,000	\$106,250
TOTAL REVENUES		\$98,108	\$98,000	\$102,000	\$106,250
<u>EXPENDITURES:</u>					
80-8000-4583	Skate Park	\$0	\$5,000	\$0	\$5,000
80-8000-4588	Special Projects - Recreation	\$87,508	\$95,200	\$57,000	\$57,000
80-8000-4589	Grounds Projects	\$10,000	\$60,000	\$60,000	\$77,500
TOTAL EXPENDITURES		\$97,508	\$160,200	\$117,000	\$139,500
Fund Balance - January 1		\$69,359	\$79,859	\$69,959	\$54,959
Fund Balance - December 31		\$69,959	\$17,659	\$54,959	\$21,709

LODGING TAX FUND - OPERATIONS AND MAINTENANCE

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
<u>REVENUES:</u>					
80-8000-3004	Lodging Tax	\$73,581	\$73,500	\$76,500	\$81,250
TOTAL REVENUES		\$73,581	\$73,500	\$76,500	\$81,250
<u>EXPENDITURES:</u>					
80-8000-4585	Playground Repair, Equipment Rental, Disc Golf	\$10,098	\$52,000	\$16,000	\$16,000
80-8000-4586	FAP Operations and Maintenance	\$7,615	\$47,700	\$35,000	\$19,000
80-8000-4592	Town-wide Forestry Management	\$0	\$25,000	\$25,000	\$25,000
80-8000-4593	Weed Control	\$25,000	\$25,000	\$25,000	\$25,000
TOTAL EXPENDITURES		\$42,713	\$149,700	\$101,000	\$85,000
Fund Balance - January 1		\$58,775	\$93,275	\$89,643	\$65,143
Fund Balance - December 31		\$89,643	\$17,075	\$65,143	\$61,393

LODGING TAX FUND - SPECIAL EVENTS/MARKETING

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
<u>REVENUES:</u>					
80-8000-3004	Lodging Tax	\$98,108	\$98,000	\$102,000	\$106,250
TOTAL REVENUES		\$98,108	\$98,000	\$102,000	\$106,250
<u>EXPENDITURES:</u>					
80-8000-4266	Marketing	\$53,706	\$60,000	\$60,000	\$60,000
80-8000-4579	Internet Improvements	\$42,469	\$45,000	\$40,000	\$45,000
TOTAL EXPENDITURES		\$96,175	\$105,000	\$100,000	\$105,000
Fund Balance - January 1		\$71,449	\$74,449	\$73,382	\$75,382
Fund Balance - December 31		\$73,382	\$67,449	\$75,382	\$76,632

Lodging Tax Fund Capital Equipment Five Year Timeline

Lodging Tax Fund
Special Projects Five Year Timeline

		2019		2020		2021		2022		2023	
Project	Est. Cost										
O&M	10,000	Bike Park Maintenance	10,000								
PPA Landscape	9,000	PPA Landscape	9,000	Day Lodge Furniture Replacement	28,700	PPA Landscape	9,000	PPA Landscape	9,000	PPA Landscape	9,000
Total O&M (4586)	\$19,000	Total O&M (4586)	\$19,000	Total O&M (4586)	\$47,700	Total O&M (4586)	\$9,000	Total O&M (4586)	\$19,000	Total O&M (4586)	\$19,000
Playground & Equipment Repair, Disc Golf (45)	16,000	Playground & Equipment Repair, Disc Golf (45)	16,000	Playground & Equipment Repair, Disc Golf (45)	16,000	Playground & Equipment Repair, Disc Golf (45)	16,000	Playground & Equipment Repair, Disc Golf (45)	16,000	Playground & Equipment Repair, Disc Golf (45)	16,000
Town-wide Forestry Management (4592)	25,000										
Weed Control (4593)	25,000										
Total O&M	\$66,000										
Recreation		Recreation		Recreation		Recreation		Recreation		Recreation	
Skate Park	0	Skate Park	5,000								
Total Recreation (4583)	\$0	Total Recreation (4583)	\$5,000								
Disc Golf Course	2,000										
Gold Rush	4,000										
Bacon Burner	8,000										
Run the Rockies series	20,000										
New Events	5,000										
Frisco Triathlon	5,000										
Turkey Day 5K	5,000										
Girls on the Run	1,000										
Mountain Goat Kids	2,500										
Brewski	4,500										
Total Recreation (4588)	\$57,000										
Grounds Projects (4589)	\$77,800	Grounds Projects (4589)	\$75,000								
Project Total	\$219,500	Project Total	\$222,000	Project Total	\$250,700	Project Total	\$222,000	Project Total	\$222,000	Project Total	\$222,000
Beginning Fund Balance	520,555	Beginning Fund Balance	516,190	Beginning Fund Balance	526,508	Beginning Fund Balance	520,722	Beginning Fund Balance	520,722	Beginning Fund Balance	556,661
Revenues - All Divisions	568,000	Revenues - All Divisions	585,040	Revenues - All Divisions	602,591	Revenues - All Divisions	620,669	Revenues - All Divisions	620,669	Revenues - All Divisions	639,289
Expenditures-Info Ctr	242,865	Expenditures-Info Ctr	247,722	Expenditures-Info Ctr	252,677	Expenditures-Info Ctr	257,730	Expenditures-Info Ctr	257,730	Expenditures-Info Ctr	262,885
Expenditures - O&M	85,000	Expenditures - O&M	85,000	Expenditures - O&M	113,700	Expenditures - O&M	113,700	Expenditures - O&M	85,000	Expenditures - O&M	85,000
Expenditures - Rec	139,500	Expenditures - Rec	137,000								
Expenditures - Mktg	105,000										
Ending Fund Balance	516,190	Ending Fund Balance	526,508	Ending Fund Balance	520,722	Ending Fund Balance	520,722	Ending Fund Balance	556,661	Ending Fund Balance	606,065

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Marina Fund

This Enterprise fund is used to account for revenues and expenditures associated with operations of the Town's marina.

MARINA FUND REVENUE/EXPENDITURE SUMMARY

In 1994, the Town entered into a lease agreement with the City and County of Denver whereby the Town was granted the exclusive right to occupy and use certain real property and water surface at the Dillon Reservoir. The Marina Fund was established as an enterprise fund to account for the operations and maintenance of the marina. The major source of revenue for this fund comes from rentals of boats, slips and moorings. There is a four month reserve required for this fund.

<u>Revenues</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Budget</u>	<u>2018 Projected</u>	<u>2019 Budget</u>
User Charges	\$1,439,926	\$1,535,817	\$1,335,500	\$1,429,845	\$1,326,400
Total Revenues	1,439,926	1,535,817	1,335,500	1,429,845	1,326,400
<u>Expenditures</u>					
Salaries and Benefits	457,619	466,067	510,670	536,528	565,764
Administrative Fees	20,000	20,000	20,000	20,000	20,000
Professional Fees	28,800	30,732	25,000	25,000	25,000
Supplies	16,702	35,787	124,000	112,300	144,000
Utilities	17,436	14,531	30,000	20,000	30,000
Repair and Maintenance	63,824	54,184	61,000	63,000	66,000
General Expenses	251,584	261,569	259,700	254,700	274,600
Capital Outlay	84,180	132,209	2,186,000	711,000	4,012,700
Total Expenditures	940,145	1,015,079	3,216,370	1,742,528	5,138,064
<u>Other Sources (Uses)</u>					
Reimbursements from Denver Water (ZM)	27,645	32,622	25,000	27,000	27,000
Water Agreement Settlement	0	0	0	450,000	0
Investment Income	4,239	5,160	5,000	10,000	10,000
Sale of Assets	8,809	64,473	3,000	22,200	6,600
Loan Repayment to Water Fund	-2,702	-5,287	0	0	-300,000
Loan Proceeds	0	0	0	0	5,000,000
Transfers In	0	0	0	0	0
Transfers Out	0	0	0	0	0
Net Change in Fund Balance	537,772	617,706	-1,847,870	196,517	931,936
 Fund Balance - January 1	 1,254,079	 1,791,851	 1,959,362	 2,409,557	 2,606,074
 Fund Balance - December 31	 \$1,791,851	 \$2,409,557	 \$111,492	 \$2,606,074	 \$3,538,010

MARINA FUND

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
REVENUES:					
90-9000-3085	Water Agreement Settlement	\$0	\$0	\$450,000	\$0
90-9000-3090	Loan Proceeds	\$0	\$0	\$0	\$5,000,000
90-9000-3101	Interest on Investments	\$5,160	\$5,000	\$10,000	\$10,000
90-9000-3222	Miscellaneous Revenue	-\$270	\$0	\$845	\$0
90-9000-3450	Slip Rental	\$221,090	\$200,000	\$200,000	\$175,000
90-9000-3455	Mooring Rental	\$37,252	\$20,000	\$25,000	\$25,000
90-9000-3457	Season Kayak Rack Rental	\$57,607	\$59,000	\$97,000	\$90,000
90-9000-3460	Boat and Kayak Rentals	\$679,607	\$620,000	\$640,000	\$600,000
90-9000-3463	Paddleboard Rentals	\$102,093	\$90,000	\$100,000	\$90,000
90-9000-3465	Retail Sales	\$31,522	\$35,000	\$35,000	\$25,000
90-9000-3466	Fishing Licenses	\$670	\$500	\$500	\$500
90-9000-3470	Fees for Services	\$96,736	\$80,000	\$75,000	\$75,000
90-9000-3474	Stand Up Paddle Concessionaire	\$1,982	\$2,500	\$2,500	\$2,500
90-9000-3475	Retail Fuel Sales	\$90,967	\$75,000	\$78,000	\$78,000
90-9000-3476	Concessionaire Revenue - Rowing	\$2,500	\$2,500	\$2,500	\$2,500
90-9000-3478	Concessionaire Revenue - Sailing School	\$5,500	\$5,500	\$5,500	\$5,500
90-9000-3479	Concessionaire Revenue - Food and Beverage	\$53,391	\$40,000	\$50,000	\$45,000
90-9000-3480	Winter Storage	\$71,944	\$40,000	\$55,000	\$50,000
90-9000-3482	Sale of Used Boats	\$42,523	\$3,000	\$18,000	\$5,400
90-9000-3483	Sale of Paddleboards	\$3,550	\$0	\$4,200	\$1,200
90-9000-3485	Parts Retail Sales	\$34,759	\$30,000	\$30,000	\$30,000
90-9000-3486	Dry Storage	\$22,557	\$15,000	\$17,600	\$17,000
90-9000-3487	Trailer Storage	\$25,510	\$20,000	\$15,000	\$15,000
90-9000-3491	Park Rentals	\$400	\$500	\$400	\$400
90-9000-3495	Zebra Mussel Reimbursement Income	\$32,622	\$25,000	\$27,000	\$27,000
90-9000-3630	Sale of Assets	\$18,400	\$0	\$0	\$0
TOTAL REVENUES		\$1,638,072	\$1,368,500	\$1,939,045	\$6,370,000

MARINA FUND

Account Number	Account Title	2017 Actual	2018 Budget	Estimated 2018 Year End	Proposed 2019 Budget
EXPENDITURES:					
90-9000-4001	Marina Salaries	\$179,847	\$225,659	\$225,659	\$351,796
90-9000-4002	Overtime	\$4,242	\$2,000	\$2,000	\$2,500
90-9000-4005	Seasonal Wages	\$244,601	\$230,000	\$260,000	\$151,612
90-9000-4010	Benefits	\$34,095	\$38,869	\$38,869	\$42,705
90-9000-4050	Retirement Benefits	\$3,282	\$14,142	\$10,000	\$17,151
SUBTOTAL SALARIES AND BENEFITS		\$466,067	\$510,670	\$536,528	\$565,764
90-9000-4200	Office Supplies	\$1,853	\$4,000	\$2,300	\$4,000
90-9000-4201	Supplies	\$33,739	\$40,000	\$40,000	\$40,000
90-9000-4202	Postage - Department share	\$35	\$100	\$100	\$100
90-9000-4203	Telephone	\$23,909	\$25,000	\$25,000	\$25,000
90-9000-4205	Equipment Repairs & Maintenance	\$6,293	\$15,000	\$15,000	\$15,000
90-9000-4206	Vehicle Repairs & Maintenance	\$1,164	\$1,000	\$1,000	\$1,000
90-9000-4207	Building Repair & Maintenance	\$12,917	\$20,000	\$20,000	\$20,000
90-9000-4208	Rental Fleet Repairs & Maintenance	\$25,618	\$15,000	\$20,000	\$20,000
90-9000-4210	Professional Dues & Subscriptions	\$1,470	\$3,000	\$1,500	\$3,000
90-9000-4221	Printing	\$2,733	\$3,000	\$3,000	\$3,000
90-9000-4227	Reg. Fees, Lodging, Travel, and Meals	\$2,320	\$10,000	\$7,000	\$10,000
90-9000-4244	Bank Service Charges	\$30,010	\$30,000	\$30,000	\$30,000
90-9000-4250	Professional Services	\$23,840	\$25,000	\$25,000	\$25,000
90-9000-4259	Gasoline and Oil (Retail)	\$39,329	\$55,000	\$55,000	\$55,000
90-9000-4260	Gasoline and Oil (Maintenance)	\$12,586	\$8,000	\$10,000	\$10,000
90-9000-4265	Advertising	\$40,631	\$40,000	\$40,000	\$40,000
90-9000-4270	Uniforms	\$2,006	\$5,000	\$5,500	\$5,000
90-9000-4333	Debt Service - Interest	\$5,287	\$0	\$0	\$0
90-9000-4334	Debt Service - Principal	\$0	\$0	\$0	\$300,000
90-9000-4365	Administration Fees	\$20,000	\$20,000	\$20,000	\$20,000
90-9000-4401	Utilities	\$14,531	\$30,000	\$20,000	\$30,000
90-9000-4444	Capital Improvements	\$452	\$2,000,000	\$525,000	\$3,996,700
90-9000-4460	Capital Equipment	\$19,310	\$186,000	\$186,000	\$16,000
90-9000-4477	Cleaning/Janitorial	\$8,856	\$8,000	\$9,000	\$20,000
90-9000-4555	DRREC	\$56,179	\$50,000	\$50,000	\$50,000
90-9000-4704	Technical Purchases	\$6,892	\$19,600	\$15,000	\$20,000
90-9000-4790	Depreciation	\$249,318	\$0	\$0	\$0
90-9000-4890	Special Events	\$3,420	\$2,500	\$3,100	\$3,000
90-9000-4891	Retail Sales Inventory	\$0	\$50,000	\$50,000	\$70,000
90-9000-4892	Retail Service Parts	\$18,358	\$30,000	\$20,000	\$30,000
90-9000-4895	Dock Maintenance	\$8,192	\$10,000	\$7,000	\$10,000
90-9000-4900	Fishing Pole Expense	\$160	\$500	\$500	\$500
SUBTOTAL OPERATING EXPENSES		\$671,408	\$2,705,700	\$1,206,000	\$4,872,300
TOTAL EXPENDITURES		\$1,137,475	\$3,216,370	\$1,742,528	\$5,438,064

Marina Fund Capital Equipment Five Year Timeline

	2019	2020	2021	2022	2023
Project	2019	2020	2021	2022	2023
Master Plan Implementation:					
Big Dig Grading	1,500,000				
Fuel Dock Relocation/Upgrades	700,000				
Site Grading and Preparation	350,000				
Lift Station/Sanitation (Design/Build)	100,000				
Shoreline Beach	62,500				
Bulkheads & Retaining Walls	300,000				
Site Utilities & Infrastructure	184,200				
Landscaping	100,000				
Sidewalks, Paths, Dropoff Area	100,000				
Boat Ramp Relocation	600,000				
Total Capital Projects	\$3,996,700	\$3,602,500	\$186,000	\$186,000	\$100,000
Replace paddle sport boats	16,000				
Total Capital Equipment	\$16,000	\$186,000	\$186,000	\$56,000	\$100,000
Est. Cost	\$4,012,700	\$3,788,500	\$936,000	\$1,306,000	\$325,000
Project	2019	2020	2021	2022	2023
Master Plan Implementation:					
Intersection/Entry Improvements	25,000				
Sidewalks and Paths	37,500				
Parking Areas and Paths	1,040,000				
Office Building	2,500,000				
Total Capital Projects	\$3,602,500	\$1,750,000	\$750,000	\$750,000	\$225,000
Replace paddle sport boats	16,000				
Replace Pontoon Fleet	170,000				
Total Capital Equipment	\$186,000	\$186,000	\$186,000	\$16,000	\$40,000
Replace Paddle Sport Boats					
Replace Mooring Anchor, Winch Boat					
Total Capital Equipment					\$56,000
Est. Cost	\$4,012,700	\$3,788,500	\$936,000	\$1,306,000	\$325,000
Project	2019	2020	2021	2022	2023
Master Plan Implementation:					
Pavilion					500,000
Site Amenities (ice pond, splash pad)					240,000
Total Capital Projects					450,000
Replace Paddle Sport Boats					60,000
Total Capital Equipment					\$1,250,000
Replace Paddle Sport Boats					16,000
Replace Mooring Anchor, Winch Boat					40,000
Total Capital Equipment					\$56,000
Est. Cost	\$4,012,700	\$3,788,500	\$936,000	\$1,306,000	\$325,000
Project	2019	2020	2021	2022	2023
Master Plan Implementation:					
Beginning Fund Balance - Projected	2,689,890	3,621,826	3,621,826	124,201	1,364,302
Revenues - 3% increase/year	1,370,000	1,750,000	1,750,000	1,820,000	1,892,800
Operating - 3% increase/year	1,125,364	1,159,125	1,193,899	1,229,716	1,266,607
Loan Proceeds	5,000,000			2,000,000	
Debt - Revenue Bonds	300,000	300,000	300,000	450,000	450,000
Capital Projects	3,966,700	3,602,500	750,000	750,000	1,250,000
Capital Equipment	16,000	186,000	186,000	186,000	56,000
Ending Fund Balance - Projected	3,621,826	124,201	1,364,302	271,387	198,292

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Discretionary Fund Nonprofit Grant Applications 2019



TO: TOWN COUNCIL
FROM: DEBORAH WOHLMUTH, TOWN CLERK
RE: DISCRETIONARY FUND REQUESTS FOR BUDGET YEAR 2019
DATE: SEPTEMBER 17, 2018

Attached is a packet of information for the 2019 Discretionary Fund, including a list of forty-one organizations requesting grant funding, respective staff funding recommendations and brief descriptions of each project or program for which organizations are seeking funds. Staff recommends limiting discretionary fund allocations to a combined total of \$60,700 excluding in-kind contributions for the 2019 budget. Additionally, staff recommends \$34,188 in in-kind donations.

To meet this goal, staff has recommended funding for grant requests using the following criteria:

- Benefit to Frisco residents.
- Benefit to Summit County residents.
- Past Council allocations.
- Organizations' results with programs that have received funding from the Town of Frisco in the past.
- Support of first year requests from Frisco non-profits.
- Consistency of dollar amount awarded amongst all non-profits.
- Encourage self-sufficiency through smaller awards over time.

ORGANIZATION	FUNDED 2017	FUNDED 2018	REQUESTED 2019	PROPOSED 2019
Advocates for Victims of Assault	INKIND	INKIND	INKIND	INKIND
Advocates for Victims of Assault	\$2,500	\$2,500	\$5,000	\$2,500
Bethany Immigration Services	\$0	\$500	\$3,000	\$1,000
Blue River Horse Center	\$1,000	\$1,000	\$3,000	\$1,500
Breckenridge Film Festival	INKIND	INKIND	INKIND	INKIND
Breckenridge Film Festival	\$0	\$500	\$3,500	\$500
Breckenridge Mountain Rotary	n/a	n/a	\$1,000	\$500
Breckenridge Outdoor Education Center	\$1,000	\$1,200	\$1,200	\$1,200
Bristlecone Montessori School	n/a	INKIND	INKIND	INKIND
CASA of the Continental Divide	\$1,000	\$1,000	\$5,000	\$1,000
Colorado Fourteeners Initiative	\$0	\$500	\$500	\$500
Colorado Mountain College Foundation	\$500	\$1,000	\$1,000	\$1,000
Domus Pacis	INKIND	INKIND	INKIND	INKIND
Education Foundation of the Summit	\$1,000	\$1,000	\$1,000	\$1,000
Family and Intercultural Resource Center	INKIND	INKIND	INKIND	INKIND
Family and Intercultural Resource Center	\$3,500	\$5,000	\$3,500	\$3,500
Friends of the Dillon Ranger District	INKIND	INKIND	INKIND	INKIND
Friends of the Dillon Ranger District	\$5,000	\$5,000	\$5,000	\$5,000
Friends of the Colorado Avalanche Info Center	\$750	\$1,000	\$4,000	\$1,000
Girl Scouts of Colorado	\$500	\$500	\$500	\$500
Health Links	n/a	n/a	\$4,500	\$0
High Country Conservation Center	\$2,500	\$2,500	\$5,000	\$3,000
High Country Soccer Association	INKIND	INKIND	INKIND	INKIND
Keystone Science School	\$1,275	\$2,500	\$5,000	\$3,000
Lake Dillon Preschool	n/a	n/a	\$2,000	\$1,000
Mountain Mentors	\$1,000	\$1,000	\$5,000	\$1,000
National Repertory Orchestra	\$500	\$500	\$1,730	\$500
North West Center for Independence	n/a	n/a	\$3,000	\$500
Project Bike Tech	n/a	n/a	\$2,500	\$0
Rotary Club of Summit County	\$1,000	\$1,000	\$1,500	\$1,000
SOS Outreach	n/a	n/a	\$2,500	\$1,000
Starting Hearts	n/a	n/a	\$5,000	\$500
Staying in Summit	n/a	n/a	\$2,000	\$0
Summit Colorado Interfaith Council	n/a	n/a	INKIND	INKIND
Summit Community Care Clinic	\$25,000	\$5,000	\$5,000	\$5,000
Summit County Arts Council	\$500	\$500	\$3,200	\$500
Summit County Coroner	n/a	n/a	\$3,000	\$500
Summit County Senior Center	n/a	n/a	INKIND	INKIND
Summit County Youth	n/a	n/a	\$5,000	\$500

ORGANIZATION	FUNDED 2017	FUNDED 2018	REQUESTED 2019	PROPOSED 2019
Summit High School Scholarships	\$12,000	\$10,000	n/a	\$10,000
Summit Nordic Ski Club	INKIND	INKIND	INKIND	INKIND
Summit Nordic Ski Club	n/a	n/a	\$3,500	\$1,000
Summit Public Radio and TV - Capital	n/a	\$3,500	\$3,500	\$3,000
Summit Public Radio and TV - Operating	\$500	\$500	\$1,500	\$500
Summit School District - High School	INKIND	INKIND	INKIND	INKIND
Summit School District - Middle School	\$520	\$520	\$2,000	\$1,000
Summit Tigers American Legion Baseball	INKIND	INKIND	INKIND	INKIND
Summit Youth Baseball and Softball	INKIND	INKIND	INKIND	INKIND
Summit Youth Orchestra	INKIND	INKIND	INKIND	INKIND
Team Summit Colorado	\$1,000	\$1,000	\$1,500	\$1,000
The Cycle Effect	\$1,000	\$1,000	\$3,00	\$1,000
The Summit Foundation	n/a	INKIND	INKIND	INKIND
Timberline Adult Day Care	\$1,000	\$3,000	\$5,000	\$3,000
Timberline Learning Center	n/a	INKIND	INKIND	INKIND
Women's Resource Center of the Rockies	n/a	n/a	INKIND	INKIND
Women's Resource Center of the Rockies	\$1,000	\$1,000	\$2,000	\$1,000
Youth Entity	\$500	\$500	\$2,500	\$500
TOTAL	\$54,045	\$56,220	\$119,630	\$60,700

DISCRETIONARY FUNDING REQUEST DESCRIPTIONS 2019

Agency	Mission	Services	Purpose of Funding
<p>Advocates for Victims of Assault</p> <p>*INKIND and CASH</p>	<p>Provide services which increase safety and justice for survivors of domestic and sexual violence, for anyone living, working and/or visiting Summit County while promoting peace in our community.</p>	<p>Safe housing, 24 hour on-call crisis response, housing, legal advocacy, emergency financial assistance and counseling support, outreach and education to the local community. Serves approximately 300 abuse victims each year.</p>	<p>General operating support. (4) one hour tubing hill passes and Nordic punch passes for four to auction at the fall fundraiser silent auction. Use of the Day Lodge for one day in 2019.</p>
<p>Bethany Immigration Services</p>	<p>Helping immigrants to become an integral part of our community by providing affordable legal immigration solutions.</p>	<p>200 people have either received legal counsel or have been guided to and assisted with legal process that can improve their immigration status in the US since 2015.</p>	<p>General operating support to continue providing quality legal assistance to Summit County immigrants.</p>
<p>Blue River Horse Center</p>	<p>Offering experiential programs with rescued horses building self-leadership skills in children and adults in order to transform lives through well-structured and safe human and equine interactions.</p>	<p>Served 500 youth and adults. 95% learn something new about themselves and their interpersonal relationships. 95% learn new respect for animals and their importance in the world. 85% use specific things they have learned from class in their everyday lives.</p>	<p>Operate the Leadership Awareness with Horses for residents of Frisco, an experiential program that empowers youth as participants and adults as volunteers in leadership development.</p>
<p>Breckenridge Film Festival</p> <p>*INKIND and CASH</p>	<p>Guide a year-round, comprehensive celebration of independent film for the community, visitors and filmmakers by presenting diverse film experiences in an authentic mountain environment.</p>	<p>Top 13 Festival in the Country by a USA Today Top 20 Poll; Adventure Reel, Free Children's Program, partnership with local entities; Summit Film Society; expanded education engagement; expanded guest and sponsorship reach; premier industry partnerships. Partnership in STEM programming.</p>	<p>Talent fees; speaker costs, transportation lodging; equipment; marketing. Use of the Day Lodge for one day in 2019. 4 Tubing Hill passes, 2 Nordic lesson/rental,(1) two hour pontoon rental, (2) SUP rental for silent auction/fundraising, *Can't accommodate Two Below Zero or Kid Camp requests.</p>

Agency		Services	Purpose of Funding
Breckenridge Mountain Rotary	After Prom provides a safe, entertaining, and substance free all-night event for junior/seniors on the night of the SHS Prom.	135 juniors and seniors from SHS and Snowy Peaks participated in 2018 with goal of 145 in 2019. Safe, entertaining, and substance free all-night event held at Silverthorne Rec Center.	General operating support of After Prom for Summit High School.
Breckenridge Outdoor Education Center *INKIND and CASH	Expand the potential of people with disabilities and special needs through meaningful, educational and inspiring outdoor experiences.	Wilderness Programs for people with disabilities, serious illness & special needs, at-risk youth, and schools; Adaptive Ski Program for people with disabilities, serious illnesses, special needs and at-risk youth; Wilderness Program offering outdoor activities and team initiatives; Internship Program training for learning to work with special populations.	Scholarships for Frisco residents to attend the BOEC Adaptive Ski and Wilderness Programs.
Bristlecone Montessori *INKIND	Create an environment that allows children to explore, learn and joyfully master the world.	Serves 20 early childhood education children and 26 elementary children. Supports families seeking quality early childhood education and/or non-traditional elementary education. 80% of BMS families fall below the medium income for Park County.	(2) two hour tandem kayak rentals, (2) two hour paddle board rentals, (4) one hour tubing passes for the Spring Festival silent auction.
CASA of the Continental Divide	Court-appointed trained volunteers provide court advocacy and support in the 5th judicial district of Colorado for abused and neglected children in pursuit of safe and permanent homes.	Recruits, trains and supervises community volunteers, to serve as Court Appointed Special Advocates for abused and/or neglected children in juvenile dependency proceedings; Truancy CASA Services providing truancy advocacy services to children and youth involved in truancy court.	General operating support. Support for CASA staff to recruit volunteers and manage the Child Advocacy program and Truancy CASA services.

Agency	Mission	Services	Purpose of Funding
Colorado Fourteeners Initiative	Protects and preserves the natural integrity of Colorado's 54 14,000 foot peaks through active stewardship and public education.	Constructs sustainably located summit routes & restores closed routes. Education. Trail stewardship and maintenance projects. Inventories and monitors conditions on previously constructed trails to prioritize maintenance needs.	Fund CFI time performing trail maintenance, volunteers for trail stewardship and hiker education, & collecting hiking use data on Quandary.
Colorado Mountain College Foundation	Builds sustainable community support for the needs and strategic priorities of Colorado Mountain College and its students.	CMC Summit campuses provide educational opportunities in traditional classroom settings, hands-on professional training and on-line classes for all of Summit County: Silverthorne, Dillon, Frisco, Breckenridge, Copper Mountain and Keystone. In addition, CMC offers a variety of programs, degrees and certificates, as well as a myriad of non-credit offerings. The Dillon campus has extensive Developmental Studies and English as a Second Language programs.	Tuition assistance for ESL, GED and pre-college students, supporting them with fees, books, childcare, tutors, and continuation to college classes.
Domus Pacis *INKIND	Offer individuals, who are on a challenging medical journey, a homelike environment that encourages interaction with other family members and caregivers in a comfortable and peaceful surrounding.	In 2017/18 six families participated in the Frisco tubing program. Many families added paid participants and overwhelmingly commented on how they enjoyed the experience together as a family and that they would share their experience in Frisco with friends back home.	Domus Pacis is requesting (28) one-hour tubing hill passes for the 2018/19 season.

Agency	Mission	Services	Purpose of Funding
Education Foundation of the Summit (EFS)	All-volunteer group of parents and community members dedicated to supporting the public school students and teachers in Summit County.	Eileen Finkel Innovative Teaching Awards, partnership and grants to school PTAs, scholarships to high school seniors, and collaboration with schools and community groups to increase opportunities for students, Pre K-12, in STEM.	Expanding grants to include support of teachers that directly supports academic enrichment, innovation, literacy, and technology.
Family and Intercultural Resource Center *INKIND & CASH	FIRC empowers families with the education and support needed to thrive and remain living and working in Summit County.	Community support focusing basic needs of housing and budgeting support and food assistance; health through health insurance enrollment and connection to mental health resources; and parenting and child development. Programing for Family Support, Health & Nutrition, Parenting Support & Education.	Use of Day Lodge, & (24) one hour tubing hill passes for the 2018/19 season. Use of Nordic Center. Lessons & equipment.
Friends of the Dillon Ranger District *INKIND & CASH	Partner with the Dillon Ranger District in Summit County to create forest sustainable management and to enhance the recreational experience through, high quality projects, educational programs and collaborative partnerships.	With more than 60 projects each year, FDRD volunteers contribute thousands of hours maintaining and improving trails, planting trees, pulling invasive weeds, educating forest visitors and much more. We are one of the most active locally-based outdoor stewardship organizations in the country, and have been recognized as the U.S. Forest Service's Volunteer Program of the Year in 2010.	Completion of trail maintenance, wildlife habitat improvement and forest stewardship projects throughout the Frisco area with focus on TOF Trail Day/ Masontown Trail, Rainbow Lake Trail, Zach's Stop, Girls on the Run, and Camps. Use of Day Lodge for September 2019 event.
Friends of the Colorado Avalanche Information Center	Financially support avalanche forecasting and education throughout Colorado through fundraising including grant writing, events, individual, corporate, and annual spring fundraising.	Monitor conditions & forecast hazards; provides daily information to public; increase avalanche awareness through safety courses & regular information on conditions; training courses, written materials & publications, educational videos.	Summit County avalanche forecasting operations and avalanche education opportunities.

Agency	Mission	Services	Purpose of Funding
Girl Scouts of Colorado	Builds girls of courage, confidence, and character, who make the world a better place.	Cookie Rally, Annual Water Fun Day, Summit County Girl Scouts Awards Ceremony, BOEC Leadership and Teambuilding Program, Regional programming including Brownie Journey, Cooking and Camping Training, Summit & Eagle County Leader Appreciation Dinner, IMPACT, and Keystone Science Camp.	Funding will be used to provide the Girl Scout Leadership Program to 210 girls and train 102 adult volunteers.
Health Links	To improve the lives of Summit County workers through a program to offer workplace capital improvements.	Conduct outreach with employers to promote and implement health, safety and well-being policies and programs. Facilitate consulting sessions, mentor employers on best-practices, and disseminate information to local media to highlight the outcomes of funded projects.	Up to four \$500 Accelerator grants to Town of Frisco businesses used to support physical activity, healthy eating, chronic disease prevention, injury prevention, stress management.
High Country Conservation Center	Promote practical solutions for waste reduction & resource conservation in our mountain community.	Waste Reduction, Energy Conservation, Local Food, K-12 Education, Water Conservation and Sustainable Business programs.	Funding for water conservation and recycling programs that benefit Frisco residents and visitors.
High Country Soccer Association *INKIND	Provide a positive soccer experience for players of every age and skill level regardless of their financial capabilities.	Serving 2000 individuals with 12 different programs for youth and adult including adult and youth recreational leagues, a youth competitive club, and developmental programs for ages 4-14. Provided 221 scholarships to participants in need of financial assistance.	Frisco Peninsula Multi-purpose Field Usage for two weeks – Summer 2019 to hold full day summer soccer camps in June and July. One day use of field and indoor space in August 2019.

Agency	Mission	Services	Purpose of Funding
Keystone Science School	Inspire curiosity and critical thinking through the lens of science to change lives & strengthen communities, creating future leaders who can problem solve & work together.	School Programs, Camp, Educator Programs, Community Programs, and Special Events.	The Campership program will provide up to ten need based scholarships for Town of Frisco youth, age 5-18, to attend KSS Summer camp.
Lake Dillon Preschool	Provide high quality early childhood education in a safe, nurturing, creative and earth friendly environment.	Serve 134 children ranging from 6 weeks to 6 years old year round, with an addition 15 children per day during summer camp.	Scholarships for Frisco families whose children are enrolled at Lake Dillon Preschool.
Mountain Mentors	Positively influence the youth of Summit County to lead healthy lifestyles, through a consistent one-on-one relationship with an adult.	Work with youth from age 8-18 using evidence-based, one-on-one and group mentoring strategies. Mountain Mentors serves 206 youth, not including parents or siblings.	General Operating support for Youth and Family Services Mountain Mentors Program and its prevention programming for youth.
National Repertory Orchestra	Equips young musicians for orchestral music careers while providing the highest-level of musical experience.	Music Petting Zoo reaching 200+ individuals to include local childcare centers, summer day camps and adult daycare centers.	Free Music Education and Community Engagement program in partnership with SC Library.
North West Center for Independence	Works with people to achieve goals for living in inclusive & healthy communities. Strive to foster communities where support can supplant the need for institutional care and minimize reliance on service providers.	Serves 100 individuals monthly, 20 from Summit County; as well as referrals to another 20 Summit County residents monthly.	Funds will be used to support full inclusion and participation of people with disabilities in the Frisco community.
Project Bike Tech	Works to enhance lives, create opportunities and build sustainable communities through bicycle education.	Accommodate up to 176 youth per year through 6-8 classes, supporting other community bicycle-minded organizations. Acquire lifelong mechanical and troubleshooting skills, increase confidence.	Establish industry-recognized bicycle mechanic training lab at SHS.

Agency	Mission	Services	Purpose of Funding
Rotary Club of Summit County	Enable Rotarians to advance community and world understanding, goodwill, and peace through the improvement of health, the support of education, and the alleviation of poverty.	Local projects include high school scholarships, literacy program, and leadership series. Support Make a Difference Day, Soldiers Spring Ski weekend, NRO, CASA, Latino Outreach, 9-News Health Fair, and Community Dinner (300 people per week).	Purchase food and to pay expenses in effort to feed the people of Summit County who attend the Community Dinner each week.
SOS Outreach	Help kids gear up for life, ultimately changing their lives and the communities they touch.	Academy: five day learn to ski/snowboard program. Promotes self-image, positive relationships and values, and social competencies. University Class: four year curriculum, which includes service projects, interactive lectures, and internships.	Support 350 Summit County students in core value leadership development curriculum, giving students tools to make positive decisions for healthy and successful lives.
Starting Hearts	Provide leadership and lifesaving skills to students in the Summit County School System.	3,592 students in Summit School District. 40% identify as Hispanic/Latino and 21% as English Learners.	Allow expansion of Spanish language materials for CPR education.
Staying in Summit	Provide a continuum of housing care facility options for seniors and adults with disabilities.	Summit has been identified as one of the fastest growing counties for seniors aged 65 plus (2215 in 2010. Projecting 4715 by 2020).	Fund needs assessment to identify exact level of current and projected needs of seniors and adults with disabilities to be served.
Summit Colorado Interfaith Council *INKIND	Promote conversation among Faith Communities of Summit County around issues calling for a response to human needs.	Program that may include children and family activities highlighting caring for the earth, recycling, short films, games – focusing attention on recycling and ecology awareness.	Use of Historic Park gazebo area for second annual “Being Green” family activity, Saturday September 14, 2019 10am-1pm.

Agency	Mission	Services	Purpose of Funding
Summit Community Care Clinic	Provide exceptional, integrated, patient-centered health services designed to meet the needs of all patients, particularly those who experience barriers to accessing care, regardless of their ability to pay.	Comprehensive community health center, including disease screening and diagnosis, urgent care, mental health services, physical therapy, women's health, medication, oral health, and other health services. Also working to integrate mental health and primary care.	Support for general operating to support the comprehensive health care coverage of low income, uninsured patients.
Summit County Arts Council	Support the visual arts in Summit County.	Two annual art fairs in Breckenridge and Frisco, and management of a co-operative art gallery, The Arts Alive! Gallery, featuring work of local artists. Second Saturday Art Walk and Creativity crawl. Summit Young Artists/ Educational Outreach.	Expenses associated with Meet the Artists, an art fair that is held in September in Frisco.
Summit County Coroner	Ensure that statutory responsibilities are followed by objective and thorough investigation as the Cause and Manner of death with compassion; while experienced staff help bring answers, closure and understanding to those left behind.	Survivor Support Services program to respond to death scenes to provide support and services to the family, friends, room-mates that have been directly affected by the death, as well as the Burial Assistance fund to assist Summit County residents with deferring the cost of unexpected death of a loved one.	To fund the on-call Survivor Support Services Staff position for the Coroner's Office when responding to death scenes and to have a burial assistance fund available for Summit County residents to access in cases of unexpected death.
Summit County Senior Center *INKIND	Improve the quality of life for senior citizens of Summit County through recreation, physical activity, intellectual stimulation, volunteering, and sociability.	135 people attend opening dinner, ceremony annually. 110 participate in alpine, skating, and Nordic events including biathlon, Nordic races, snowshoe races, and snowball throw.	Use of the Nordic Center for 50+ Winter Games February 12, 2019. (4) Tubing Hill passes, (4) Nordic Punch Passes, (1) Pontoon Boat Ride for silent auction.
Summit County Youth	Create an environment where students live big and love better through conversations about what it means to be a whole human.	Servers over 130 K-12th grade students through SCY Express, FLY@SCY, and SCY HI. 140 parents attended family based events in the past school year.	General operating support.

Agency	Mission	Services	Purpose of Funding
Summit Nordic Ski Club *INKIND & CASH	Provide youth of Summit County with a well-balanced ski racing program including fitness, self-esteem and character building through training and competition within a nurturing environment.	Provides year-round fitness based programming for youth. Provide structured after school activities, promoting healthy living, addressing childhood obesity issues by teaching lifelong fitness and providing a fun environment to be active and healthy. 4 summer, 2 fall, 5 winter, and 1 new spring program. 2-3 races each year.	4-7 nights use for events at the Day Lodge. Marketing for Eat, Ski and Be Merry. Grooming, use of Nordic Center, Staff support for ESBM. Cross Country ski trail grooming for three events. Transportation and equipment support for little Vikings learn to ski program. Early season grooming at the Frisco Peninsula for the Snolof Invitational. Race course grooming for the 2-3 days leading up to the RMN schedule 2019 date TBD. Use of the Nordic Center for the race weekend. Race day support for moving equipment up to race courses (snow mobile and/or groomers). Additional grooming for race course stadium. Power supply support for race day timing (possible use of a generator for day one).
Summit Public Radio and TV *TWO REQUESTS	Fosters a more informed, entertained and involved community by rebroadcasting public and commercial radio stations and digital television programming in Summit County, Colorado	The primary activity of SPRTV is the rebroadcasting of TV and FM radio services. SPRTV is the only provider of free over-the-air TV in Summit County. Stations made available in Summit County via SPRTV.	“Power the Towers” Capital request for replacement power line to continue providing radio and TV signals to Summit County. Operating funds to build awareness, which leads to increased fundraising abilities, and for grant writing expertise.

Agency	Mission	Services	Purpose of Funding
Summit School District *INKIND & CASH	Create caring learners, committed to developing knowledge, skills and attitudes for life, higher education and work.	11% of the 7th grades reside in Frisco. The Courage Retreat delivers research based programs that improve school climate and strengthen student character. SHS Positive Behavior Interventions and Supports encourages positive behaviors that the district wants students to demonstrate.	Supports 7th grade Frisco students to attend the Courage Retreat, a central event for character development. SHS is requesting use of the Day Lodge for a December 2019 staff appreciation/ holiday party.
Summit Tigers American Legion Baseball *INKIND	To offer high school students opportunity to develop their baseball skills while also teaching the importance of teamwork, discipline, leadership and good sportsmanship.	STALB offers developmental instructional programs throughout the summer, competing in the B State District tournament.	Use of the Frisco Peninsula Ball Field for up to 50 hours (requested 100). (4) one hour tubing hill passes and (2) two hour paddle sport rentals for silent auction / fundraising.
Summit Youth Baseball *INKIND	Promote baseball in a safe, fun, and affordable environment for boys and girls in Summit County ages 4-18.	Serves 254 players in recreational summer program, 80 players in the Spring Travel program, and 80 players in the Fall Travel program. Sponsored three camps to further baseball skills for 132 players.	Use of the Frisco Peninsula Ball Field for up to 50 hours (requested 118).
Summit Youth Orchestra *INKIND	To nurture and inspire young musicians, to provide a unifying orchestral ensemble for students in the region; and working cooperatively with other community music programs and teachers to provide musical development for youth.	Summit Youth Orchestra began its first semester in Fall 2015 with a total of 20 youth musicians performing one concert. In Spring 2018 a total of 26 students performed two concerts, one Classical and one Pops. 26 students performed in three venues in 2017. All students were residents of Summit County between the ages of 11 and 18.	Use of the Day Lodge for two concert performances and dress rehearsal in March/ April/or May and November/or December. Use of the Historic Park Gazebo for summer camp performances in June/July/ or August.

Agency	Mission	Services	Purpose of Funding
Team Summit	Empower athletes to realize and celebrate their personal podium by participating in innovative programming at world class venues.	Provide competitive alpine, freeski, and snowboard programs to 499 athletes in Summit County and the surrounding communities.	Need based scholarships for Summit County resident athletes.
The Cycle Effect	Empowering young women through mountain biking to achieve brighter futures and build stronger communities.	Serve 30 young women ages 13-18. The girls in the program receive apx. 150 hours of programming (including education, coaching, college-prep and mentoring) per season.	Funds to provide 20 pairs of glasses, gloves and helmets for Summit South Team participants.
The Summit Foundation *INKIND	Bringing people together to create ever-better mountain communities. Assists working families and improves the quality of life for residents and guest of Summit County and neighboring communities.	Has awarded and distributed over \$27.3 million in grants and scholarships.	Use of Day Lodge for 2019 event. (8) Tubing Hill passes. (4) Nordic Center day passes.
Timberline Adult Day	Celebrate the diversity of Summit County by offering day time care for adults 18 and older with a variety of challenges in daily living.	Provides day time, supervised services for adults over the age of 18 with any of the following challenges requiring them to need supervision and/ or social interaction including elderly people with Dementia, Alzheimer's, Developmental Disabilities, Traumatic Brain Injury, CP, MS, or other disease processes, or mental illness.	General operating support to ensure affordable access to serve all Summit County residents/ caregivers / families in need of adult day respite care.
Timberline Learning Center *INKIND	To educate by cultivating the wonder of learning through meaningful partnerships.	TLC offers an option for local families who want to invest in their child's growth as a whole person. Every child is recognized as unique and encouraged to use a variety of creative media to make meaning and express themselves in their own language.	(2) Tubing Birthday Party Package; (2) two hour SUP rental; (2) two hour tandem kayak rental; (2) two hour canoe rental, (2) two hour 20ft pontoon rental; (2) two hour fishing boat rental, (3) day Nordic ski rental and trail pass w/ lesson, (4) one hour tubing hill passes

Agency	Mission	Services	Purpose of Funding
Women's Resource Center of the Rockies *INKIND & CASH	Provide accurate & helpful information in a compassionate environment, to empower life-affirming choices that change lives.	Free pregnancy tests, limited obstetrical ultrasounds and accurate information about choices for women faced with an unintended pregnancy. Post-abortion recovery support group, miscarriage support group, raises public awareness.	2018 operating costs, providing health and human services to local Summit County area women and men involved in unintended pregnancies. Use of Day Lodge for Spring Fundraising Event in March or April 2019.
Youth Entity	Engage and empower youth to discover their full potential by providing real-world learning experiences that prepare them for future success. Their youth are job ready, career ready and life ready. Financial Literacy Programs for 5th and 8th graders, Career Development Programs grades 5-12, and General Employability Skills.	Financial Literacy Programs for 5th and 8th graders, Career Development Programs grades 5-12, and General Employability Skills.	General operating support of personal financial literacy workshops to all 5th grade Summit County students. Expansion to 8th graders and high school students.

TOWN OF FRISCO 2019
IN-KIND GRANT
REQUESTS

Organization	Physical Address	Request	Value	Notes
Advocates for Victims of Assault	Dillon	(4) 1hr tubing passes at County Rate	\$88.00	Passes will have blackout dates on them Passes will be mailed to the AVA Passes valid for the 2017/2018 Season Only
		(4) Nordic 10 Punch Pass (\$150x4)	\$600.00	
		Use of Day Lodge for Winter 2018 Event	\$1200.00	Must coordinate date with TOF Rec and Culture Dept GS Manager Cleaning Fee required of \$60 NP Rate of \$600/day - 2 days requested - 1 set-up; 1 for event
		TOTAL	\$1888.00	
Breckenridge Film Festival	Breckenridge	Use of Day Lodge for Summer 2019 Event	\$1200.00	Must coordinate date with TOF Rec and Culture Dept GS Manager Cleaning Fee required of \$60 NP Rate of \$600/day - 2 days requested - 1 set-up; 1 for event
		(4) 1 hr tubing passes at County Rate	\$88.00	Passes will have blackout dates on them Passes will be mailed to Breck Film Festival Passes valid for the 2018/2019 Season Only
		(2) 2 hr paddle board rentals	\$60.00	
		(1) 2 hr 20ft pontoon rental	\$155.00	
		(2) Nordic Center lessons and equipment (\$70 x 2) TOTAL	\$140.00 \$1643.00	
Bristlecone Montessori	Alma	(4) 1 hr tubing passes at County Rate	\$88.00	Passes will have blackout dates on them Passes will be mailed to Bristlecone Montessori Passes valid for the 2018/2019 Season Only
		(2) 2 hr tandem kayak rentals	\$70.00	
		(2) 2 hr paddle board rentals	\$60.00	
		TOTAL	\$218.00	

Domus Pacis	Breckenridge	(28) 1hr tubing passes at County Rate	\$616.00	Passes will have blackout dates on them Passes will be mailed to Domus Pacis Passes valid for the 2018/2019 Season Only
	TOTAL		\$616.00	
Family and Intercultural Resource Center	Silverthorne	Use of Day Lodge for Winter 2018 Event	\$1200.00	Must coordinate date with TOF Rec and Culture Dept GS Manager Cleaning Fee required of \$60 NP Rate of \$600/day - 2 days requested - 1 set-up; 1 for event
		(24) 1hr tubing passes at County Rate	\$528.00	Passes will have blackout dates on them Passes will be mailed to FIRC
		Use of Nordic Center	N/A	Passes valid for the 2018/19 Season Only Not booked for private events in the winter
		(20) Nordic Center lessons and equipment (\$70 x 20)	\$1400	Must coordinate Nordic day with Nordic Manager
	TOTAL		\$3128.00	
Friends of the Dillon Ranger District	Silverthorne	Use of Day Lodge for September 2019 Event	\$600.00	Must coordinate date with TOF Rec and Culture Dept GS Manager Cleaning Fee required of \$60 NP Rate of \$600/day
	TOTAL		\$ 600.00	
High Country Soccer Association	Breckenridge	Frisco Peninsula MP Field Usage for 2weeks - Summer 2019	\$2000.00	Must coordinate dates with TOF Rec and Culture Dept Dept GS Manager \$200/day NP rate *10 days
		Use of Day Lodge for August 2019 Event	\$600.00	Must coordinate date with TOF Rec and Culture Dept GS Manager Cleaning Fee required of \$60 NP Rate of \$600/day
		Frisco Peninsula MP Field Usage for August 2019 Event	\$200.00	Must coordinate dates with TOF Rec and Culture Dept Dept GS Manager \$200/day NP rate *1 days *Must be scheduled far in advance!
	TOTAL		\$2800.00	

Summit Colorado Interfaith Council	Use of Historic Park Gazebo September 14, 2019 (\$600/4hrs) TOTAL	\$600.00 \$600.00	Must coordinate with Museum Manager
Summit County Senior Center	(4) 1 hr tubing passes at County Rate (1) 2 hr 20ft pontoon rental (4) Nordic 10 Punch Pass (\$150x4) TOTAL	\$88.00 \$155.00 \$600.00 \$843.00	Passes will have blackout dates on them Passes will be mailed to Summit County Senior Center Passes valid for the 2018/2019 Season Only
Summit Nordic Ski Club Frisco	Day Lodge Usage - Meeting Space for 4-7 Evenings Nordic Grooming for three events In Kind Marketing for Eat Ski Be Merry Transportation & Equipment Support for Little Vikings learn to ski program Early season grooming at the Frisco Peninsula for the Snolof Invitational Race course grooming for the 2-3 days leading up to the RMN schedule 2019 date TBD Use of the nordic center for the race weekend. (\$75/hr x 6hrs) Race day support for moving equipment up to race courses (snow mobile and/or groomers) Additional grooming for race course stadium. Power supply support for race day timing (possible use of a generator for day one) Grooming for Eat, Ski and Be Merry (ESBM) Use of Nordic Center for ESBM (\$75/hr x 6hrs) Staff support for ESBM TOTAL	\$1200.00 \$2100.00 \$1300.00 \$4000.00 \$450.00 \$960.00 \$450.00 \$720.00 \$11,180.00	2hr rental x 6 rentals x \$100/hr NP rate Must coordinate dates with TOF Rec and Culture Dept GS Manager

Summit School District	Farmer's Corner	Use of Day Lodge for December 2019 Event 6-8:30pm	\$600.00	Must coordinate date with TOF Rec and Culture Dept GS Manager Cleaning Fee required of \$60 NP Rate of \$600/day *Request must be outside busy December holidays.
		TOTAL	\$600.00	
Summit Tigers American Legion Baseball	Frisco	50 hours Peninsula Ballfield <i>*Requested 100 hours of field usage for Peninsula Ballfield</i>	\$1250.00	\$25/hour NP rate Must coordinate dates with TOF Rec and Culture Dept GS Manager Fields prepped and lined for games only; schedule must be provided to GS Manager by June 1; subject to other rentals
		(4) 1 hr tubing passes at County Rate (2) 2 hr paddle board rentals	\$88.00 \$60.00	
		TOTAL	\$1398.00	
Summit Youth Baseball	Frisco	50 hours Peninsula Ballfield <i>*Requested 118 hours of field usage for Peninsula Ballfield</i>	\$1250.00	\$25/hour NP rate Must coordinate field dates with TOF Rec and Culture Dept GS Manager Fields prepped and lined for games only; schedule must be provided to GS Manager by June 1; subject to other rentals
		TOTAL	\$1250.00	
Summit Youth Orchestra	Frisco	Use of Day Lodge for (2) Concert Performances Use of Historic Park Gazebo for summer performances (\$600/4hrs x3)	\$2400.00 \$1800.00	Must coordinate date with TOF Rec and Culture Dept GS Manager Cleaning Fee required of \$60 NP Rate of \$600/day - 2 days requested - 1 set-up; 1 for event Must coordinate with Museum Manager
		TOTAL	\$4200.00	

The Summit Foundation	Breckenridge	Use of Day Lodge for 2019 Event	\$1200.00	Must coordinate date with TOF Rec and Culture Dept GS Manager Cleaning Fee required of \$60 NIP Rate of \$600/day - 2 days requested - 1 set-up; 1 for event
		(8) 1hr tubing passes at County Rate	\$176.00	Passes will have blackout dates on them Passes will be mailed to The Summit Foundation Passes valid for the 2018/19 Season Only
		(4) Nordic Center day passes	\$80.00	
		TOTAL	\$1456.00	
Timberline Learning Center	Breckenridge	(2) Adventure Park Birthday Package	\$230.00	
		(2) 2 hr canoe rental	\$70.00	
		(2) 2 hr 20ft pontoon rental	\$310.00	
		(2) 2 hr fishing boat rental	\$130.00	
		(3) day Nordic ski rental and trail pass w/ lesson	\$210.00	
		(4) 1 hr tubing passes at County Rate	\$88.00	
		(2) 2 hr tandem kayak rentals	\$70.00	
		(2) 2 hr paddle board rentals	\$60.00	
		TOTAL	\$1168.00	
Women's Resource Center	Dillon	Use of Day Lodge for a March or April 2019 Event	\$600.00	Must coordinate date with TOF Rec and Culture Dept GS Manager Cleaning Fee required of \$60 NIP Rate of \$600/day
		TOTAL	\$600.00	
GRAND TOTAL			\$34,188.00	

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Personnel Information



In order to remain competitive for the purposes of hiring and retaining employees, the Town believes a total compensation survey should be conducted every three years. The first survey was completed in 2006 with implementation on January 1, 2007. The salary survey scheduled for 2009 was postponed due to poor economic conditions and declining revenues. The Town conducted a thorough survey in 2016 and made compensation adjustments where necessary in 2017. The Town again conducted a survey in 2018. Similar to the 2016 survey, this survey was done in-house. Salaries were compared to equivalent positions on the Western Slope, in resort communities and in Front-Range towns and counties. Data from Mountain States Employer's Council and Colorado Municipal League was used to establish salary ranges for each position.

The Town believes the 2018 compensation adjustments, combined with continued annual performance merit increases, will profile Town of Frisco as a desirable workplace.

For 2019, Town Council authorized a maximum 5% performance appraisal merit increase; this increase is similar to those of other local entities. These increases take place throughout the year, as they are based upon employee anniversary date.



2019 Salary Table

ADMINISTRATION		
POSITION	MINIMUM	MAXIMUM
ACCOUNTANT	\$ 57,818	\$ 80,946
EXECUTIVE ASSISTANT	\$ 56,202	\$ 77,914
FINANCE DIRECTOR	\$ 95,765	\$ 153,224
FINANCE SPECIALIST	\$ 48,828	\$ 68,359
FINANCE ADMINISTRATIVE ASSISTANT	\$ 43,477	\$ 56,520
HUMAN RESOURCES COORDINATOR	\$ 44,115	\$ 61,761
HUMAN RESOURCES MANAGER	\$ 84,575	\$ 126,862
REVENUE SPECIALIST	\$ 59,344	\$ 83,081
TOWN CLERK	\$ 66,848	\$ 100,271
MARKETING AND COMMUNICATION		
POSITION	MINIMUM	MAXIMUM
EVENTS COORDINATOR	\$ 39,959	\$ 51,946
EVENTS MANAGER	\$ 56,436	\$ 79,010
GUEST SERVICES AND MARKETING LEAD	\$ 33,925	\$ 44,102
INFORMATION CENTER ATTENDANT	\$ 30,139	\$ 39,181
INFORMATION CENTER MANAGER	\$ 51,550	\$ 72,170
MARKETING & COMMUNICATIONS DIRECTOR	\$ 94,416	\$ 151,066
MARKETING AND COMMUNICATIONS MANAGER	\$ 53,374	\$ 74,724
COMMUNITY DEVELOPMENT		
POSITION	MINIMUM	MAXIMUM
ASSISTANT COMMUNITY DEVELOPMENT DIRECTOR	\$ 74,238	\$ 111,357
BUILDING INSPECTOR	\$ 54,090	\$ 75,727
CHIEF BUILDING OFFICIAL	\$ 74,089	\$ 111,134
COMMUNITY DEVELOPMENT DIRECTOR	\$ 95,831	\$ 153,329
PERMIT TECHNICIAN	\$ 42,235	\$ 54,906
PLANNER	\$ 59,325	\$ 83,055
TOWN HALL ADMINISTRATIVE ASSISTANT	\$ 35,880	\$ 41,262
POLICE		
POSITION	MINIMUM	MAXIMUM
CHIEF OF POLICE	\$ 99,027	\$ 158,442
COMMUNITY SERVICES OFFICER	\$ 44,157	\$ 57,404
DETECTIVE	\$ 57,112	\$ 85,668
POLICE AND COURT ADMINISTRATIVE ASSISTANT	\$ 37,439	\$ 48,671
POLICE OFFICE AND RECORDS MANAGER	\$ 52,682	\$ 73,755
POLICE OFFICER	\$ 54,497	\$ 76,296
POLICE SERGEANT	\$ 68,185	\$ 102,278

PUBLIC WORKS		
POSITION	MINIMUM	MAXIMUM
MAINTENANCE OPERATOR	\$ 45,580	\$ 59,254
MECHANIC	\$ 46,253	\$ 60,129
OFFICE MANAGER	\$ 37,405	\$ 48,626
WATER SYSTEM OPERATOR CLASS B	\$ 47,213	\$ 66,098
WATER SYSTEM OPERATOR CLASS C	\$ 41,992	\$ 58,789
WATER SYSTEM OPERATOR CLASS D	\$ 38,965	\$ 50,654
ASST. PUBLIC WORKS DIRECTOR	\$ 77,294	\$ 115,941
BUILDING FOREMAN	\$ 57,386	\$ 80,341
FLEET FOREMAN	\$ 60,593	\$ 84,830
GROUND'S FOREMAN	\$ 53,654	\$ 75,115
PUBLIC WORKS DIRECTOR	\$ 95,782	\$ 153,252
STREETS FOREMAN	\$ 60,211	\$ 84,296
WATER OPERATIONS FOREMAN	\$ 62,892	\$ 94,338
RECREATION AND CULTURE		
POSITION	MINIMUM	MAXIMUM
RECREATION AND CULTURAL DIRECTOR/ASST. TOWN MGR	\$ 95,444	\$ 152,710
FRISCO ADVENTURE PARK		
ADVENTURE PARK GENERAL MANAGER	\$ 66,830	\$ 100,245
NORDIC CENTER MANAGER	\$ 51,459	\$ 72,042
GUEST SERVICES MANAGER	\$ 51,459	\$ 72,042
MAINTENANCE LEAD	\$ 38,889	\$ 50,556
OPERATIONS MANAGER	\$ 51,459	\$ 72,042
OPERATIONS SUPERVISOR	\$ 42,196	\$ 54,855
GUEST SERVICES LEAD	\$ 33,925	\$ 44,102
MARINA		
MARINA GENERAL MANAGER	\$ 66,830	\$ 100,245
MARINA GUEST SERVICES MANAGER	\$ 51,459	\$ 72,042
MARINA SERVICE MANAGER	\$ 51,637	\$ 72,291
RECREATION GUEST SERVICES COORDINATOR	\$ 42,196	\$ 54,855
MUSEUM		
MUSEUM COORDINATOR	\$ 33,925	\$ 44,102
MUSEUM MAINTENANCE TECHNICIAN	\$ 38,810	\$ 50,453
MUSEUM MANAGER	\$ 51,459	\$ 72,042
PROGRAMS		
RECREATION COORDINATOR	\$ 42,196	\$ 54,855
RECREATION PROGRAMS MANAGER	\$ 58,795	\$ 88,193



EMPLOYEE BENEFIT PACKAGE

The Town's benefit program encompasses fixed and optional benefits. Fixed benefits include a Wellness Benefit reimbursement program (for recreation center passes, ski passes, etc.), group life insurance, long-term disability, and employee assistance/substance abuse and other personal life programs.

The optional benefits portion includes retirement plan, which offers a 3-7% employer contribution based on years of service and employee match. Employees' portion is contributed into a 457 plan while the employer's portion is contributed into a 401(a) plan. The Town also offers an employee-funded Roth IRA. Other elected benefits include health, dental and vision insurance, a Health Savings Account, a retirement health savings plan and a 125 Flexible Spending plan for medical and child-care expenses. A medical concierge service is provided to all employees enrolled in the health insurance plan; this allows employees to choose a less expensive service without jeopardizing quality. Short-term and long-term disability are also offered to employees.

Supplemental life and accident insurance are offered as voluntary employee-paid benefits

Down-payment assistance, computer and ski-pass purchase programs, and employee transitional housing round out the benefit offerings.



In 2018, the Town employed 138 year round part-time, year round variable hours and seasonal employees. Although the number of part-time/seasonal staff is almost double the number of full-time employees, the number of hours worked is drastically different. Seasonal special events employees work an average of 10-20 hours per week, while Parks/Grounds, Recreation, Peninsula Recreation Area and Marina seasonal staff work 32-40 hours a week for 4-6 months.

The following chart details year round part time, year round variable hours and seasonal employees by department, with their average hourly rate of pay and the number of hours worked during the year. Returning seasonal employees received a merit increase base on their previous year end of season evaluation. The merit increase mirrors year round full time rating scale.

Program/Position	# Positions	2013 Average Hourly Wage	2014 Average Hourly Wage	2015 Average Hourly Wage	2016 Average Hourly Wage	2017 Average Hourly Wage	2018 Average Hourly Wage	Hours Worked Per Week Average Per Position
Administration								
Human Resources Assistant	0	\$16.00	\$16.56	N/A	N/A	N/A	N/A	Converted into Year Round Full Time
Historic Park & Museum								
Museum Coordinator	1	\$13.46	\$13.00	\$13.00	\$14.17	\$14.17	\$ 16.92	28 hrs/wk year-round
Handyman	1	\$25.00	\$25.00	\$25.00	\$25.00	\$ 25.00	\$ 25.00	15 hrs/wk year-round
Public Works Grounds								
Park/Grounds Maintenance	6	\$11.62	\$11.92	\$11.67	\$12.26	\$ 12.45	\$ 12.66	40 hrs/wk 5 months
Special Events								
Special Events Lead	2	\$15.00	\$15.00	\$15.83	\$15.00	\$ 15.00	\$ 15.00	20-30 hrs/week 4 months
Special Events Staff	13	\$10.86	\$10.39	\$10.40	\$12.28	\$ 11.40	\$ 12.53	10-20 hrs/week 3 months
Special Events Junior Staff	11	N/A	N/A	\$9.00	\$10.29	\$ 10.00	\$ 11.00	10 hrs/week 2 months
Recreation								
Recreation Camp Lead	2	\$15.00	\$15.50	\$14.00	\$14.53	\$ 14.54	\$ 15.25	40 hrs/week 4 months
Recreation Coordinator	0	\$14.50	\$13.00	N/A	N/A	N/A	N/A	Converted into Year Round Full Time
Recreation Youth Attendants	9	\$11.59	\$11.62	\$11.96	\$12.55	\$ 12.36	\$ 12.84	40 hrs/week 3 months
Recreation Junior Youth Attendants	0	N/A	\$9.00	\$9.00	\$10.00	\$ -	\$ -	20 hrs/week 3 months
Therapeutic Aide	3	N/A	N/A	\$12.00	\$12.61	\$ 12.83	\$ 13.13	40 hrs/week 3 months
Sports Camp Lead	2	N/A	\$13.25	\$13.88	\$15.00	\$ 14.50	\$ 15.36	40 hrs/week 2.5 months
Summer Sports Instructor	8	\$13.12	\$13.25	\$12.61	\$13.62	\$ 13.83	\$ 14.01	20 hrs/week 3 months
Recreation Junior Sports Instructor	3	N/A	N/A	N/A	N/A	\$ 10.13	\$ 10.50	8 hrs/week 2.5 months
Recreation Intern	1	N/A	11.5	\$11.50	\$12.00	\$ 12.00	\$ 12.60	40hrs/week 3 months
Peninsula Recreation Area								
Summer Guest Services Attendant	1	\$11.50	\$11.50	\$11.50	\$12.00	\$ 13.36	\$ 13.47	15 hrs/week 4 months
Summer Bike Park Gst. Svc.	0	\$11.75	\$11.75	N/A	N/A	N/A	N/A	40 hrs/week 4 months
Summer Light Equip. Operator	4	\$13.00	\$13.00	\$13.00	\$14.00	\$ 14.13	\$ 16.05	40 hrs/week 5 months
Winter Guest Svcs/Tubing Hill	25	\$11.55	\$11.52	\$11.50	\$11.50	\$ 12.05	\$ 12.60	40 hrs/week 5 months
Winter Outdoor Operations Lead	2	N/A	N/A	N/A	\$14.21	Converted into Year Round Full Time		40 hrs/week 4 months
Winter EMT/Medical Responders	4	\$12.50	\$12.50	\$12.50	\$12.59	\$ 13.29	\$ 13.32	30 hrs/week 5 months
Winter Guest Services Lead	1	N/A	\$12.00	\$12.36	\$13.50	\$ 14.00	\$ 14.52	40hrs/week 5 months
Tubing Hill Designer	1				\$60.00	\$ -	\$ -	30 hours at the beginning of the season
Tubing Hill Snowmakers/Recreation Operator	5	\$12.00	\$12.16	\$12.00	\$12.00	\$ 14.17	\$ 14.25	40 hrs/week 3 months
Visitor Information Center								
Guest Services Attendant	2	\$11.50	\$11.75	\$11.50	\$11.67	\$ 12.81	\$ 12.96	8 hrs/week year-round
Summer Guest Services Attendant	1	\$11.50	\$11.50	\$11.50	\$12.00	\$ 12.50	\$ 13.10	40 hrs/week 4 months
Nordic Center								
Guest Services	3	N/A	N/A	N/A	N/A	\$ 12.50	\$ 12.73	40 hrs/week 6 months
Instructors/Rental Attendant	4	N/A	N/A	N/A	N/A	\$ 14.10	\$ 14.53	40 hrs/week 6 months
Guest Services Lead	1	N/A	N/A	N/A	N/A	\$ 17.50	\$ 19.11	40 hrs/week 6 months
Instructor Lead	1	N/A	N/A	N/A	N/A	\$ 17.50	\$ 17.50	40 hrs/week 6 months
Maintenance Operator/Groomer	2	N/A	N/A	N/A	N/A	\$ 17.50	\$ 16.17	40 hrs/week 6 months
Marina								
Operations Manager	1	\$18.50	\$18.75	\$19.78	\$23.11	\$ 24.00	\$ 25.94	40 hrs/week for 8 months
Marina Service Technician	0	\$14.25	\$14.50	\$15.30	\$16.00	\$ 16.72	Converted into Year Round Full Time	
Dock	11	\$11.80	\$11.88	\$12.23	\$12.33	\$ 12.45	\$ 13.14	40 hrs/week for 6 months
Guest Services Staff	6	\$11.80	\$11.88	\$12.23	\$12.33	\$ 12.22	\$ 12.68	40 hrs/week for 6 months
Junior Dock/Guest Services Staff	6	N/A	\$9.00	\$9.00	\$10.12	\$ 10.19	\$ 11.24	20 hrs/week for 2 months
Guest Services Lead	1	N/A	N/A	N/A	N/A	\$ 14.00	\$ 14.70	40 hrs/week for 6 months
Dock Lead	2	N/A	N/A	N/A	N/A	\$ 14.00	\$ 14.70	40 hrs/week for 6 months
Marina Maintenance Technician	1	N/A	N/A	\$14.00	\$15.65	\$ 14.00	\$ 16.80	40 hrs/week for 7 months
TOTAL	147							



Debt Management



Debt is defined as a liability that places a future contractual or other obligation against future revenues of the Town. This type of funding is restricted to capital improvements and is not to be used for current or annual operations. The following are summaries of the Town's debt as of the end of 2018.

The Town of Frisco issued Certificates of Participation (COPs) on May 25, 2002 in the principal amount of \$2,500,000 for the purpose of financing improvements to the Frisco Bay Lakefront Park and Marina, other parks and recreation projects and other capital improvements. The Town refunded the 2002 COPs at the par amount of \$1,950,000 (Series 2010A) and issued new Series 2010B COPs at the par amount of \$2,500,000, for a total of \$4,450,000, on June 11, 2010 for the purpose of financing the Frisco Adventure Park on Town-owned property known as the Peninsula Recreation Area (PRA). The tax-exempt refunded bonds have a true interest cost of 3.44% with final maturity of 12/1/2021. The newly issued 2010B bonds were taxable Build America Bonds with a true interest cost of 4.01% (after 35% subsidy) with final maturity of 12/1/2030.

In 2017, the Town refunded the Series 2010B Build America Bonds at the par amount of \$2,487,000 and entered into a lease purchase agreement with a true interest cost of 2.62% and a final maturity of 12/1/2030. Principal and interest payment dates for both the 2010A Series COPs and the lease purchase agreement are December 1 of each year. Payments made for these obligations are recorded in the Capital Improvement Fund, account numbers 20-2000-4333, 4334 and 4325.

The Town entered into a lease and purchase option agreement with First & Main Frisco, LLC, on April 1, 2015, in the principal amount of \$1,200,000 for the purpose of purchase of a building located at First and Main in Frisco. Interest rate is 4% with annual payments of \$100,000 and final maturity on 1/1/2031. Payments made for this obligation are recorded in the Capital Improvement Fund, account numbers 20-2000-4333 and 4334.

The Town will be entering into a lease for Marina projects in 2019. The terms of that transaction will not be finalized until approximately March of 2019. However, the Town has budgeted principal amount of \$5,000,000, with interest of approximately 4.5% for a period of 25 years. Payments for this obligation are recorded in the Marina Fund, account number 90-9000-4333 and 4334.

Additionally, the Town leases its copiers and printers through Wells Fargo. These leases have staggering terms and are frequently replaced or renewed, dependent upon the Town's growing needs and changes in technology. The total amount owed annually on the existing leases is approximately \$35,000; this amount is not included on the debt schedule on page 204 because renewal amounts are unknown. Payments are made monthly and are recorded in the Capital Improvement Fund, account number 20-2000-4195. (See also page 133 under Contractual Obligations.)

Legal Limits

Colorado State Statute limits the total amount of General Obligation debt to three percent (3%) of the jurisdiction's actual property value. The Town of Frisco has only a 5.3% level of debt that is applicable to this margin. The table below illustrates the computation of the Town's legal debt margin:

Legal Debt Margin

Estimated Actual Value (determined by County Assessor)	\$1,949,221,530
Debt Limit: 3% of Actual Value	58,476,645
Amount of Outstanding Debt Applicable to Debt Limit: (Total Bonded Debt)	2,934,300
Legal Debt Margin	<u>\$55,542,345</u>
Total Net Debt Applicable to Limit as a % of Debt Limit	5.3%

**Town of Frisco
Bonds and Lease/Purchase Agreements**

Certificates of Participation, Series 2010A

Lease Price: \$1,950,000 (Principal)

UMB	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Total Due as of 12/31/18	\$475,000.00	\$32,100.00	\$507,100.00
Payments due in 2019	200,000.00	18,500.00	218,500.00
Payments due in 2020	210,000.00	11,000.00	221,000.00
Payments due in 2021	65,000.00	2,600.00	67,600.00

Lease Purchase Agreement

Lease Price: \$2,487,000 (Principal)

Vectra Bank	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Total Due as of 12/31/18	\$2,459,300.00	\$487,509.00	\$2,946,809.00
Payments due in 2019	\$21,200.00	\$64,434.00	\$85,634.00
Payments due in 2020	\$21,800.00	\$63,878.00	\$85,678.00
Payments due in 2021	\$172,400.00	\$63,307.00	\$235,707.00
Payments due in 2022	\$244,100.00	\$58,790.00	\$302,890.00
Payments due 2023-2030	\$1,999,800.00	\$237,100.00	\$2,236,900.00

Lease/Purchase - First & Main Building

Lease/Purchase Price: \$1,200,000

Life Expectancy: 40 years

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Total Due as of 12/31/18	\$965,685.51	\$279,568.07	\$1,245,253.58
Payments due in 2019	61,372.58	38,627.42	100,000.00
Payments due in 2020	63,827.48	36,172.52	100,000.00
Payments due in 2021	66,380.58	33,619.42	100,000.00
Payments due in 2022	69,035.81	30,964.19	100,000.00
Payments due in 2023-2031	705,069.06	140,184.52	845,253.58

Revenue Bonds - \$5,000,000

Life Expectancy: 25 years

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Total Due as of 12/31/18	\$0.00	\$0.00	\$0.00
Payments due in 2019	0.00	210,000.00	210,000.00
Payments due in 2020	0.00	245,000.00	245,000.00
Payments due in 2021	125,000.00	230,000.00	355,000.00
Payments due in 2022	135,000.00	225,000.00	360,000.00
Payments due in 2023-2043	4,740,000.00	3,160,600.00	7,900,600.00

Total Lease Payments

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Total Due as of 12/31/18	\$3,899,985.51	\$799,177.07	\$4,699,162.58
Total payments due 2019	282,572.58	331,561.42	614,134.00
Total payments due 2020	295,627.48	356,050.52	651,678.00
Total payments due 2021	428,780.58	329,526.42	758,307.00
Total payments due 2022	448,135.81	314,754.19	762,890.00
Total payments due 2023-2043	7,444,869.06	3,537,884.52	10,982,753.58



Investments



INVESTMENTS

Funds not immediately needed for Town operations are invested in securities in accordance with State Statute, the Home Rule Charter, the Code and any applicable ordinances and resolutions enacted by the Town Council. The following schedule summarizes the Town of Frisco's investments as of 10/31/18. The Town's Investment Policy is also included in this section to provide information regarding the Town's investment objectives, procedures and authorization. This Investment Policy is reviewed and updated annually, as needed.



Town of Frisco
Securities Held
October 31, 2018

CUSIP	Purchase Date	Rate/ Coupon	Maturity/ Call Date	Current Par/ Original Par	Market Price	Market Value
Cash and Equivalents						
	10/31/2018	2.360%		11,047,806.33	100.000	11,047,806.33
	10/31/2018	2.280%		1,099,929.45	100.000	1,099,929.45
	10/31/2018	2.290%		1,834,438.39	100.000	1,834,438.39
	9/30/2018	0.450%		1,387,475.07	100.000	1,387,475.07
	10/31/2018	1.540%		1,340.51	100.000	1,340.51
	10/31/2018	1.180%		0.67	100.000	0.67
	10/31/2018	1.290%		454.35	100.000	454.35
Total				15,371,444.77		15,371,444.77
US Treasury & Instrumentality						
	8/23/2016	1.000%	11/23/2018	250,000.00	99.920	249,800.00
	7/26/2016	1.050%	7/26/2019	240,000.00	98.832	237,196.80
	2/9/2017	1.550%	11/27/2019	240,000.00	98.700	236,880.00
	2/13/2018	2.250%	5/27/2020	250,000.00	98.921	247,302.50
	10/23/2018	2.960%	10/23/2020	240,000.00	100.021	240,050.40
	2/12/2018	2.250%	1/29/2021	250,000.00	98.254	245,635.00
	4/16/2018	2.670%	4/12/2021	250,000.00	98.934	247,335.00
	6/2/2017	1.540%	12/14/2020	240,000.00	97.097	233,032.80
	7/24/2018	2.600%	9/14/2020	250,000.00	99.418	248,545.00
	10/5/2017	1.500%	12/30/2019	250,000.00	98.508	246,270.00
Total				2,460,000.00		2,432,047.50
CD Investments						
	1/27/2017	0.399%	1/28/2019	270,678.17	100.000	270,678.17
	2/4/2018	1.000%	2/3/2019	266,997.82	100.000	266,997.82
	3/17/2018	0.200%	3/16/2019	2,529.93	100.000	2,529.93
	10/18/2018	2.270%	4/17/2020	240,000.00	100.000	240,000.00
	7/26/2016	1.180%	1/26/2019	250,000.00	100.000	250,000.00
	2/3/2016	1.500%	2/3/2019	240,000.00	100.000	240,000.00
	12/16/2016	1.450%	2/18/2020	240,000.00	98.347	236,032.80
	7/10/2018	2.450%	8/9/2019	240,000.00	1.000	240,004.80
	1/19/2018	2.250%	1/21/2020	240,000.00	0.994	238,663.20
	2/15/2018	2.000%	8/15/2019	240,000.00	0.996	239,136.00
	5/15/2018	2.650%	5/14/2021	245,000.00	0.989	242,194.75
	10/31/2018	3.050%	10/31/2020	240,000.00	1.000	240,045.60
	3/28/2018	2.300%	9/30/2019	240,000.00	0.998	239,448.00
	11/30/2018	2.100%	2/7/2020	240,000.00	0.981	235,358.40
	9/20/2018	3.000%	9/20/2021	240,000.00	0.995	238,867.20
Total				3,435,205.92		3,419,956.67
Grand Total				\$ 21,266,650.69		\$ 21,223,448.94

TOWN OF FRISCO INVESTMENT POLICY

INTRODUCTION AND SCOPE

The Town of Frisco (“the Town”) adopted a home rule charter on August 1, 1988. The municipal government provided by this Charter is a Council-Manager government. Pursuant to the Home Rule Charter provisions and subject only to limitations imposed by the State Constitution and by this Charter, all powers shall be vested in an elective, seven-member Council (the “Council”) which shall enact local legislation, adopt budgets, determine policies and appoint the Town Manager who shall execute the laws and administer the Town government.

The following Investment Policy addresses the methods, procedures and practices which must be exercised to ensure effective and judicious fiscal and investment management of the Town’s funds. This Investment Policy shall apply to the investment management of all financial assets and funds under control of the Town, except for the retirement and pension funds of the Town. All cash, except for certain restricted funds, shall be pooled for investment purposes. The investment income derived from the pooled investment account shall be allocated to the General Fund and to those Town accounts that have contributed to the pooled funds based on the proportion of their respective average balances relative to the total pooled balance.

This Investment Policy replaces any previous investment policy or investment procedures of the Town.

This Investment Policy complies with the various regulatory requirements under which the Town operates. It was endorsed and adopted by Resolution No. 5-32 of the Town of Frisco’s Town Council on April 26, 2005, and revised on June 26, 2007, April 28, 2009, July 26, 2011, and April 8, 2014.

INVESTMENT OBJECTIVES

All funds which are held for future disbursement shall be deposited and invested by the Town in accordance with Colorado State Statutes, the Home Rule Charter, Chapter 25 “Investments” of the Code of the Town of Frisco and any ordinances and resolutions enacted by the Town Council in a manner to accomplish the following objectives:

- Preservation of capital and protection of investment principal.
- Maintenance of sufficient liquidity to meet anticipated cash flows.
- Diversification to avoid incurring unreasonable market risks.
- Attainment of a market value rate of return.
- Conformance with all applicable Town policies, and State and Federal regulations.

DELEGATION OF AUTHORITY

Under Section 25-8 of the Code of the Town of Frisco, Colorado, the Town Manager and Town Finance Director have the authority to conduct investment transactions. The Town Manager and Town Finance Director have the responsibility of administering this investment policy. Other members of the Town's finance staff may be appointed to assist the Finance Director in the cash management, treasury or investment functions and the Finance Director will submit those staff members names in writing to the Town Manager for approval. Persons who are authorized to transact securities business for the Town are listed in Annex I of this Investment Policy. The Town Council, through the Town's external auditors, will periodically review the compliance of the cash, treasury, and investment management practices with this Investment Policy.

The Finance Director shall establish written administrative procedures for the operation of the Town's investment program consistent with this Investment Policy. The Town's Finance Director and other authorized persons acting in accordance with written procedures and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes. The Finance Director will be responsible for ensuring that sufficient liquidity exists to maintain the Town's operations in the event of adverse market conditions or claims.

The Finance Director may engage, with Town Council approval, the support services of outside professionals, so long as it can be demonstrated that these services produce a net financial advantage and necessary financial protection of the Town's resources. Such services may include engagement of financial advisors in conjunction with debt issuance, portfolio management support, special legal representation, third party custodial services, and appraisal of independent rating services.

PRUDENCE

The standard of prudence to be used for managing the Town's assets is the "prudent investor" rule applicable to a fiduciary, which states that a prudent investor "shall exercise the judgment and care, under circumstances then prevailing, which men of prudence, discretion, and intelligence exercise in the management of the property of another, not in regard to speculation but in regard to the permanent disposition of funds, considering the probable income as well as the probable safety of their capital." (Colorado Revised Statutes 15-1-304, Standard for Investments.)

ETHICS AND CONFLICTS OF INTEREST

Officers and employees involved in the investment process shall adhere to the Town's Code of Ethics and shall not engage in personal business activity that could conflict with proper execution of the investment program, or that could impair their ability to make impartial investment decisions. Employees and investment officials shall disclose to the Town Manager any material financial interest in financial institutions that conduct business with the Town, and they shall further disclose any large personal financial/investment positions that could be related to the performance of the Town's portfolio. Employees and officers shall

subordinate their personal investment transactions to those of the Town particularly with regard to the timing of purchases and sales. The Town's current Code of Ethics is on file in the Clerk's office.

ELIGIBLE INVESTMENTS AND TRANSACTIONS

All investments will be made in accordance with the Colorado Revised Statutes (CRS) listed in Annex II of this Investment Policy. Any revisions or extensions of these sections of the CRS will be assumed to be part of this Investment Policy immediately upon being enacted.

The Town Council has further restricted the investment of Town funds to the following types of securities and transactions:

1. U.S. Treasury Obligations: Treasury Bills, Treasury Notes, Treasury Bonds and Treasury Strips with maturities not exceeding five years from the date of trade settlement.
2. 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 issued by the following only: Federal National Mortgage Association (FNMA), Federal Farm Credit Banks (FFCB), Federal Home Loan Banks (FHLB), and Federal Home Loan Mortgage Corporation (FHLMC). To be approved, Federal Instrumentality Securities must be rated AAA by either Moody's or Standard & Poor's. The Town will not invest in any of the subordinated debentures issued by the federal instrumentality issuers.
3. Prime Commercial Paper issued by U.S. companies and denominated in U.S. currency with a maturity not exceeding 270 days from the date of purchase. Commercial Paper shall be rated in its highest rating category at the time of purchase by at least two Nationally Recognized Statistical Rating Organizations (NRSROs), and by all NRSROs that rate the obligations. If the commercial paper issuer has senior debt outstanding, the senior debt must be rated not less than A+, A1 or the equivalent by at least two NRSROs, and by all NRSROs that rate the debt. The aggregate amount of securities purchased from any one Commercial Paper issuer shall not exceed 20% of the Town's portfolio.

Any issuer whose short-term ratings are placed on negative watch list by any of the rating agencies will be put on "Hold" status. Issuers on "Hold" status will be ineligible for purchase until a final decision on ratings is made.

4. Eligible Bankers Acceptances with an original maximum maturity not exceeding 90 days, issued by FDIC insured domestic banks or branches of foreign banks domiciled in the U.S. and operating under U.S. banking laws with a minimum of \$250,000 combined capital and surplus. Banker's Acceptances shall be rated at least A1, P-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 shall be rated at the time of purchase AA, Aa2 or the equivalent by at the time of purchase by at least two NRSROs and rated not less by all NRSROs that rate the bank.

The aggregate amount of Bankers Acceptances issued by any one bank shall not exceed 20% of the Town's portfolio.

5. Repurchase Agreements with a defined termination date of 180 days or less collateralized by U.S. Treasury and Federal Instrumentality securities listed in items 1 and 2 above with a maturity not exceeding 10 years. Title must transfer to the Town of Frisco or the Town must have a perfected security interest. For the purpose of this section, the term "collateral" shall mean "purchased securities" under the terms of the Town's approved Master Repurchase Agreement. The purchased securities shall have a minimum market value including accrued interest of 102 percent of the dollar value of the transaction. Collateral shall be held in the Town's custodial bank as safekeeping agent, and the market value of the collateral securities shall be marked-to-the-market daily.

Repurchase Agreements shall be entered into only with dealers who have executed a Master Repurchase Agreement with the Town and who are recognized as Primary Dealers by the Federal Reserve Bank of New York or have a Primary Dealer within their holding company structure. A list of dealers who have executed a Master Repurchase Agreement with the Town is included in Annex III of this Investment Policy.

Approved counterparties to repurchase agreements shall have at least a short-term debt rating of A-1 or the equivalent and a long-term debt rating of A or the equivalent from one or more NRSROs that regularly rate such obligations.

6. Local Government Investment Pools authorized under CRS 24-75-702 that: 1) are "no-load" (i.e., no commission or fee shall be charged on purchases or sales of shares); 2) have a constant net asset value per share of \$1.00; 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 AAAM by Standard & Poor's, AAA by Moody's or AAA/V-1+ by Fitch.
7. Non-Negotiable Certificates of Deposit in FDIC insured state or national banks or savings banks that are eligible public depositories in Colorado as defined in CRS 11-10.5-103 and that meet the criteria set forth in the section of this Investment Policy, "Selection of Banks." Certificates of Deposit exceeding the FDIC insured amount shall be collateralized in accordance with the Colorado Public Deposit Protection Act.
8. Money Market Mutual Funds registered under the Investment Company Act of 1940 that: 1) are "no-load" (i.e. no commission or fee shall be charged on purchases or sales of shares); 2) have a constant net asset value per share of \$1.00; 3) have a maximum stated maturity and weighted average maturity in accordance with Rule 2a-7 of the Investment Company Act of 1940; and 4) are rated either AAAM by Standard & Poor's, AAA by Moody's or AAA/V-1+ by Fitch.
9. Negotiable Certificates of Deposit authorized under CRS 24-75-601.1 with an opinion provided by the Colorado Division of Securities, it is legal to invest public funds in negotiable CD's at any FDIC insured bank up to the \$250,000 with maturities no longer than five years from date of settlement and that meet the criteria set forth in the section of this Investment Policy, "Selection of Banks." Negotiable Certificates of Deposit exceeding the FDIC insured amount shall be collateralized in accordance with the Colorado Public Deposit Protection Act.

It is the intent of the Town that the foregoing list of authorized securities be strictly interpreted. Any deviation from this list must be pre-approved by the Town Manager in writing.

The Town may, from time to time issue bonds, the proceeds of which must be invested to meet specific cash flow requirements. In such circumstances and notwithstanding the paragraph immediately above, the reinvestment of debt issuance or related reserve funds may, upon the advice of Bond Counsel or financial advisors, deviate from the provisions of this Investment Policy with the written approval of the Finance Director.

INVESTMENT DIVERSIFICATION

The Town shall diversify its investments to avoid incurring unreasonable risks inherent in over investing in specific instruments, individual financial institutions or maturities. The asset allocation in the portfolio should, however, be flexible depending upon the outlook for the economy, the securities market, and the Town's anticipated cash flow needs.

A minimum of 50% of the investable assets of the Town will be maintained in U.S. Treasury Obligations, Federal Instrumentality Securities, Repurchase Agreements and Local Government Investment Pools.

INVESTMENT MATURITY AND LIQUIDITY

Investments shall be limited to maturities not exceeding five years from the date of trade settlement. The weighted average maturity of the total portfolio shall at no time exceed twenty-four months, and the Town shall maintain at least 10% of its total investment portfolio in instruments maturing in 60 days or less.

For purposes of calculating the portfolio's weighted average maturity, in the case of callable securities, the first call date shall be used as the maturity date for investment purposes in this section if, in the opinion of the Finance Director, there is little doubt that the security will be called prior to maturity. If, in the opinion of the Finance Director, the callable security will go full term to maturity, then that date will be used as the final maturity. In all cases for accounting purposes, however, the final maturity date of the callable securities shall be used as the maturity of the security in order to disclose the maximum maturity liability in the Town's financial reports.

COMPETITIVE TRANSACTIONS

All investment transactions shall be conducted competitively with authorized broker/dealers. At least three broker/dealers shall be contacted for each transaction and their bid and offering prices shall be recorded.

If the Town is offered a security for which there is no other readily available competitive offering, quotations for comparable or alternative securities shall be documented.

SELECTION OF BROKER/DEALERS

The Finance Director shall maintain a list of broker/dealers approved to conduct security transactions with the Town. To be eligible, a firm must meet at least one of the following criteria:

1. Be recognized as a Primary Dealer by the Federal Reserve Bank of New York, or have a Primary Dealer within its holding company structure; or
2. Report voluntarily to the Federal Reserve Bank of New York; or
3. Qualify under Securities and Exchange Commission (SEC) Rule 15c3-1 (Uniform Net Capital Rule).

Broker/dealers will be selected by the Finance Director on the basis of their expertise in public cash management and their ability to provide service to the Town's account. Each authorized broker/dealer shall be required to submit and annually update a Town approved Broker/Dealer Information Request Form which includes the firm's most recent financial statements. The Finance Director shall maintain a file of the most recent Broker/Dealer Information Forms submitted by each firm approved for investment purposes. Broker/Dealers shall also attest in writing that they have received and reviewed a copy of this Investment Policy. A list of approved Broker/Dealers is included in Annex IV of this Investment Policy.

SELECTION OF BANKS

To be eligible for designation to provide depository and other banking services, or for a bank's certificates of deposit to be eligible for purchase, a bank must be a member of the Federal Deposit Insurance Corporation and must qualify as an eligible public depository in Colorado as defined in CRS 11-10.5-103.

The bank shall file annually with the Town of Frisco a declaration of designation as an eligible depository under the provision of the PDPA, in which all deposits over \$100,000 will be collateralized according to the PDPA.

Additionally, the bank must meet a minimum requirement of 3 ½ stars under the Bauer Financial bank star rating system.

Banks failing to meet this criteria, or in the judgment of the Finance Director no longer offering adequate safety to the Town, will be removed from the Town's list of authorized banks.

Periodically, the Town may add a new bank to the list of approved banks provided the bank meets the eligibility requirements described above.

A list of approved banks is included in Annex V of this Investment Policy.

SAFEKEEPING AND CUSTODY

The Finance Director shall approve one or more banks to provide safekeeping and custodial services for the Town. A Town approved Safekeeping Agreement shall be executed with each custodian bank prior to utilizing that bank's safekeeping services. To be eligible for designation as the Town's safekeeping and custodian bank, a financial institution shall qualify as an eligible public depository in Colorado as defined in CRS 11-10.5-103.

The purchase and sale of securities and repurchase agreement transactions shall be settled on a delivery versus payment basis. Ownership of all securities shall be perfected in the name of the Town, and sufficient evidence to title shall be consistent with modern investment, banking and commercial practices.

All investments, except certificates of deposit, local government investment pools and money market funds purchased by the Town will be delivered by either book entry or physical delivery and will be held in third-party safekeeping by the Town's approved custodian bank, its correspondent bank or the Depository Trust Company (DTC).

All Fed wireable book entry securities owned by the Town shall be evidenced by a safekeeping receipt or a customer confirmation issued to the Town by the custodian bank stating that the securities are held in the Federal Reserve system in a Customer Account for the custodian bank which will name the Town as "customer."

All DTC eligible securities shall be held in the custodian bank's Depository Trust Company (DTC) participant account and the custodian bank shall issue a safekeeping receipt evidencing that the securities are held for the Town as "customer."

All non-book entry (physical delivery) securities shall be held by the custodian bank's correspondent bank and the custodian bank shall issue a safekeeping receipt to the Town evidencing that the securities are held by the correspondent bank for the Town as "customer."

The Town's custodian will be required to furnish the Town monthly reports of safekeeping activity including a list of month-end holdings.

PERFORMANCE BENCHMARKS

The Town's investment portfolio shall be designed to attain a market rate of return throughout budgetary and economic cycles, taking into account prevailing market conditions, risk constraints for eligible securities and cash flow requirements.

The performance of the portfolio shall be compared to the average yield on the U.S. Treasury security that most closely corresponds to the weighted average maturity of the portfolio. All fees involved with managing the portfolio should be included in the computation of the portfolio's rate of return.

The Finance Director shall present to the Town Council, at least annually, a review of the portfolio's adherence to appropriate risk levels and a comparison between the portfolio's total return and the established investment objectives and goals.

REPORTING

Monthly, the Finance Director shall prepare and submit to the Town Council a report listing the investments held by the Town and the market value of those investments. The report shall include a summary of investment earnings and performance results during the period.

POLICY REVISIONS

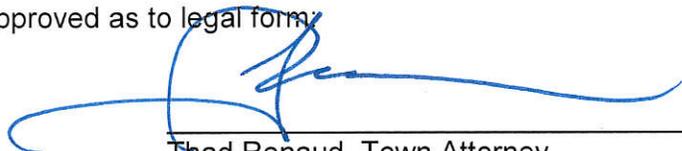
This Investment Policy shall be reviewed periodically by the Finance Director and may be amended by the Town Council as conditions warrant. The data contained in the Annexes to this Investment Policy may be updated by the Finance Director as necessary with the approval of the Town Manager provided the changes in no way affect the substance or intent of this Investment Policy.

Approved:



Randy Ready, Town Manager

Approved as to legal form:



Thad Renaud, Town Attorney

Approved:



Gary Wilkinson, Mayor

Attested by:



Deborah Wohlmut, Town Clerk

Date: May 23, 2017

Annex I

Authorized Personnel

The following persons are authorized to transact investment business and wire funds for investment purposes on behalf of the Town of Frisco:

1. Town Finance Director
2. Town Accountant
3. Town Manager

Annex II

Applicable Statutes

The following Colorado Revised Statutes are applicable to the investment operations of the Town of Frisco:

CRS 11-10.5-101, et seq.,	Public Deposit Protection Act
CRS 24-75-601, et. seq.,	Funds-Legal Investments
CRS 24-75-603,	Depositories
CRS 24-75-702,	Local Governments – authority to pool surplus funds

Annex III

Master Repurchase Agreement

The following broker/dealers have an executed Master Repurchase Agreement on file with the Town of Frisco:

Annex IV

Approved Broker/Dealers

The following broker/dealers have been approved by the Town of Frisco.

Bank of America Securities
Citigroup Global Markets, Inc.
J.P. Morgan Securities Inc.
Morgan Stanley
Casaceli Capital Management, LLC.
UBS Financial Services Inc.
Wells Fargo Bank, N.A.
SIGMA Securities
First Empire Securities
Coastal Securities, Inc.
Chandler Asset Management
Mutual Securities, Inc.
Protective Securities

Annex V

Approved Depositories

The following depository has been approved by the Town of Frisco.

Alpine Bank
Bank of the West
First Bank
Solera Bank
Flatirons Bank
Goldman Sachs
Compass Bank
US Bank
Wells Fargo Bank
Guarantee Bank
Mountain View Bank of Commerce
Western States Bank
Valley Bank & Trust
McCook Bank

GLOSSARY OF TERMS

Banker's Acceptance

A banker's acceptance (BA) can be defined as a time draft drawn on and accepted by a bank to pay a specified amount of money on a specified date. The draft is a primary and unconditional liability of the accepting bank. Bankers' acceptances typically are created for international trade transactions.

Certificate of Deposit (CD)

special type of time deposit. A CD is an investment instrument available at financial institutions generally offering a fixed rate of return for a specified period (such as three months, six months, one year, or longer). The depositor agrees not to withdraw funds for the time period of the CD. If the funds are withdrawn, a significant penalty is charged.

Commercial Paper

Commercial paper (CP) can be defined as a short-term unsecured promissory note issued for a specified dollar amount with a maturity that can be tailored to meet an investor's needs. Notes have maximum maturities of 270 days, with the majority of CP being issued in the 30-50 day range. Most CP is sold at a discount from face value although some can be interest bearing.

Federal Agency Securities

Securities issued by agencies of the U.S. Government such as the Government National Mortgage Association (GNMA or Ginnie Mae), and are backed by the full faith and credit of the United States.

Federal Instrumentality Securities

Securities issued by Government Sponsored Enterprises (GSEs) created by Congress to fund loans to certain groups of borrowers such as homeowners, farmers and students. GSE securities have an implied, but not explicit Federal Government guarantee.

Federal Farm Credit Bank (FFCB)

The FFCB is a network of cooperatively owned lending institutions that provide credit services to farmers and farm-affiliated businesses. The Farm Credit Banks collectively issue consolidated system-wide discount notes, debentures and medium term notes. These securities do not carry direct U.S. government guarantees.

Federal Home Loan Bank System (FHLB)

Created in 1932, the system consists of twelve regional banks, owned by private member institutions and regulated by the Federal Housing Finance Board. The system facilitates extension of credit through its members in order to provide access to housing and to improve the quality of communities. Obligations of the Federal Home Loan Banks do not carry direct U.S. government guarantees.

Federal Home Loan Mortgage Corporation (FHLMC or Freddie Mac)

FHLMC is a government-chartered corporation established in 1970 to help maintain the availability of mortgage credit for residential housing. FHLMC buys qualified mortgage loans from the financial institutions that originate them, securitizes the loans, and distributes the securities through the dealer community. FHLMC also issues discount notes, debentures

and medium term notes that finance the purchase of the mortgages. These securities do not carry direct U.S. government guarantees.

Federal National Mortgage Association (FNMA or Fannie Mae)

FNMA (Fannie Mae) is a congressionally chartered corporation, chartered in 1938. FNMA purchases conventional mortgages, pools them and sells them as mortgage-backed securities to investors on the open market. FNMA sells debentures, discount notes and medium term notes to investors to finance their purchase of conventional mortgages. These securities do not carry direct U.S. government guarantees.

Money Market Mutual Funds (MMMFs)

MMMFs are an open-ended mutual fund, which invests only in money market investment instruments. MMMFs are sponsored by private companies and are regulated by and must be registered with the SEC. These funds fall under Investment Company Act of 1940 and they must comply with Rule 2a-7, which governs the credit quality, diversification practices, and maturities of portfolio securities.

Negotiable Certificate of Deposit

Large denomination CDs (\$100,000 and larger) that are issued in bearer form and can be traded in the secondary market.

Repurchase Agreement (repo)

A repurchase agreement (repo or RP) is a simultaneous transaction whereby an investor purchases securities (collateral) from a bank or a dealer for cash and the bank or dealer contractually agrees to repurchase the collateral security at the same price (plus interest) at a mutually agreed-upon future date. When the repurchase agreement is executed, the parties agree to a specified interest rate, or repo rate.

U.S. Treasury Securities (Treasuries)

Treasuries are marketable (negotiable) securities that are issued by the U.S. Treasury and carry the full faith and credit of the U.S. government. They are issued in three types – bills, notes, and bonds. Treasury bills have maturities less than one year, do not have a coupon and are purchased at a discount to par value. Treasury notes and bonds have coupons that pay semi-annual interest and have original maturities of two years or greater.

U.S. Treasury STRIPS (Separately Traded Registered Interest and Principal Securities)

STRIPS are issued by the Treasury as zero-coupon securities and represent the principal or interest payments from selected Treasury notes and bonds. They carry the full faith and credit of the U.S. government.



Financial Summary



Financial Condition of the Town

The Town of Frisco has seen significant recovery as a result of increased consumer confidence, increased tourism and new retail. Actual revenues in all of the Town's funds exceeded budget by 16.6% in 2017; expenditures were below budget, mostly as a result of staff vacancies and deferred capital projects. In 2018, revenues are projected to be under budget by 6.2%, largely due to a sale of a Town-owned property that did not occur. 2018 expenditures are expected to be under budget, mostly as a result of deferred capital projects. Budgeted 2019 revenues are projected to increase 1.8% over 2018 projections, due to anticipated grant revenues. Expenditures are budgeted to increase by 16.1%, due to multiple major capital projects and changes to personnel structure planned for 2019. Correspondingly, the Town's fund balances are budgeted to decrease by \$2,166,683.

Similar to most Colorado municipalities, the Town is heavily dependent on sales tax revenues to provide services to its citizens. Sales taxes comprise 65% of the Town's General Fund revenues and remain concentrated with the top ten sales taxpayers generating roughly 50 percent of those revenues. It is anticipated that 2018 actual sales tax revenues will surpass budgeted amounts by about 9.7%. Sales tax revenues for 2019 have been budgeted, however, with no increases over 2018 projected revenues. 2014, through 2017 saw significant increases in actual sales tax revenues, as a result of continued development within the town. While 2018 revenues are expected to surpass budget, staff takes a conservative approach budgeting this source, questioning sustainability of continued large increases.

Another significant source of revenue for the Town's General Fund is revenues generated at the Frisco Adventure Park. After eight seasons, the FAP is generating approximately 14% of total General Fund Revenues. Budgeted 2019 revenues over 2018 projected, however, are decreased slightly as this amenity is highly dependent upon weather conditions and visitors.

The Town assumed operations of the Frisco Nordic Center in late 2016. While we have one year of data to support revenues and related expenditures, the Center is currently still developing. Revenues have been budgeted conservatively and expenditures have been budgeted to significantly increase, primarily as a result of needed staff increases.

Projected 2018 lodging taxes, which are restricted to economic development, special events, recreation, etc., continue to show some increases at 4.1% over 2018 budgeted revenues; 2019 revenues have been budgeted at 7.1% over 2018 budgeted revenues and 2.9% over 2018 projected revenues. This fund is significantly influenced by the economy and staff budgets amounts that are considered sustainable and attainable.

The SCHA 5A fund, a fund dedicated to workforce housing, is now a major fund of the Town. In addition to the 0.125% sales tax already in existence, voters approved an additional 0.6% sales tax which became effective January of 2017. The new tax is projected to generate \$900,000 each year for a period of 10 years. Combined with the earlier tax, annual revenue for this fund is estimated at \$1.1 million. The Town completed two major housing projects in 2018 and has a significant amount budgeted for 2019 for projects as they become identified.

Wages and benefits are 56.62 percent of Town expenditures in the General Fund. The Town has given 0-5 percent annual merit salary increases for the past few years; 2019 merit increases are limited to a 5 percent increase. Additionally, with the increased services provided by the Town, particularly in the recreation areas, the Town is adding and/or converting 12 positions. The Town's self-insured health plan is regularly reviewed by staff and the employee benefit committee. Since 2012, the Town has provided a high deductible health plan with health savings accounts for participants. The Town has also assumed an additional aggregating deductible liability of \$65,000, in addition to stop

loss insurance of \$40,000. The structure of this health plan has typically resulted in significantly lower benefit costs; however, in 2019, the Town has budgeted for a 17 percent increase in administrative services and claims, primarily as a result of increases in personnel.

The Town continues to take a conservative and creative approach in its budgeting for 2019, considering national and regional economic activity and past history and their impact on the Town's resources.

Bond Rating

Due primarily to the Town's strong General Fund balance, the Town's bond rating was upgraded in 2007 from A3 to A1 by Moody's Investors Service. This "two-notch" upgrade was very beneficial for the Town in that financing costs would be lower, should the Town choose to issue additional bonds at some time in the future.

Balanced Budget

General Fund

The General Fund budgeted revenues for 2019 are \$14,528,650 and the beginning 2019 fund balance is projected at \$6,107,427 for a combined total of \$20,636,077. General Fund expenditures are budgeted at \$13,757,644 - \$13,106,573 for operating expenditures and a \$651,071 transfer to the Capital Improvement Fund. Comparing 2018 projected fund balance to 2019 budgeted, an increase of \$771,006 is expected, primarily a result of increasing economic growth and increased tourism and the accompanying increase in revenues.

Capital Improvement Fund

The Town, by resolution, dedicates any General Fund balance in excess of the required seven month reserve to the Capital Improvement Fund for major capital projects (\$5,000 or more). In light of the economic downturn, there were no General Fund excesses in years 2009 through 2013. In 2015, \$2,915,527 was transferred, in 2016, \$4,716,665 was transferred and, in 2017, \$3,350,000 was transferred. It is estimated that \$2,191,510 will be transferred in 2018 and \$651,071 is budgeted for transfer in 2019. The other major revenue source for this fund is real estate investment fees. These revenues began dramatically declining in 2008 but have nearly recovered to the high 2007 levels. In 2019, the Town is proposing \$1,700,000 for expansion at the Frisco Adventure Park, \$500,000 for additional parking at the Peninsula Recreation Area, \$125,000 to begin a 5 year project to improve the Town's playgrounds and \$100,000 for trails enhancements. The remaining portion of \$3,032,591 is to be expended for street improvements, debt service, technology purchases and asset replacement/maintenance. Combined revenues and beginning 2019 fund balance are projected at \$6,954,733, resulting in a \$2,803,584 decrease in this fund balance.

SCHA 5(A) Fund

This fund's main source of revenue is from sales and use taxes dedicated to workforce housing – a 2007 ongoing tax of 0.125% and a 2017 approved, temporary (10 years) tax of 0.6%. Additional revenues are projected from rentals of housing units. There continue to be ongoing administrative fees and some minor housing related expenditures used from this fund and this year the Town has budgeted a significant amount for projects as they arise. Combined revenues and beginning 2019 fund balance are projected at \$4,197,956, expenditures are budgeted at \$2,092,740, resulting in a decrease of \$798,420 in this fund balance.

Enterprise Funds

The Town has two enterprise funds, deriving their revenues from user fees. The Water Fund provides water services to the Town's residents and its major sources of revenue are charges for water and water tap fees. Total budgeted 2019 revenues are \$1,059,000, an 11.1% decrease from 2018 budgeted revenues. Expenditures for 2019 are expected to total \$1,249,931, a 19.4% decrease over 2018 budgeted expenditures. This decrease is a result of fewer capital projects budgeted for 2019.

The Marina Fund's major source of revenues is slip, mooring, boat, kayak and paddleboard rentals and boat and trailer storage, comprising 77.52 percent of the total revenues projected for 2019. Total projected revenues for 2019 equal \$6,370,000 (which includes borrowing), a \$5,001,500 increase over 2018 budgeted revenues. The Town received \$200,000 in 2014 and \$450,000 in 2018 from a water settlement and will be receiving an additional sum in the

future. The timing of this disbursement is uncertain and that amount has not been budgeted in 2019. Additionally, in accordance with the Marina Master Plan adopted in 2018, significant capital projects are planned for 2019 and it will be necessary to borrow funding in order to complete these projects. Budgeted expenditures for 2019 equal \$5,438,064, a 69.08 percent increase over 2018 budgeted expenditures.

Debt

The Town issued Certificates of Participation in 2002 in the principal amount of \$2,500,000 for the purpose of financing improvements to the Frisco Bay Lakefront Park and Marina, other parks and recreation projects and other capital improvements. In 2010, these 2002 COPs were refunded and new COPs were issued for the purpose of financing the Frisco Adventure Park. The par amount of the refunded bonds was \$1,950,000 and this amount, plus associated escrow requirements and other costs, was part of a new COP issuance in the amount of \$4,450,000. \$2,500,000 of this amount were Build America Bonds and eligible for refunding by an extraordinary call provision. These bonds were called in August of 2017 and a new lease was transacted in the amount of \$2,487,000 with a fixed interest rate of 2.62%, resulting in savings of approximately \$300,000 over the life of the lease. Both the new lease and the certificates are secured by base rental payments and the purchase option price, as described in the issuances. Debt service for the Town's Certificates of Participation and lease are paid from Real Estate Investment Fee revenues in the Capital Improvement Fund; debt service in this fund in 2018 totals \$473,989. The balance due (principal and interest) at 12/31/18 is \$4,699,162.58.

As mentioned above in the discussion regarding the Marina Fund, it will be necessary to borrow funds for the proposed 2019 capital projects. At the time of preparation of this document, marina revenue bonds in the amount of \$5,000,000 are expected to be issued in February or March of 2019, with interest only payments for the first two years at a rate of 4.5% and payment escalations of .5% annually. Annual payments are estimated at \$300,000 for 25 years. Accordingly, revenues are expected to increase upon completion of these infrastructure improvements.

More detailed information regarding this financing can be found under the Debt Management tab of this document.

Miscellaneous

The four tables following this summary are provided as an opportunity to observe all of the Town's funds combined. The Town's Financial Policies are also provided in this section, as are the ordinances/resolution adopting the budget, appropriating expenditures and levying property taxes. Additionally, long term fund balance, revenue and expenditures projections are provided in this section.

The Town's Investment Policy is presented in its own section, along with a summary of the Town's investments as of October 31, 2018. (See the Investment tab in this document, immediately preceding this section.)

Town of Frisco
2017 Actual Revenues and Expenditures

	General Fund	Capital Improvement Fund	Conservation Trust Fund	Water Fund	Open Space Fund	Insurance Reserve Fund	SCHA (5A) Fund	Lodging Tax Fund	Marina Fund	Grand Total
Revenues										
Taxes	\$9,874,864	\$1,293,353					\$ 1,285,174	\$ 490,541		\$12,943,932
Licenses & Permits	445,918						36,745			\$482,663
Intergovernmental	266,401	29,006						30,000		\$325,407
Charges for Services	3,525,690			903,193				465	1,535,817	\$5,965,165
Investment Income	59,365	37,409	278	49,211	94	1,587	13,209	3,772	5,160	\$170,085
Lottery Proceeds										
Other Revenues	42,656			228,445				8,164		\$279,265
Total Revenues	14,214,894	1,330,762	29,284	1,180,849	94	1,587	1,335,128	532,942	1,540,977	\$20,166,517
Expenditures										
General Government	3,121,799						49,510			\$3,171,309
Public Safety	1,473,245									\$1,473,245
Community Development	1,328,378							285,880		\$1,614,258
Public Works	1,832,232									\$1,832,232
Culture and Recreation	2,714,222		53,382					140,221		\$2,907,825
Capital Outlay		1,237,006		1,159,546			131,592		132,209	\$2,660,353
Debt Service		651,399								\$651,399
Other Expenditures		74,559		721,390					882,870	\$1,678,819
Total Expenditures	10,469,874	1,962,964	53,382	1,880,936	0	0	181,102	426,101	1,015,079	\$15,989,438
Other Sources (Uses)										
Reimbursement-DW (ZM)									32,622	\$32,622
State and Federal Grants				106,681						\$106,681
Sale of Assets		45,973		7,900					64,473	\$118,346
Capital Interest Subsidy		35,668								\$35,668
Loan Proceeds		2,487,000								\$2,487,000
Refund Bonds		-2,500,000								-\$2,500,000
Loan Repayment from Marina		3,350,000							-5,287	-\$5,287
Transfers In										\$3,350,000
Transfers Out	-3,350,000									-\$3,350,000
Net Change in Fund Balance	395,020	2,786,438	-24,098	-585,506	94	1,587	1,154,026	106,841	617,706	\$4,452,108
Fund Balance - January 1	5,267,736	4,402,504	47,692	4,418,473	11,752	200,225	1,235,987	438,708	1,791,851	\$17,814,928
Fund Balance - December 31	\$5,662,756	\$7,188,942	\$23,594	\$3,832,967	\$11,846	\$201,812	\$2,390,013	\$545,549	\$2,409,557	\$22,267,036

For an analysis of changes in fund balance, see the discussion of fund balances in the Budget/Financial Overview section of this budget document.

Town of Frisco
2018 Projected Revenues and Expenditures

	General Fund	Capital Improvement Fund	Conservation Trust Fund	Water Fund	Open Space Fund	Insurance Reserve Fund	SCHA (5A) Fund	Lodging Tax Fund	Marina Fund	Grand Total
Revenues										
Taxes	\$10,186,000	\$1,300,000					\$ 1,100,000	\$ 510,000		\$13,096,000
Licenses & Permits	535,800						115,000			\$650,800
Intergovernmental	278,000	0		30,094				30,000		\$338,094
Charges for Services	3,261,850			900,000					1,429,845	\$5,591,695
Investment Income	70,000	70,000	300	45,000	175	1,800	15,000	5,000	10,000	\$217,275
Lottery Proceeds			29,000							\$29,000
Other Revenues	96,131			159,900				7,986		\$264,017
Total Revenues	14,427,781	1,370,000	29,300	1,134,994	175	1,800	1,230,000	552,986	1,439,845	\$20,186,881
Expenditures										
General Government	3,777,025						79,050			\$3,856,075
Public Safety	1,546,422									\$1,546,422
Community Development	1,200,767							321,080		\$1,521,847
Public Works	2,045,414									\$2,045,414
Culture and Recreation	3,221,972							218,000		\$3,439,972
Capital Outlay		6,716,453	5,000	717,000			2,005,000		711,000	\$10,154,453
Debt Service	445,989									\$445,989
Other Expenditures				810,025					1,031,528	\$1,841,553
Total Expenditures	11,791,600	7,162,442	5,000	1,527,025	0	0	2,084,050	539,080	1,742,528	\$24,851,725
Other Sources (Uses)										
Reimbursement-DW (ZIM)									27,000	\$27,000
Sale of Assets		736,596		6,775			1,367,673		22,200	\$2,133,244
Capital Interest Subsidy										\$0
Miscellaneous/Rental Income		6,120								\$6,120
Loan Proceeds										\$0
Loan Payment										\$0
Loan - Water to Capital Impr.		-30,000								-\$30,000
Loan - Water to Capital Impr.				30,000					450,000	\$30,000
Water Agreement Settlement										\$450,000
Transfers In		2,191,510								\$2,191,510
Transfers Out	-2,191,510									-\$2,191,510
Net Change in Fund Balance	444,671	-2,888,216	24,300	-355,256	175	1,800	513,623	13,906	196,517	-\$2,048,480
Fund Balance - January 1	5,662,756	7,188,942	23,594	3,832,967	11,846	201,812	2,390,013	545,549	2,409,557	\$22,267,036
Fund Balance - December 31	\$6,107,427	\$4,300,726	\$47,894	\$3,477,711	\$12,021	\$203,612	\$2,903,636	\$559,455	\$2,606,074	\$20,218,556

For an analysis of changes in fund balance, see the discussion of fund balances in the Budget/Financial Overview section of this budget document.

Town of Frisco
2019 Budgeted Revenues and Expenditures

	General Fund	Capital Improvement Fund	Historic Preservation Fund	Conservation Trust Fund	Water Fund	Open Space Fund	Insurance Reserve Fund	SCHA (5A) Fund	Lodging Tax Fund	Marina Fund	Grand Total
Revenues											
Taxes	\$10,251,000	\$1,300,000					\$ 1,100,000	\$ 115,000	525,000		\$13,176,000
Licenses & Permits	640,800								30,000		\$755,800
Intergovernmental	202,000										\$232,000
Charges for Services	3,275,350			300	900,000					1,326,400	\$5,501,750
Investment Income	65,000	50,000		29,000	45,000	175	1,800	9,000	5,000	10,000	\$186,275
Lottery Proceeds											\$29,000
Other Revenues	94,500	404,496	1,000		84,000			70,320	8,000		\$662,316
Total Revenues	14,528,650	1,754,496	1,000	29,300	1,029,000	175	1,800	1,294,320	568,000	1,336,400	\$20,543,141
Expenditures											
General Government	4,201,152							92,740			\$4,293,892
Public Safety	1,712,888										\$1,712,888
Community Development	1,301,375								347,865		\$1,649,240
Public Works	2,177,902										\$2,177,902
Culture and Recreation	3,713,256								224,500		\$3,937,756
Capital Outlay		4,983,957		39,600	437,000			2,000,000		4,012,700	\$11,473,257
Debt Service		443,634									\$443,634
Other Expenditures					812,931		65,000			1,125,364	\$2,003,295
Total Expenditures	13,106,573	5,427,591	0	39,600	1,249,931	0	65,000	2,092,740	572,365	5,138,064	\$27,691,864
Other Sources (Uses)											
Reimbursement-DW (ZIM)										27,000	\$27,000
Sale of Assets		175,000								6,600	\$181,600
Capital Interest Subsidy		73,440									\$73,440
Miscellaneous/Rental Income										5,000,000	\$5,000,000
Loan Proceeds										-300,000	-\$300,000
Loan Payment											\$30,000
Loan - Water to Capital Impr.					30,000						\$30,000
Loan - Water to Capital Impr.											\$0
Water Agreement Settlement											\$651,071
Transfers In											\$651,071
Transfers Out											-\$651,071
Net Change in Fund Balance	771,006	-2,803,584	1,000	-10,300	-190,931	175	-63,200	-788,420	-4,365	931,936	-\$2,166,683
Fund Balance - January 1	6,107,427	4,300,726	0	47,894	3,477,711	12,021	203,612	2,903,636	559,455	2,606,074	\$20,218,556
Fund Balance - December 31	\$6,878,433	\$1,497,142	\$1,000	\$37,594	\$3,286,780	\$12,196	\$140,412	\$2,105,216	\$555,090	\$3,538,010	\$18,051,873

For an analysis of changes in fund balance, see the discussion of fund balances in the Budget/Financial Overview section of this budget document.

Town of Frisco
Multi-year Budget Summary

The following summary shows prior, current and projected year revenues and expenditures for all funds

<u>Revenues</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Budgeted</u>	<u>2018 Projected</u>	<u>2019 Budget</u>
Taxes	11,410,162	\$12,943,932	12,792,937	13,096,000	13,176,000
Licenses & Permits	459,556	\$482,663	510,300	650,800	755,800
Intergovernmental	233,353	\$296,401	785,996	338,094	232,000
Charges for Services	5,869,587	\$5,965,165	5,284,700	5,591,695	5,501,750
Investment Income	105,343	\$170,085	105,850	217,275	186,275
Lottery Proceeds	31,520	\$29,006	26,000	29,000	29,000
Other Revenues	122,799	\$279,265	1,922,985	264,017	662,316
Total Revenues	18,232,320	20,166,517	21,428,768	20,186,881	20,543,141
<u>Expenditures</u>					
General Government	3,057,591	3,171,309	3,798,110	3,856,075	4,293,892
Public Safety	1,464,557	1,473,245	1,696,403	1,546,422	1,712,888
Community Development	1,492,743	1,614,258	1,587,957	1,521,847	1,649,240
Public Works	1,680,766	1,832,232	2,080,657	2,045,414	2,177,902
Culture and Recreation	2,454,242	2,907,825	3,784,625	3,439,972	3,937,756
Capital Outlay	3,661,280	2,660,353	12,118,477	10,154,453	11,473,257
Debt Service	826,980	651,399	444,125	445,989	443,634
Other Expenditures	1,383,967	1,678,819	2,086,003	1,841,553	2,003,295
Total Expenditures	16,022,126	15,989,440	27,596,357	24,851,725	27,691,864
<u>Other Sources (Uses)</u>					
Reimbursement-DW(ZM)	27,645	32,622	25,000	27,000	27,000
State and Federal Grants	0	106,681	0	0	0
Sale of Assets	44,349	118,346	13,000	2,133,244	181,600
Capital Interest Subsidy	48,614	35,668	0	0	0
Miscellaneous/Rental Income	0	0	0	6,120	73,440
Loan Proceeds	0	2,487,000	0	0	5,000,000
Refund Bonds	0	-2,500,000	0	0	0
Loan Payments	0	-5,287	0	0	-300,000
Loan - Water to Capital Impr.	0	0	-30,000	-30,000	-30,000
Loan - Water to Capital Impr.	0	0	30,000	30,000	30,000
Water Agreement Settlement	0	0	0	450,000	0
Transfers In	4,716,665	3,350,000	935,929	-2,191,510	651,071
Transfers Out	-4,716,665	-3,350,000	-935,929	2,191,510	-651,071
Net Change in Fund Balance	2,330,802	4,452,108	-6,129,589	-2,048,480	-2,166,683
Fund Balance - January 1	15,484,126	17,814,928	19,626,471	22,267,036	20,218,556
Fund Balance - December 31	\$17,814,928	\$22,267,036	\$13,496,882	\$20,218,556	\$18,051,873

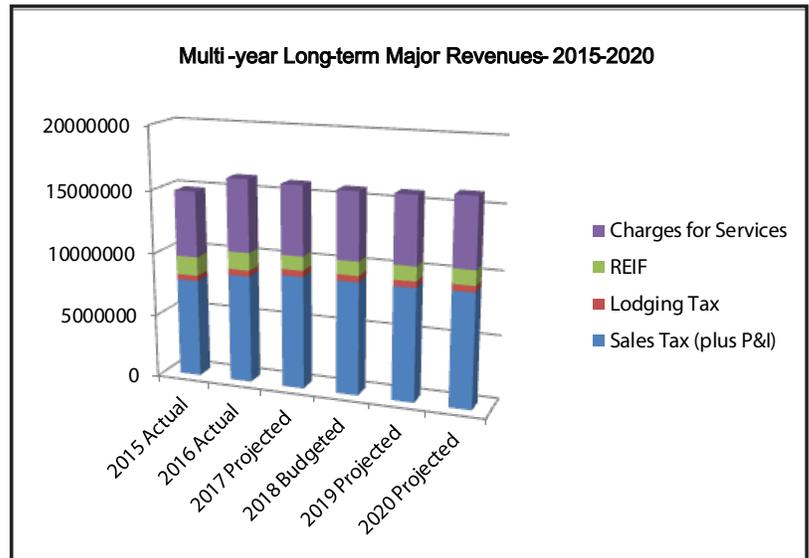
TOWN OF FRISCO
LONG-TERM FUND BALANCE, REVENUE AND EXPENDITURE PROJECTIONS

In an effort to assist Council and Management with strategic decision-making for the mid- and long-terms, the Finance Department presents the updated Fund Balance, major revenue and expenditure forecasts through 2020. The goal of these preliminary forecasts is to provide staff's best estimates of critical revenue stream and expenditure growth, along with the impacts of such growth on overall Town Fund Balance. This data includes two prior years of actual data, current and budget year projections, and two additional years of future estimates. In addition, staff discusses the assumptions and methodologies that form the basis of these projections and external factors that could result in over- or under-performance. In this context, it is important to note that the Town is committed to a conservative budgeting philosophy, which generally results in the selection of methodologies and the acceptance of assumptions that tend to understate eventual revenues and overstate eventual expenditures over time.

LONG TERM PROJECTIONS						
	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Projected</u>	<u>2019 Budgeted</u>	<u>2020 Projected</u>	<u>2021 Projected</u>
Taxes	\$ 11,410,162	\$ 12,943,932	\$ 13,096,000	\$ 13,176,000	\$ 13,202,000	\$ 13,327,860
Charges for Services	\$ 5,869,587	\$ 5,965,165	\$ 5,591,695	\$ 5,501,750	\$ 5,611,785	\$ 5,724,021
All Other (Inc Other Sources)	\$ 1,073,179	\$ 4,037,738	\$ 4,145,550	\$ 7,177,431	\$ 1,847,431	\$ 1,865,905
	18,352,928	22,946,835	22,833,245	25,855,181	20,661,216	20,917,786
Salaries/Benefits	\$ 6,725,154	\$ 7,273,276	\$ 7,655,084	\$ 8,482,975	\$ 8,822,294	\$ 9,175,186
Operating	\$ 4,810,212	\$ 7,909,699	\$ 6,626,199	\$ 7,591,998	\$ 7,819,758	\$ 8,054,351
Capital Outlay	\$ 3,661,280	\$ 2,660,353	\$ 10,154,453	\$ 11,473,257	\$ 9,684,305	\$ 1,970,000
Debt Service	\$ 825,480	\$ 651,399	\$ 445,989	\$ 473,634	\$ 841,178	\$ 537,807
	16,022,126	18,494,727	24,881,725	28,021,864	27,167,535	19,737,343
Net Change in Fund Balance	2,330,802	4,452,108	-2,048,480	-2,166,683	-6,506,319	1,180,443
Fund Balance - January 1	15,484,126	17,814,928	22,267,036	20,218,556	18,051,873	11,545,554
Fund Balance - December 31	17,814,928	22,267,036	20,218,556	18,051,873	11,545,554	12,725,997

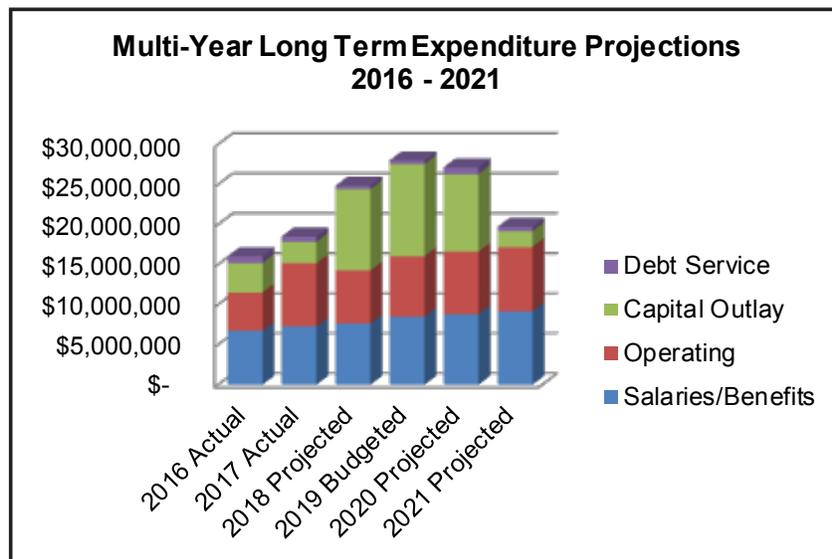
Long-term Revenues

The graph below illustrates projections for the Town's four major revenue streams: sales taxes, lodging taxes, real estate investment fees (transfer taxes) and charges for services, which include Recreation Programs, Frisco Adventure Park and Frisco Bay Marina revenues. (Please note this graph does not reflect projections of all Town revenues, only those considered major sources of revenue. All revenues are presented in the table above.) As Frisco approaches commercial build-out after five straight years of unprecedented growth, sales and lodging taxes are projected at no growth for 2019 over the 2018 budget, and a very small amount of growth (1.0 percent) for 2020 over 2019. Real estate investment fees are projected at 2.0 percent growth for both 2019 and 2020, based on the expectation of continued sales price increases and a number of residential developments on the horizon. Charges for services are projected at no growth for 2019 and 2.0 percent growth in 2020 as rates and fees will likely be adjusted due to increased demand and cost inflation. All other revenues are projected at no growth for 2019 and 1.0 percent growth for 2020. Economic cyclicity on the state and national levels and the ever-present possibility of drought conditions pose the greatest downside risks to growth and have been factored into these projections.



Long-term Expenditures

The four major categories of expenditure factoring into long-term Fund Balance include salaries and benefits, operating expenditures, capital outlay and debt service. In keeping with the Town's conservative budgeting philosophy, staff projects salary and benefit expenditures to increase at a rate of 4.0 percent in both 2019 and 2020. Prior year actuals indicate that savings are likely to be realized due to staff turnover and positions that go unfilled during the re-hiring process. It is also important to note that the Town has added a number of new divisions, departments and services over the past few years and did so again in 2017 with the addition of Frisco Nordic Center operations (for more detailed information, please see the Personnel Information section of this budget document). Operating expenditures, on the other hand, have been projected to increase at a rate of 3.0 percent based on expected increases in hard costs, utilities, oil and gas. Capital outlays are projected in accordance with the five-year capital plan, which can be viewed in full at the end of the Capital Improvement Fund section of this budget document. It is important to note in this context, however, that projected costs for some of the major projects listed in the five-year capital plan, in particular those involving the construction of affordable housing, are likely to change as the projects come into clearer focus.



Summary

Based on the conservative revenue and expenditure projections through 2020, the Town of Frisco anticipates a possible increase in overall Fund Balance of approximately 46.09 percent from year-end 2018 through year-end 2020. The abnormally large percentage growth for 2019 and 2020 is a direct function of the abnormally large reduction in Fund Balance in 2018, resulting from the numerous capital projects budgeted for the year. Although the anticipated growth leaves the Town in a strong financial position, it is always possible that rising construction costs, emergency expenditures, economic cyclicalities or climatic volatility result in unexpected declines. As such, staff and Council remain committed to achieving additional efficiencies in the provision of governmental services, to exploring additional diversity in revenue streams, and to continually communicating with the community in regards to program prioritization.

**TOWN OF FRISCO
COUNTY OF SUMMIT
STATE OF COLORADO
ORDINANCE 18-11**

AN ORDINANCE LEVYING GENERAL PROPERTY TAXES FOR THE YEAR 2018 TO HELP DEFRAY THE COST OF GOVERNMENT FOR THE TOWN OF FRISCO, COLORADO FOR THE 2019 BUDGET YEAR.

WHEREAS, the Town Council of the Town of Frisco received the annual budget, on September 17, 2018 in accordance with the Town's Home Rule Charter; and

WHEREAS, the Town Council will hold a First Reading on October 9, 2018 and a Second Reading and Public Hearing on October 23, 2018 setting the mill levy for 2019; and

WHEREAS, the 2018 valuation for assessment for the Town of Frisco as estimated by the County Assessor is \$200,511,170. In the event the County Assessor changes the assessed value, by October 9, 2018, the Town Council authorizes the Frisco Town Clerk to make the necessary changes to the ordinance, exclusive of the levied tax of .798 mills, to acknowledge the certified assessed value without having to bring said ordinance before Council.

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF FRISCO, COLORADO THAT:

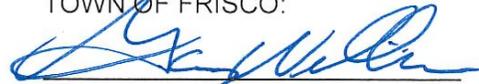
Section 1. For the purpose of meeting all general operating expenses of the Town of Frisco during the 2019 budget year, there is hereby levied a tax of .798 mills upon each dollar of the total valuation for assessment of all taxable property within the Town of Frisco for the year 2019.

Section 2. That Bonnie Moinet, Finance Director, is hereby authorized and directed to certify to the County Commissioners of Summit County, Colorado, by December 10, 2017 the mill levy for the Town of Frisco as hereinabove determined and set.

INTRODUCED, READ AND ORDERED PUBLISHED AND POSTED ON ITS FIRST READING THIS 9th DAY OF OCTOBER, 2018.

APPROVED ON SECOND AND FINAL READING AND PUBLICATION BY TITLE ORDERED THIS 23rd DAY OF OCTOBER, 2018.

TOWN OF FRISCO:



Gary Wilkinson, Mayor

ATTEST:



Deborah Wohlmuth, Town Clerk

TOWN OF FRISCO
COUNTY OF SUMMIT
STATE OF COLORADO
ORDINANCE 18-12

AN ORDINANCE APPROPRIATING SUMS OF MONEY TO THE VARIOUS FUNDS AND SPENDING AGENCIES, IN THE AMOUNT AND FOR THE PURPOSES AS SET FORTH BELOW, FOR THE TOWN OF FRISCO, COLORADO FOR THE 2019 BUDGET YEAR.

WHEREAS, the Town Council of the Town of Frisco has adopted the annual budget in accordance with the Local Government Budget Law; and

WHEREAS, the Town Council has made provision therein for revenue and reserves in an amount equal to or greater than the total proposed expenditures as set forth in said budget; and

WHEREAS, it is not only required by law but also necessary to appropriate the revenues provided in the budget for the purposes described below so as not to impair the operation of the Town of Frisco;

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF FRISCO, COLORADO THAT:

The following sums are hereby appropriated from the revenues of each fund, to each fund, for the purposes stated:

General Fund	
Transfer to Capital Improvement Fund	\$ 651,071
Current Operating Expenses	<u>\$13,106,573</u>
Total General Fund Expenses	\$13,757,644
Water Fund	
Current Operating Expenses	\$ 812,931
Capital Outlay	<u>\$ 437,000</u>
Total Water Fund Expenses	\$ 1,249,931
Conservation Trust Fund	
Capital Outlay	<u>\$ 39,600</u>
Total Cons Trust Fund Expenses	\$ 39,600
Capital Fund	
Capital Outlay	\$ 5,013,957
Debt Service-L/P Agreements	<u>\$ 443,634</u>
Total Capital Fund Expenses	\$ 5,457,591
Open Space Fund	
Transfers Out	<u>\$ 0</u>
Total Open Space Fund Expenses	\$ 0

Historic Preservation Fund	
Current Operating Expenses	\$ 0
Total Historic Preservation Fund Revenues	\$ 0

Insurance Reserve Fund	
Current Operating Expenses	\$ 65,000
Total Insurance Reserve Fund	\$ 65,000

SCHA 5A Fund	
Current Operating Expenses	\$ 92,740
Capital Outlay	<u>\$ 2,000,000</u>
Total SCHA (5A) Fund	<u>\$ 2,092,740</u>

Lodging Tax Fund	
Current Operating Expenses	\$ 572,365
Total Lodging Tax Fund Expenses	<u>\$ 572,365</u>

Marina Fund	
Current Operating Expenses	\$ 1,125,364
Debt Service	\$ 300,000
Capital Outlay	<u>\$ 4,012,700</u>
Total Marina Fund Expenses	<u>\$ 5,438,064</u>

INTRODUCED, READ AND ORDERED PUBLISHED AND POSTED ON ITS FIRST READING THIS 9th DAY OF OCTOBER 2018.

APPROVED ON SECOND AND FINAL READING AND PUBLICATION BY TITLE ORDERED THIS 23rd DAY OF OCTOBER, 2018.

TOWN OF FRISCO:



 Gary Wilkinson, Mayor

ATTEST:



 Deborah Wohlmuth, Town Clerk

TOWN OF FRISCO
COUNTY OF SUMMIT
STATE OF COLORADO
RESOLUTION 18-19

A RESOLUTION SUMMARIZING EXPENDITURES AND REVENUES FOR EACH FUND AND ADOPTING A BUDGET FOR THE TOWN OF FRISCO, COLORADO FOR THE CALENDAR YEAR BEGINNING JANUARY 1, 2019 AND ENDING DECEMBER 31, 2019

WHEREAS, the Town Council of the Town of Frisco received a proposed budget on September 17, 2018, in accordance with the Local Government Budget Law; and

WHEREAS, upon due and proper notice, published and posted in accordance with the law, said proposed budget was open for inspection by the public at the Office of the Finance Director; and

WHEREAS, in reference to the aforementioned publication requirements, interested taxpayers were given the opportunity to file or register any objections to said proposed budget and final comment will be accepted at the Public Hearing on October 23, 2018; and

WHEREAS, for any increase in expenditures, like increases were added to revenues and reserves so the budget remains in balance, as required by law;

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF FRISCO, COLORADO THAT:

Section 1. The estimated expenditures (including Interfund transfers) for each fund are as follows:

General Fund	\$13,757,644
Capital Fund	\$ 5,457,591
Historic Preservation Fund	\$ 0
Conservation Trust Fund	\$ 39,600
Water Fund	\$ 1,249,931
Open Space Fund	\$ 0
Insurance Reserve Fund	\$ 65,000
SCHA (5A) Fund	\$ 2,092,740
Lodging Tax Fund	\$ 572,365
Marina Fund	<u>\$ 5,438,064</u>
Total Expenditures	\$28,672,935

Section 2. The estimated revenues for each fund are as follows:

General Fund	
Unappropriated surplus (reserves)	\$ 6,107,427
Sources other than property taxes	\$14,368,650
General property tax levy	<u>\$ 160,000</u>
Total General Fund revenues	\$20,636,077

Capital Fund	
Unappropriated surplus (reserves)	\$ 4,682,665
Transfers In	\$ 651,071
Sources other than property taxes	<u>\$ 2,002,936</u>
Total Capital Fund revenues	\$ 7,336,672
Historic Preservation Fund	
Unappropriated surplus (reserves)	\$ 0
Sources other than property taxes	<u>\$ 1,000</u>
Total Historic Preservation Fund Revenues	\$ 1,000
Conservation Trust Fund	
Unappropriated surplus (reserves)	\$ 47,894
Sources other than property taxes	<u>\$ 29,300</u>
Total Conservation Trust Fund revenues	\$ 77,194
Water Fund	
Unappropriated surplus (reserves)	\$ 3,371,030
Sources other than property taxes	<u>\$ 1,059,000</u>
Total Water Fund revenues	\$ 4,430,030
Open Space Fund	
Unappropriated surplus (reserves)	\$ 12,021
Sources other than property taxes	<u>\$ 175</u>
Total Open Space Fund Revenues	\$ 12,196
Insurance Reserve Fund	
Unappropriated surplus (reserves)	\$ 203,612
Sources other than property taxes	<u>\$ 1,800</u>
Total Insurance Reserve Fund revenues	\$ 205,412
SCHA (5A) Fund	
Unappropriated surplus (reserves)	\$ 2,244,636
Sources other than property taxes	<u>\$ 1,294,320</u>
Total SCHA (5A) Fund revenues	\$ 3,538,956
Lodging Tax Fund	
Unappropriated surplus (reserves)	\$ 559,455
Sources other than property taxes	<u>\$ 568,000</u>
Total Lodging Tax Fund revenues	\$ 1,127,455
Marina Fund	
Unappropriated surplus (reserves)	\$ 2,689,890
Bond Proceeds	\$ 5,000,000
Sources other than property taxes	<u>\$ 1,370,000</u>
Total Rev & Sales & Use Tax Capital rev	<u>\$ 9,059,890</u>
Total Revenues & Reserves	\$ 46,424,882

Section 3. That said budget as submitted and summarized by fund is hereby approved and adopted as the budget for the Town of Frisco for 2019.

Section 4. That the budget hereby approved and adopted is made part of the public record of the Town of Frisco, Colorado.

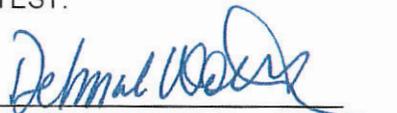
INTRODUCED, READ AND ORDERED PUBLISHED AND POSTED ON ITS FIRST AND FINAL READING THIS 23RD DAY OF OCTOBER 2018.

TOWN OF FRISCO:



Gary Wilkinson, Mayor

ATTEST:



Deborah Wohlmuth. Town Clerk



F-1 SUBJECT: FINANCIAL POLICIES

PURPOSE:

The financial planning and subsequent budgeting shall be based upon the following policies:

1. Financial Planning Policies

The Town of Frisco Home Rule Charter mandates a capital improvement budget be submitted to Council concurrent with the fiscal year budget. The Town's financial planning will be designed to ensure the delivery of needed services as defined by the Town's Master Plan, Strategic Plan and other plans as may be adopted from time to time. This planning will recognize the effects of economic cycles on the demand for services and the Town's revenues. The financial planning and subsequent budgeting for all funds shall incorporate the following practices:

- a. Long Range Capital Improvement Plans – The evaluation and monitoring of the impacts of regional and national economics on the Town's local economy is necessary to support the Council and the community in decisions they make regarding Town services. Annually, the Town will prepare a long-range capital improvement plan for each operating fund. The following long range capital improvement plan section of this policy provides detailed procedures for preparing these plans.
- b. Revenue Estimates – Revenue estimates shall be prepared on a conservative basis to minimize the possibility that economic fluctuations could imperil ongoing service programs during the budget year.
- c. Contingencies – Expenditure estimates will anticipate foreseeable contingencies.
- d. Proven Methods – The Town will constantly test both its planning methodology and use of planning tools in order to provide information that is timely, accurate and widely disseminated to users throughout the Town.
- e. Reserves – The plans will include reserves for operations, debt service coverage and asset replacement, in addition to any reserves required by Council resolution.

LONG RANGE CAPITAL IMPROVEMENT PLANS

The purpose of long range capital improvement plans is to allow the Council and citizens an opportunity to evaluate the impact of the financial needs of requested programs on the regional economy and to coordinate funding needs with all funds. In order to engage in strategic financial and management planning, the Town will closely evaluate and monitor both regional and national economic changes. To meet these needs, it shall be Town policy to prepare 5-year long range capital improvement plans.

Definitions:

Capital improvements shall be defined as major projects undertaken by the Town of Frisco that are generally not recurring on a yearly basis and will fit within one or more of the following categories:

1. All projects requiring debt obligation or borrowing

2. Any acquisition or lease of land
3. Purchase of major equipment or vehicles valued in excess of \$5,000 with a life expectancy of two years or more
4. Construction of new buildings or facilities including engineering, design and other pre-construction costs with an estimated value of \$5,000 or more
5. Major building improvements that are not routine expense and substantially enhance the value of the structure
6. Major equipment or furnishings required to equip new buildings or other projects
7. Major studies requiring the employment of outside professional consultants costing in excess of \$5,000
8. Replacement of existing facilities with a life expectancy of more than five years

Policies:

The planning, funding and maintenance of all capital projects shall be based on the following policies:

- The Town will maintain a strong bond rating that is consistent with other Town goals.
- The Capital Improvement Fund budget development process will provide for the full participation of any citizen committee appointed by Town Council.
- As part of the annual Capital Improvement Fund budget, the Town will identify and include full costs of future maintenance needs and operating costs of new capital facilities and equipment prior to funding. All capital projects will identify the maintenance requirements in terms of staffing, supplies and services.
- Town staff will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to Council for approval; this will include capital construction as well as ongoing maintenance.
- The Town will identify the ongoing costs and benefits that may be associated with each capital project to determine its effect on other Town policies and the community as a whole.

Content:

The five- year capital program will contain a concise summary of proposed capital improvements, equipment and associated maintenance and/or operating costs. The plan must disclose revenue and expenditure assumptions, identify required project staffing levels and have appropriate supporting information as to its necessity and impact.

Responsibilities and Reporting:

Department heads and the Finance Department will share responsibility for the preparation of the five-year financial plans for capital improvements. The Town Manager will review and approve detailed worksheets used to generate the long range plans. The Finance Department will assist in developing appropriate systems to monitor and update the long range plans.

Town staff will continually update the long range plans when any significant change is anticipated. The Town Manager may distribute the long range plans to the Council at any time. The long range plans will be submitted to the Council for approval concurrent with the proposed annual budget.

2. Budget Policies

Town staff is responsible for preparing, monitoring and reporting on the Town’s annual budget. This function is fulfilled in compliance with the Home Rule Charter and direction of the Council.

General Budgeting Policies:

- The Town’s fiscal year is January 1 through December 31 and the Town legally appropriates its budget on an annual basis.
- The Town will present a balanced budget to Council; the Town will pay for all current expenditures with current revenues and appropriated fund balances and present and administer a balanced budget.

- Staff will identify programs to increase efficiency in order to provide long- term cost savings to the Town.
- Town staff will view investments in people and resources as long term to encourage productivity for today and the future.
- Town staff will explore ways to share staff, training resources and equipment and supplies in order to utilize current resources in a more efficient manner.
- Town staff will strive to meet the plan objectives of the *Clean Tracks* framework to encourage energy efficiency.
- Any proposals to add new or increase existing services will be presented with revenue alternatives to fund or subsidize such new service levels.
- The budget will provide adequate maintenance and orderly replacement of capital plant and equipment.

Each year the Staff will prepare the annual budget using Council direction and goals as set forth in the Town's Master Plan, Town Council Strategic Plan and other plans as they become adopted.

Budget Preparation Policies:

- The Finance Director shall be responsible for preparing a budget schedule in order to present the Budget Resolution to Council at the first regular Council meeting in November as required by Town Charter.
- The Town Manager shall review details of each department/fund proposed budget for efficiency and compliance with Council direction.
- Town Council shall approve all new full time position requests and requested expenditures from each department and fund.
- The budget document shall be prepared based on guidelines identified by the Government Finance Officers Association (GFOA), beginning with an introduction to the budget and followed by more detailed information presented by fund and department.
- The budget process shall encourage full participation of the public and ensure opportunities for public hearings and citizen participation.
- To provide citizens additional opportunities for input regarding the proposed budget, open public hearings shall be held at regularly scheduled Town Council meetings and work sessions as required by the Town's Home Rule Charter.
- The Town shall adopt the budget in accordance with State, Home Rule Charter and other requirements and certify the mill levy to the County by the required date.
- Groups requesting grants from the Town shall provide a copy of their approved 501(c)3 status, in addition to other information requested as determined by Town Staff and Council. Council will approve specific grants for qualified applicants.
- The Town shall maintain an accounting system to monitor the budget throughout the year. This system shall provide reports and inquiry access to be used by Staff.
- The Finance Department will prepare monthly reports for Council which will include information comparing actual to budgeted expenditures.
- The Mayor or Town Manager may approve expenditures in excess of the approved budget in the case of an emergency such as a natural disaster, accident or unforeseen event. If possible, the Mayor and Council will be notified of major incidents before emergency expenditures are approved.
- Town staff may present requests to amend the approved budget throughout the year, only after it has been determined by Staff that there are no savings available from other previously approved budget items. The Finance Department will prepare an appropriation ordinance at year end officially amending the budget. Departments may expend amended amounts after Town Council approval and before adoption of the appropriation ordinance.

3. Accounting, Auditing and Financial Reporting Policies

The Town will maintain a system for financial monitoring, control and reporting for all operations, funds and agencies in order to provide effective means to ensure that overall Town goals and objectives are met and to instill confidence in the Town's partners and investors that the Town is well -managed and fiscally sound.

Accounting and Auditing Policies:

- The Town will maintain its accounting records and report on its financial condition and results of operations in accordance with State and Federal law and regulations and generally accepted accounting principles (GAAP).
- Annually, an independent firm of certified public accountants will perform a financial and compliance audit of the Town's financial statements.
- The Town will maintain an internal control structure consisting of the following three elements:
 1. Control Environment – an overall attitude and awareness of actions as they influence the Town.
 2. Accounting System – an effective accounting system which will result in identification and recording of all valid transactions, description on a timely basis of the type of transaction in sufficient detail to permit proper classification of the transaction for reporting purposes, recording of the transaction in the correct time period and proper presentation of all transactions and related disclosures in the financial statements.
 3. Control Procedures – proper authorization of transactions and activities, adequate segregation of duties, adequate documentation and records, adequate safeguards regarding access and use of assets and records, and independent checks on performance.
- The Town will minimize the number of funds, departments, programs and account codes; funds will be categorized by standard GAAP functional classifications; and development of new funds, departments, programs and accounts shall be approved by the Finance Department.
- Each fund in the Town's budget will have an introductory statement of purpose which shall consist of the intent of the fund; sources of revenue and restricted revenues, if any; size and use of contingency, if any; required reserves, if any.

Reporting Policies:

The Finance Department will provide various reports on a monthly basis to Town Council, the Town Manager and Department Directors in order to provide direction and guidance on the Town's financial condition. These reports shall contain information to allow users to compare actual financial results to budget, assess changes in fund balances, determine compliance with laws, rules and regulations and assist with evaluating efficiency and effectiveness.

Purchasing Policies:

The Town of Frisco recognizes the need to use outside sources for providing professional services, constructing capital projects, procuring supplies and equipment and providing services for day-to-day operations and maintenance. The Town will follow the below listed policies in making purchasing decisions.

- The Town encourages use of Town issued purchasing cards whenever possible.
- Chapter 9 of the Town of Frisco Code of Ordinances specifies bidding procedures and contract formation.
- The Town shall take advantage of payment discounts whenever possible.
- Invoices shall be mailed directly to the Finance Department and then routed to the appropriate department for account coding, department head approval, and assurance of adequate budget.
- The Finance Department will provide a monthly warrant list to Town Council for approval.

Revenue Policies:

The Town will consider its revenues as a group rather than in isolation. The Town is sensitive to the balance between the need for services and the Town's ability to raise fees, charges and taxes to support Town services. Revenues and rates in the annual budget and the long-range plans will be based on the following policies:

- Charges for services that benefit specific users should recover full costs, although competing Town policies may dictate a subsidy for a portion of the costs of such services.

- The Town shall strive to diversify its revenues in order to maintain needed services during periods of declining economic activity.
- The Town will use as efficiently as possible the resources that it already collects.
- The Town will collect as efficiently as possible the resources to which it is already entitled by minimizing receivables and following an aggressive collection policy.
- The Town will seek new resources consistent with the policies in this document and other Town goals.
- As part of the annual budget process, major revenue generating proposals will contain an evaluation of the impact on the community. Such evaluation shall be based on prior year circumstances and include all local taxation and fees, not merely the specific service fee or tax proposal.
- The Town will estimate its annual revenues by objective and analytical processes.
- The Town will maintain compliance with legal revenue restrictions as identified by voters.

4. Financial Operating Policies

The Town will contain its expenditures to current revenues and any appropriated reserves, establish and adequately fund reserves, regularly monitor and report on budget performance, evaluate the fiscal impact of new proposals, operate as efficiently as possible and constantly review Town services for appropriateness and effectiveness. If the other Financial Policies fail to address a specific issue, financial operating policies will be reviewed for direction.

- Current revenues and any appropriated reserves will exceed current expenditures; each Town fund budget must identify ongoing resources that at least match expected ongoing annual requirements.
- Town staff will maintain a system of financial monitoring and control, the major components being a fiscal impact analysis of each significant action of the Town, preparation of financial status reports on the revenues and expenditures to date and budgetary control systems which identify actual to budget variances.
- The Town will maintain cash reserves in order to avoid borrowing for general operating purposes.
- The Town will maintain accurate inventories of capital assets, their condition, life span and cost.
- The staff will develop, maintain and constantly seek to improve cash- management systems which ensure the accurate and timely accounting, investment and security of all cash assets.
- The Town shall review its services and programs periodically in order to reduce needless competition with other public and private providers and to ensure the most cost-effective and efficient provision of services.
- An effective and comprehensive periodic service needs assessment will be conducted in order to ensure that Town service priorities keep pace with the dynamic needs of the community. The results of this needs assessment will be approved by the Town Council and may become an integral part of the budget and financial planning of the Town.
- The Town encourages recycling and environmental concerns; when all other factors are the same, the Town encourages staff to purchase recycled products provided the cost is within 10% of other bids.

5. Reserve Policies

The Town of Frisco recognizes the potential for revenue shortfalls in a tourist-based economy and the need for stability in operations during times of economic downturns or emergency situations. For those reasons, the Town has resolved to maintain the following reserves, based upon operating expenditures:

General Fund--7 month reserve
 Marina Fund--4 month reserve
 Water Fund--4 month reserve

Amounts in excess of the 7 month reserve in the General Fund, if any, are required to be transferred to the Capital Improvement Fund.

Additionally the Town established an Insurance Reserve Fund to maintain a six month reserve, based upon health insurance expenditures, to cover substantial insurance claims and unforeseen increases in the cost of providing health insurance for employees.

The Town places a priority on maintaining these reserves. Should a deficit exist in a fund with a required reserve, Town Council will identify a specific fund to offset the deficit and establish a plan to increase the reserve in that fund. Town Council may require additional reserves on an individual fund basis or may temporarily suspend reserve requirements, should economic conditions dictate such action.

6. Debt Policies

Long term debt is a liability that places a future contractual or other obligation against future revenues of the Town, such as liabilities arising from bonds, lease purchase agreements and installment purchase contracts. The Town of Frisco has established the following debt policies:

- The Town will confine long term borrowing to capital improvements or projects that cannot be financed from current revenues.
- The Town will not use long term debt for current or annual operations.
- The Town will maintain good communications with bond rating agencies regarding its financial condition, following a policy of full disclosure on every financial report and bond prospectus. The Town will maintain a strong bond rating that is consistent with other Town goals.
- The Town will review its legal debt limitation established by the State and Town Charter at least annually. Debt limits will be included in the statistical section of the Town's Comprehensive Annual Financial Report.
- The Town will annually review its debt, taking into consideration current market rates and future cash flows.

BIDDING PROCEDURES AND CONTRACT FORMATION

Chapter 9

BIDDING PROCEDURES AND CONTRACT FORMATION

- § 9-1. Formal Bidding Required.
- § 9-2. Purchasing.
- § 9-3. Bid Specifications.
- § 9-4. Publication Requirements.
- § 9-5. Competitive Bids.
- § 9-6. Rejection of Bids; Waiver of Formalities.
- § 9-7. Local Preference.
- § 9-8. Recycled Product Purchases.
- § 9-9. Coordinated Government Purchases.
- § 9-10. Emergency Purchases.
- § 9-11. Authority to Promulgate Policy.

[HISTORY: Adopted by the Board of Trustees of the Town of Frisco 1-3-89, Ord. 88-11. Amendments noted where applicable. Repealed and re-enacted in its entirety 5-24-05, Ord. 05-12]

ARTICLE 1 General Provisions

§ 9-1. Formal Bidding Required. [Amended 7-10-07, Ord. 07-11]

The Town recognizes the need to use outside sources for providing professional services, constructing capital projects, procuring supplies and equipment and providing services for day-to-day operations and maintenance. Except as otherwise set forth in subsection 9-3.F of this Chapter, contracts for such services, supplies and equipment in excess of fifty thousand dollars (\$50,000) shall be awarded through the formal competitive bid process as set forth in this Chapter

§ 9-2. Purchasing.

Selection of vendors, contractors or consultants will be based on one or more of the following criteria:

- A. Past experience with the Town,
- B. Knowledge of the Town and region,
- C. Philosophy regarding the nature of the project,

BIDDING PROCEDURES AND CONTRACT FORMATION

- D. Availability of time,
- E. Quality of product, service, material, maintenance and/or warranties,
- F. Price, and
- G. Such other criteria as provided in the invitation for bids, if applicable.

§ 9-3. Bid Specifications. [Amended 7-10-07, Ord. 07-11]

- A. Department managers are authorized to make purchases ranging in cost from zero dollars (\$0.00) to nine thousand nine hundred ninety-nine dollars and ninety-nine cents (\$9999.99) for services, supplies and/or equipment approved in the budget.
- B. Department managers are authorized to make purchases ranging in cost from ten thousand dollars (\$10,000.00) to twenty-four thousand nine hundred ninety-nine dollars and ninety-nine cents (\$24,999.99) for services, supplies and/or equipment approved in the budget after receiving verbal quotes for such services, supplies and/or equipment.
- C. Department managers are authorized to make purchases ranging in cost from twenty-five thousand dollars (\$25,000.00) to forty-nine thousand nine hundred ninety-nine dollars and ninety-nine cents (\$49,999.99) for services, supplies and/or equipment approved in the budget after receiving written quotes for such services, supplies and/or equipment.
- D. Department managers are authorized to make purchases ranging in cost from fifty thousand dollars (\$50,000.00) to ninety-nine thousand nine hundred and ninety-nine dollars and ninety-nine cents (\$99,999.99) for services, supplies and/or equipment approved in the budget after soliciting competitive bids for such services, supplies and/or equipment.
- E. If a purchase is outlined in the budget and the amount of the purchase exceeds one hundred thousand dollars (\$100,000), the department manager shall bring the purchase request before Council in the form of a Resolution after soliciting competitive bids for such purchase.
- F. Town Council is authorized to approve contracts for any amount, without a competitive bidding process, for goods or services that, in the opinion of Council, are best obtained from a single or sole source due to one (1) or more factors including, but not limited to, specialized skills, special knowledge and/or experience, unique and relevant experience, knowledge of the Town and geographic region, or exceptional qualifications or reputation in the field. When authorizing such contracts, Council shall by motion, resolution or ordinance describe the factors that cause it to approve such contract without a competitive bidding process.

7-25-07

BIDDING PROCEDURES AND CONTRACT FORMATION

§ 9-4. Publication Requirements.

When competitive bids are required as set forth in Section 9-3 of this Chapter, an "invitation to bid" shall be published in a local newspaper of general circulation at least fifteen (15) days but not more than forty-five (45) days from the bid deadline. The invitation to bid shall include an adequate description of the services, supplies and/or equipment to be purchased. Bids shall be opened publicly at the time and place designated in the invitation for bids. The amount of each bid and such other relevant information as may be specified by Town policy, together with the name of each bidder, shall be entered on a record and open for public inspection. The Town shall not be obligated to select the lowest bidder, but shall select based on the criteria established in this Chapter and in the invitation to bid.

§ 9-5. Competitive Bids.

When substantially similar bids are received from different bidders for identical services or products, the Town will offer those bidders the opportunity to re-bid. When two or more bids are substantially similar, and the bidders have had the opportunity to re-bid, the Town will give preference in awarding the contract either to a local bidder (as such term is defined in section 9-7 of this Chapter) or to a bidder with whom the Town has previously contracted.

§ 9-6. Rejection of Bids; Waiver of Formalities.

The Town of Frisco reserves the right to reject any or all bids or waive any formalities in whole or in part. In the event that the contract is awarded to other than the lowest qualified bidder, written justification shall be supplied.

§ 9-7. Local Preference.

At the Town Manager's discretion, based upon the vendor criteria set forth in Section 9-2, bids solicited from local bidders pursuant to this Chapter may receive preference. In order for a local bidder to be awarded a contract pursuant to this section 9-7, the bid, if received from a Frisco-based bidder, shall not be more than ten percent (10%) higher than that of the lowest qualified bidder, and if received from a Summit County, Silverthorne, Dillon or Breckenridge-based bidder, shall not be more than five percent (5 %) higher than that of the lowest qualified bidder.

For purposes of this Chapter 9, "local bidder" is defined as any person, partnership, limited liability company, corporation or association who has been a bona fide resident of Frisco, Summit County, Silverthorne, Dillon or Breckenridge for one (1) year or more immediately prior to submitting a bid.

§ 9-8. Recycled Product Purchases.

BIDDING PROCEDURES AND CONTRACT FORMATION

The Town encourages recycling and supports environmental concerns. When all other factors are the same, the department managers are encouraged to purchase recycled products provided the cost is within 10% of other bids.

§ 9-9. Coordinated Government Purchases.

In the event the Town of Frisco can coordinate budgeted purchases for providing professional services, constructing capital projects, or procuring supplies and equipment in conjunction with other Summit County government agencies, and such coordination results in lower costs and furthering the intergovernmental relationship, the bidding requirements set forth herein may be waived by the Town Manager.

§ 9-10. Emergency Purchases.

In the event of a natural disaster, accident or other emergency during which the health, safety or welfare of the community is at risk, the bidding requirements set forth herein may be waived by the Town Manager.

§ 9-11. Authority to Promulgate Policy.

Consistent with the provisions of this Chapter, the Town Manager is authorized to promulgate policies to be utilized in making determinations pursuant to this Chapter.



Glossary



The Town's Annual Budget contains specialized and technical terminology that is unique to public finance and budgeting. To assist the user in understanding these terms, a glossary has been included.

ACCRUAL BASIS OF ACCOUNTING

The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at that time or not).

APPROPRIATION

An authorization made by the Town Council which permits the Town to incur obligations and to make expenditures of resources.

APPROPRIATION ORDINANCE

The official enactment by the Town Council to establish legal authority for Town officials to obligate and expend resources.

AUDIT

A comprehensive investigation of the manner in which the government's resources were actually utilized. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures were in compliance with the legislative body's appropriations.

BALANCED BUDGET

A budget wherein the sum of estimated net revenues and appropriated fund balances equals appropriated expenditures.

BUDGET

A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures with various municipal services.

BUDGET DOCUMENT

The official published statement prepared by the Finance Department that includes all budget information as approved by Town Council. It is distributed to the press and the public following Town Council approval.

BUDGETARY BASIS OF ACCOUNTING

The basis of accounting used to prepare the budget. This basis differs from a GAAP basis in the Town's Enterprise Funds, primarily in how debt obligation principal payments, capital expenditures and depreciation are budgeted.

BUDGETARY CONTROLS

The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

CAPITAL ASSETS

In the Town of Frisco, assets with a value greater than \$5,000 and a useful life of two years.

CAPITAL PROJECTS

Projects which purchase or construct capital assets, i.e. purchase of land and/or the construction of a building or facility; any engineering study or master plan needed for the implementation of a capital project; any major repair, renovation or replacement that extends the useful operational life by at least five years or expands capacity of an existing facility.

CAPITAL IMPROVEMENT FUND

An account established to account for the purchase or construction of major capital facilities that are not financed by proprietary funds.

CASH ACCOUNTING

A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.

CERTIFICATES OF PARTICIPATION

An obligation that is backed by a proportionate share in the lease payments being made by the government. A COP transaction is a form of lease obligation in which a government enters into an agreement to pay a fixed amount annually to a third party, the lessor, in exchange for occupancy or use of a facility or equipment.

CONSERVATION TRUST FUND

A fund established pursuant to State law to account for receipt and disbursement of lottery funds. Use of proceeds is restricted to maintenance, acquisition or construction of recreation facilities, park facilities or open space.

CONTINGENCY ACCOUNT

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

DEBT SERVICE

The Town's obligation to pay the principal and interest of debt instruments according to a pre-determined payment schedule.

DEPARTMENT

A major administrative division of the Town which has overall management responsibility for an operation or a group of related operations within a functional area.

DEPRECIATION

The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced.

EMERGENCY RESERVES

As defined in Colorado State Statutes in Article X, Section 20, "to use for declared emergencies only, each district shall reserve 3% or more of its fiscal year spending excluding bonded debt service."

ENCUMBRANCE

The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

ENTERPRISE FUND

An account established to finance and account for the acquisition, operation and maintenance of governmental facilities and services which are entirely or predominantly self-supported by user charges. All activities necessary to provide such services are accounted for in these funds, including, but not limited to, administration, operations, maintenance, financing and related debt service and billing and collections. The Town of Frisco's Enterprise Funds include the Water and Marina Funds.

EXPENDITURES

Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered, whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

FIXED ASSETS

The Town of Frisco considers items which cost more than \$5,000 with a useful life of greater than 5 years to be fixed assets.

FUND

An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or government functions. Commonly used funds in public accounting are: General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds, Enterprise Funds, Trust and Agency Funds, Internal Service Funds, and Special Assessment Funds.

FUND BALANCE

Fund balance is the excess of assets over liabilities. A negative fund balance is sometimes called a deficit.

GAAP BASIS OF ACCOUNTING

Generally Accepted Accounting Principles (GAAP) basis as primarily defined by the Government Accounting Standards Council (GASB).

GENERAL FUND

The General Fund is established to account for the revenues and expenditures necessary to carry out basic governmental activities of the Town such as public safety, recreation, planning, legal services, administrative services, etc., which are not required to be accounted for in another fund.

GENERAL OBLIGATION BONDS

Bonds that finance a variety of public projects such as streets, buildings and improvements; the repayment of these bonds is usually made from the General Fund. These bonds are backed by the full faith and credit of the issuing government.

GOVERNMENTAL FUND

Governmental funds are used to account for most, if not all, of a government's tax-supported activities. There are five types of governmental funds: general fund, special revenue funds, debt service funds, capital projects funds and permanent funds.

INTERFUND TRANSFERS

Amounts transferred from one fund to another.

INTERGOVERNMENTAL REVENUE

Revenue received from another government for a specified purpose.

INTERNAL SERVICE FUND

Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis.

LEVELS OF SERVICE

Standards for levels of service per unit of demand for capital facilities used to calculate the total amount of public service that will be required for the quantity of demand.

LONG TERM DEBT

Debt with a maturity of more than one year after the date of issuance.

LODGING TAX

A 2.35% tax that is collected on short-term (less than 30 days) rental of a hotel, motel or any residential property. This tax is in addition to the Town's 2% sales tax.

LODGING TAX FUND

A fund to account for the Town's 2.35% lodging tax. The proportion of revenue to be allocated to uses of these proceeds is determined by Council.

MAJOR FUND

Major funds represent the significant activities of the Town and basically include any fund whose revenues or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the appropriated budget.

MILL

The 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 property valuation.

MODIFIED ACCRUAL ACCOUNTING

A basis of accounting in which expenditures are accrued but revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual accounting since expenditures are immediately incurred as a liability while revenues are not recorded until they are actually received or are "measurable" and "available for expenditure." Since this type of accounting basis is a conservative financial approach, it is recommended as the standard for most governmental funds.

PROPRIETARY FUND

Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

REVENUE

Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

SOURCE OF REVENUE

Revenues are classified according to their source or point of origin.

SPECIAL REVENUE FUNDS

Special Revenue Funds are established to account for the proceeds of specific revenue sources (other than special assessments, pension trusts, proprietary fund operations and revenues received for major capital projects) that are legally restricted for specified purposes.

ACRONYMNS

AED	Automatic External Defibrillator
A/N	Account Number
CAFR	Comprehensive Annual Financial Report
CDD	Community Development Department
CDPHE	Colorado Department of Public Health and Environment
CDOT	Colorado Department of Transportation
CIF	Capital Improvement Fund
CPR	Cardiopulmonary Resuscitation
COP	Certificates of Participation
CTF	Conservation Trust Fund
D.A.R.E.	Drug Abuse Resistance Education
DOLA	Department of Local Affairs (State of Colorado)
DRA	Development Review Application
EQR	Equivalent Residential Unit
ES2	Environmental Sustainability and Stewardship Framework Plan
FAM	Familiarization Marketing Trips
FAP	Frisco Adventure Park
FBM	Frisco Bay Marina
FHPM	Frisco Historic Park and Museum
FTE	Full Time Equivalent
GEO	Governor's Energy Office
GIS	Geographic Information Systems
GF	General Fund
GOCO	Great Outdoors Colorado
HR	Human Resources
HPF	Historic Preservation Fund
IRF	Insurance Reserve Fund
LOS	Level of Service
LTF	Lodging Tax Fund
MF	Marina Fund
MSEC	Mountain States Employers Council
NPE	Non-personnel Expenditure
OSF	Open Space Fund
PD	Police Department
PE	Personnel Expenditure
PIO	Public Information Officer
PRA	Peninsula Recreation Area
PSIA	Professional Ski Instructors of America
PW	Public Works
REIF	Real Estate Investment Fee
RMN	Rocky Mountain Nordic
SCHA	Summit Combined Housing Authority
SCP	Summit County Preschool
S.W.A.T.	Special Weapons and Tactics
VIC	Visitor Information Center
WF	Water Fund