

# TOWN OF FRISCO 2020 BUDGET



**FRISCO  
COLORADO**

**TOWN OF FRISCO**  
COLORADO

VISIT [FRISCOGOV.COM](http://FRISCOGOV.COM)  
OR 970 668-5276

This Page Intentionally Left Blank



---

---

# **Town of Frisco 2020 Budget**

---

---

This Page Intentionally Left Blank



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Frisco  
Colorado**

For the Fiscal Year Beginning

**January 1, 2019**

*Christopher P. Morill*

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, 2019. 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.

This Page Intentionally Left Blank



**TABLE OF CONTENTS**  
**2020 BUDGET**

**INTRODUCTION 9-26**

- 10 Transmittal Letter
- 18 Town Overview
- 21 Local Economy
- 25 Organizational Chart

**BUDGET / FINANCIAL OVERVIEW 27-46**

- 28 Budget Process
- 28 Budget Basis
- 29 Fund Balances
- 31 Revenues
- 33 Personnel
- 36 Expenditures
- 42 Fund Structure
- 43 Use of Funds By Department
- 44 Budget Calendar

**POLICY QUESTIONS 47-104**

- 48 Policy Questions Index
- 93 Policy Question Correlation to 2019-2020 Strategic Plan

**TOWN ADOPTED PLANS 105-112**

- 106 Key Policy Documents
- 107 Town Council Mission Statement
- 108 Town Council Strategic Plan
- 109 Town Council Values
- 110 Adopted Plans

**PROGRAM PRIORITIES 113-120**

**FUND SUMMARIES 121-188**

- 122 General Fund
- 145 Capital Improvement Fund
- 151 Historic Preservation Fund
- 155 Conservation Trust Fund
- 159 Water Fund
- 163 Open Space Fund
- 167 SCHA 5A Fund
- 171 Insurance Reserve Fund
- 175 Lodging Tax Fund
- 183 Marina Fund

**DISCRETIONARY GRANT REQUESTS 189-212**

**PERSONNEL INFORMATION 213-220**

- 214 2020 Salary Ranges
- 215 2020 Salary Table
- 218 Employee Benefit Package
- 219 Personnel Summary - Part Time and Seasonal

**DEBT MANAGEMENT 221-224**

- 223 Legal Limits
- 224 Lease Purchase Agreements

**INVESTMENTS 225-242**

- 227 Securities Held as of 10/31/2019
- 228 Investment Policy

**FINANCIAL SUMMARY 243-268**

- 244 Financial Condition
- 247 2018 Actual Summary
- 248 2019 Projected Summary
- 249 2020 Budget Summary
- 250 Multi-Year Budget Summary - All Funds
- 251 Long Term Projections
- 253 Town Ordinances/Resolution
- 258 Financial Policies
- 264 Bidding Procedures and Contract Formation

**GLOSSARY 269-274**

This Page Intentionally Left Blank



---

---

# Introduction

---

---



---

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

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

---

**TO: MAYOR AND COUNCIL**

**FROM: NANCY KERRY, TOWN MANAGER**

**RE: 2020 TOWN BUDGET**

**DATE: SEPTEMBER 16, 2019**

---

It is with pride that I present the 2020 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 2020. It is my hope that this information will enable the Frisco Town Council to carry out its fiduciary responsibilities as effectively as possible.

The 2020 budget is a balanced budget, totaling appropriations of \$30,745,973 as required by Town Code; this was accomplished by the use of current revenues, appropriated fund balances and conservative expenditure forecasts. The chart below depicts these allocations by function and the summary preceding each individual fund provides further details regarding appropriated fund balances.

**\$31.6M Appropriations by Function (rounded)**

<b><u>Function</u></b>	<b><u>Amount</u></b>	<b><u>% of Total</u></b>
Capital	\$13.4M	42%
General Government	\$6.6M	21%
Culture and Recreation	\$4.1M	13%
Public Works	\$2.3M	7%
Public Safety	\$1.8M	6%
Community Development	\$1.8M	5%
Transfers	\$893,347	3%
Debt Service	\$681,000	3%

The 2020 budget has been updated to reflect the themes and goals of the 2019-2020 Strategic Plan. Each policy question has been categorized to represent one of the five 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 2019-2020 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. Inclusive Community
- II. Thriving Economy
- III. Sustainable Environment
- IV. Vibrant Recreation
- V. Quality Core Services

To view the action plan items associated with each of these main goals, please see the complete 2019-2020 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. Each policy question has been categorized to represent at least one of the five key goals of the Strategic Plan identified by Town Council.

**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, SCHA 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 outside 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 13 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 correlation table, immediately following the policy questions (and preceding the "Town Adopted Plans" section), groups each major policy initiative with at least one of the long-term strategic goal(s) to which it most closely relates. This table, 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.

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 2019 Town of Frisco Community Plan, the 2015 Frisco Community Survey results, the Climate Action Plan, the Water Efficiency 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 four high priority goals:

- Implement Housing Solutions
- Adopt and Implement Climate Action Plan
- Identify New Revenue Streams
- Strengthen Infrastructure Resiliency

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 2020. 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 economic environment from mid-2008 to mid-2012 greatly affected budget priorities for 2020. 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 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 continue to be top priorities. In the short-term, for 2020, these priorities will lead to significant investments in the development of affordable housing, planning and design of 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 2020, the Town is also holding the line on most operational expenditures, while continuing to evaluate all governmental services provided for necessity and effectiveness.

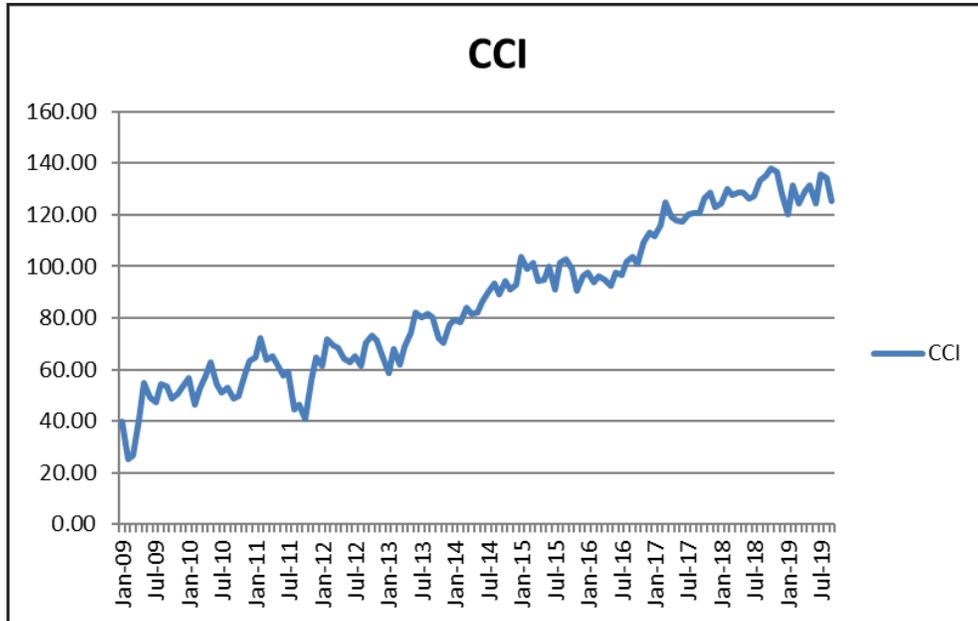
Key assumptions that have guided the development of these priorities are as follows:

- Little to no economic growth in 2020 over 2019 (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 2019 has given staff reason to be optimistic about the remainder of the year and the first half of 2020. Sales tax revenues through July of 2019 (the latest month for which data is available at the time of this forecast), as compared to January through July of 2018, have grown by more than five percent. Lodging tax revenues have grown by nearly five percent. These levels of growth are less than we have seen in recent years. Given this fact and the indicators discussed below, staff has prepared this budget in accordance with the expectation that the economy will slow in 2020.



Economic indicators and forecasts, both on the national and statewide levels, predict a slowing of the economy in the 2<sup>nd</sup> half of 2020, if not earlier. 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 2019 National Association for Business Economics (NABE) Outlook, which presents the consensus of 53 professional forecasters, projects positive growth for the remainder of 2019. NABE Vice President Kevin Swift, CBE, chief economist, American Chemistry Council, says, "Despite a number of mixed economic reports, NABE Outlook Survey panelists believe the U.S. economy will continue to expand. The consensus forecast calls for real GDP growth to slow from 2.6% in 2019 and then to 2.1% in 2020. While the panel has turned slightly more optimistic about the outlook since the previous survey, 60% of panelists still view risks to the outlook as tilted to the downside." Survey Chair Gregory Daco, chief U.S. economist, Oxford Economics, goes on to say "Increased trade protectionism is considered the primary downside risk to growth by a majority of respondents, followed by financial market strains and a global growth slowdown. Recession risks are perceived to be low in the near term but to rise rapidly in 2020." (Economics and Revenue Forecast; June 2019).

Economic growth in the State of Colorado, however, continues to be one of the strongest in the nation, growing by an impressive 3.5% in 2018. However recent indicators point to slower growth at the start of 2020. (Economic Outlook June 2019) Colorado's labor market, while tightening, remains strong as employers continue to add jobs. The tightening of the labor market, however, is constraining business growth and employers are reporting difficulty finding skilled labor. That low labor supply is further constrained by a lack of affordable housing and health insurance options. As of August 2019, the national unemployment rate is 3.7%; Colorado reflected the sixth lowest unemployment rate in the nation at 2.8%, while Summit County reported 1.7%.

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 76,000 net new residents reported by the State Demography Office for 2019. 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 continues to mount 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 2019. It is important to note, however, that there are a few main concerns when projecting continued growth for 2020. 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. One of the major hurdles facing our local economy moving forward is a limited supply of homes and rising housing costs are challenging growth; consumer spending may be constrained if affordable options remain limited. In addition, Frisco will always be susceptible to climatic risks, including drought and wildfire, which could lead to a significant downturn in tourism and the real estate market. 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 2020.

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 2020 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 2019, sales tax revenues comprised roughly 64 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 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 also been a priority for Council in spurring commercial investment. The Town will be preparing a Central Core and Gateway Plan in 2020 to develop further strategies for this area of the town.

In accordance with the Peninsula Recreation Area Master Plan, the Town 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, will continue to evaluate uses for this area to prioritize possible upgrades in the future and has budgeted 2020 funding as a placeholder in the event a project is identified for construction. 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. The Town Council has listed housing solutions as its top priority for 2020 and remains committed to enacting further solutions. 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.

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 in 2017 to increase funding for housing projects throughout Summit County. This tax was expected to generate approximately \$10 million over a ten year period, at which time the tax sunsets in 2026. To date, Frisco 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 and constructed eight rental units, which were completed in November of 2018.

A recent surge in short-term vacation rentals, though an integral part of the local lodging economy, may also be 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. The Town enacted legislation in 2019 to regulate these properties and expects additional revenue from licensing requirements and enhanced compliance.

Several critical and sizeable 2020 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 implementing housing solutions. In the 2020 budget, the Town continues to evaluate housing and has budgeted funding for assistance programs and potential housing projects.
- The council's strategic goal of implementing the Climate Action Plan. In the 2020 budget, the Town has budgeted for a new position, Environmental Programs Coordinator and partners with other local entities in many sustainable environment endeavors.
- The Council's strategic goal of identifying new revenue streams. Town code provisions regarding short term rental properties were amended in 2019 and these properties will be required to be licensed beginning January of 2020, bringing new revenues into the General Fund.
- The Council's strategic goal of strengthening the Town's infrastructure resiliency. In the 2020 budget, staff is proposing maintenance, repair and replacement of many of the Town's assets. The Town will be reviewing its asset replacement schedules in 2020.

For a more comprehensive connection between the Town's strategic plans and the 2020 budget requests, please see the table of project correlation to strategic plan beginning on page 93.

### **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 2020 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 3,000 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 state-of-the-art 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.

### **2019 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 and businesses.

## **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, 2018**

<b>Date Chartered</b>	1879	<b><u>Building permits issued:</u></b>	
<b>Date of Incorporation</b>	1988	Number	239
<b>Form of Government</b>	Council-Manager	Actual value	\$26,107,925
<b>Elevation</b>	9,097 Feet		
<b>Area</b>	2 square miles	<b><u>Streets:</u></b>	
<b>Population</b>	3,123	Lane miles	19
<b><u>Education:</u></b>		<b><u>Recreation and Culture:</u></b>	
Number of students	1014	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
<b><u>Municipal Water:</u></b>		Marina	1
Miles of water mains	33	Disc Golf	1
Number of service connections	2,036	Tubing hill	1
		Sledding hill	1
<b><u>Licenses:</u></b>		Ball and multi purpose fields	2
Business licenses	1,539	Bike park	1
Sales Tax Licenses	1257	Tennis courts	2
		Kayak park	1
<b><u>Police Protection:</u></b>		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.

**Town of Frisco, Colorado**  
**Demographic and Economic Statistics**  
**Last Ten Fiscal Years**

<b>Fiscal Year</b>	<b>Frisco Population (1)</b>	<b>Summit County Population (1)</b>	<b>Median Family Income (2)</b>	<b>Per Capita Income (3)</b>	<b>School Enrollment (4)</b>	<b>Unemployment Rate (5)</b>
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	2,829	29,404	\$ 90,800	\$ 50,685	807	3.40%
2015	2,927	30,299	\$ 86,600	\$ 54,615	832	2.50%
2016	2,931	30,367	\$ 81,500	\$ 58,386	963	2.10%
2017	3,123	30,555	\$ 88,600	\$ 64,446	965	1.50%
2018	*	*	\$ 90,600	*	1,014	1.60%

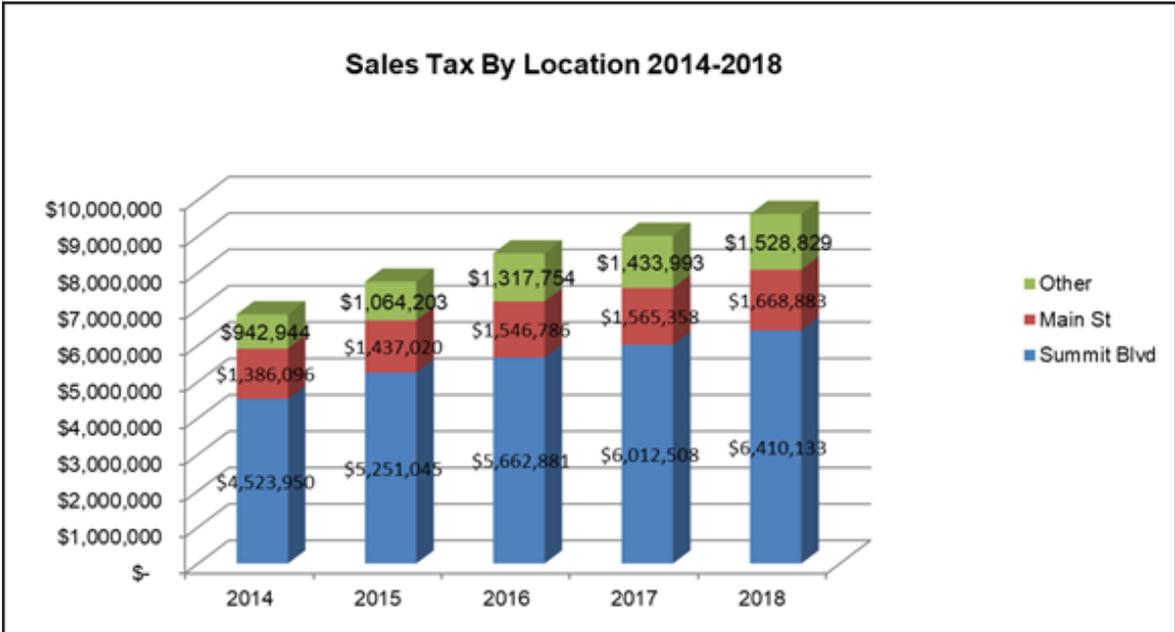
\* Statistics not yet released for 2018

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

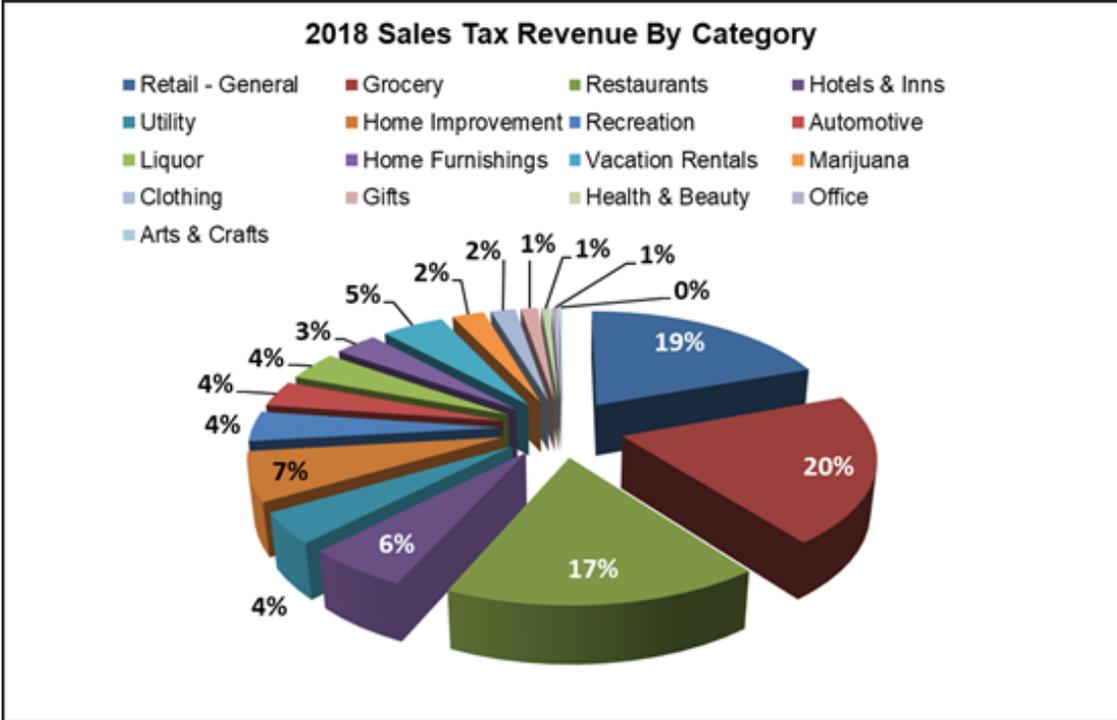
**Commercial Areas**

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.



**Major Industries**

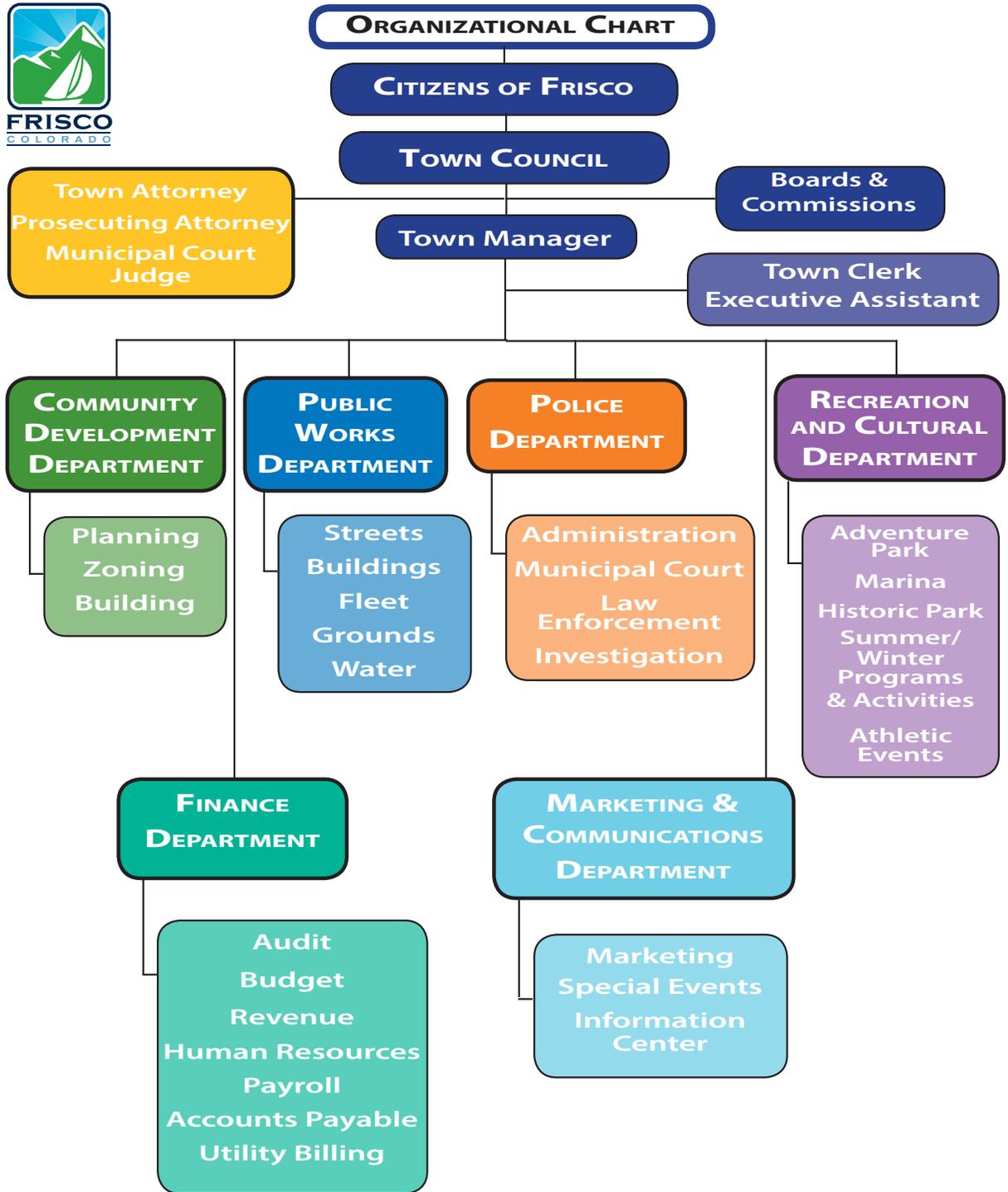
Major industries in 2018 continued to include tourism, real estate, health care, education and governmental service. Many local retailers, restaurants, and lodgers rely heavily upon the tourist trade, but they also generate a large percentage of business due to the turnover of local properties and redevelopment. World-class health care providers and the location of St. Anthony’s Summit Medical Center (just outside of municipal limits) also contribute to the well-being of the local economy.



**Major Employers**

Major employers in 2018 included Wal-Mart, Safeway, the Town of Frisco, Holiday Inn, Baymont Inn and an assortment of lodging, restaurant, retail and construction-related businesses. In addition, a number of entities outside of the municipal limits provide employment for a large portion of the Frisco populace. These include Copper Mountain Ski Resort, St. Anthony’s Summit Medical Center, the Summit County School District, and the Summit County Government. It is also important to note, however, that many employees currently working in Frisco commute from other areas due to the increased housing costs within the town and in Summit County as a whole.

<b>Town of Frisco, Colorado Principal Employers Fiscal Year 2018</b>		
<b>Employer</b>	<b>Employee # Range 2018</b>	<b>(1) Percentage of Total County Employment</b>
St. Anthony Summit Medical Center *	100 - 249	0.005 - 0.013%
Summit High School *	100 - 249	0.005 - 0.013%
Whole Foods	100 - 249	0.005 - 0.013%
KCNC	100 - 249	0.005 - 0.013%
Wal-Mart	100 - 249	0.005 - 0.013%
Summit Middle School *	50 - 99	0.005 - 0.013%
Baymont Inn & Suites-Lake Dillon	50 - 99	0.003 - 0.005%
Holiday Inn Frisco	50 - 99	0.003 - 0.005%
Safeway	50 - 99	0.003 - 0.005%
Summit County Ambulance *	50 - 99	0.003 - 0.005%
Summit Stage *	50 - 99	0.003 - 0.005%
Town of Frisco	50 - 99	0.003 - 0.005%
<b>(1) Total Employees within Summit County:</b>	<b>20,273</b>	
* Business not within municipal limits of the Town of Frisco		
Number of employees is only given in ranges		
<b>(1) Colorado LMI Gateway</b>		
Unable to get total employees within Town of Frisco		
Information is not available for previous years		



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

This page intentionally left blank.



---

---

# 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 2020 ordinance was October 8, with second reading on October 22. 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](http://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 are 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 2020 fund balance is also presented:

<b>Fund</b>	<b>Audited 2015</b>	<b>Audited 2016</b>	<b>Audited 2017</b>	<b>Audited 2018</b>	<b>Estimated 2019</b>	<b>Proposed 2020</b>
General	\$6,248,219	\$5,267,736	\$5,662,756	\$6,107,427	\$6,581,902	\$7,258,887
Capital Improvement	\$2,174,652	\$4,402,504	\$7,188,942	\$4,300,726	\$7,493,754	\$1,983,163
Conservation Trust	\$68,698	\$47,692	\$23,594	\$47,894	\$36,397	\$21,397
Historic Preservation Fund	\$0	\$0	\$0	\$0	\$1,010	\$1,020
Water	\$4,234,794	\$4,418,473	\$3,832,967	\$3,477,711	\$3,447,347	\$2,999,993
Open Space	\$11,684	\$11,752	\$11,846	\$12,021	\$12,413	\$12,663
SCHA 5A	\$561,564	\$1,235,987	\$2,390,013	\$2,903,636	\$4,374,423	\$2,984,885
Insurance Reserve	\$199,067	\$200,225	\$201,812	\$203,612	\$210,192	\$148,692
Lodging Tax	\$341,369	\$438,708	\$545,549	\$559,455	\$597,240	\$603,785
Marina	\$1,254,079	\$1,791,851	\$2,409,557	\$2,606,074	\$4,011,024	\$2,624,422
	<b>\$15,094,126</b>	<b>\$17,814,928</b>	<b>\$22,267,036</b>	<b>\$20,218,556</b>	<b>\$26,765,702</b>	<b>\$18,638,907</b>

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 14% 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 2019 - \$3,304,674. The transfer for 2020 is budgeted at \$893,347.

**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. Some major capital projects budgeted for 2017 and 2018 were deferred to a future year. It is projected there will be deferrals from 2019 as well, in particular, expansion of the Frisco Adventure Park at the Peninsula Recreation Area. In 2020, there are only a few large projects proposed: parks improvements, completion of alley paving and Highway 9 median landscaping. Additionally, two large amounts are budgeted as placeholders for property acquisition and a construction project at the Peninsula Recreation Area. Information about these projects can be found in the Policy Question section of this document. At the end of 2019, this fund is estimated to receive a transfer of \$3,304,674 from the General Fund.

**Historic Preservation Fund** - This 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.

**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 2020 are designated for 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. As in 2019, the majority of expenditures for 2020 are projected for ongoing maintenance and upgrades to existing infrastructure. However, there is a large amount budgeted for lead and copper treatments, as recent sampling revealed treatment is necessary. Additionally, the Town is committed to implementation of its Water Efficiency Plan and has appropriated substantial amounts for programs that meet the goals of that plan. 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. No amounts have been budgeted from this fund for many years.

**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 2019 and continues to be budgeted in 2020, 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. Similar to 2019, the Town is budgeting a significant amount in 2020 for projects as they become identified, as well as fees for administrative services provided by the Housing Authority,

Housing Assistance Programs, and a full time Town staff member to coordinate housing projects. 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 2020 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 projects were completed in 2019, focusing on a major dredging project and associated infrastructure. While the Town anticipates additional phases for Marina improvements, the majority of those projects will be budgeted in future years. For 2020, the Town has appropriated funding for additional design work and infrastructure, as well as replacement of equipment. Additionally, the Town has budgeted a significant amount as a placeholder for a capital project, should design work determine the timing is suitable for such a project. 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:

<b>Revenues</b>	<b>2019 Budget</b>	<b>2020 Budget</b>
Taxes	\$13,176,000	\$13,979,968
Licenses & Permits	\$755,800	768,800
Intergovernmental	\$232,000	443,390
Charges for Services	\$5,501,750	6,333,100
Investment Income	\$186,275	428,760
Lottery Proceeds	\$29,000	29,000
Other Financing Sources	5,000,000	0
Other Revenues	944,356	636,160
<b>Total Revenues</b>	<b>\$25,855,181</b>	<b>\$22,619,178</b>

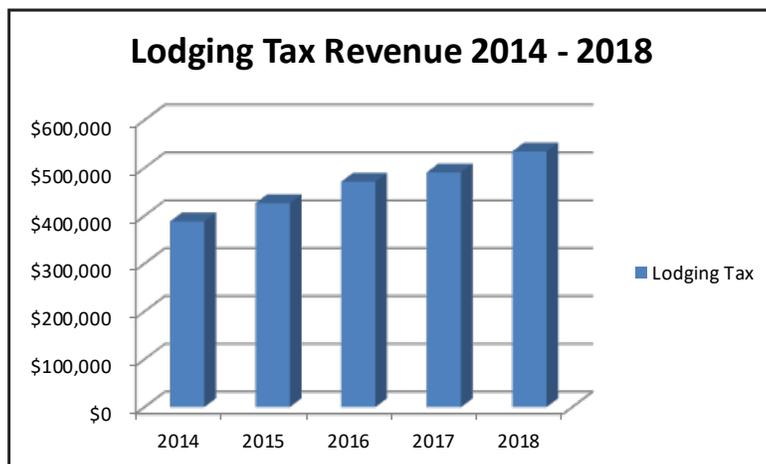
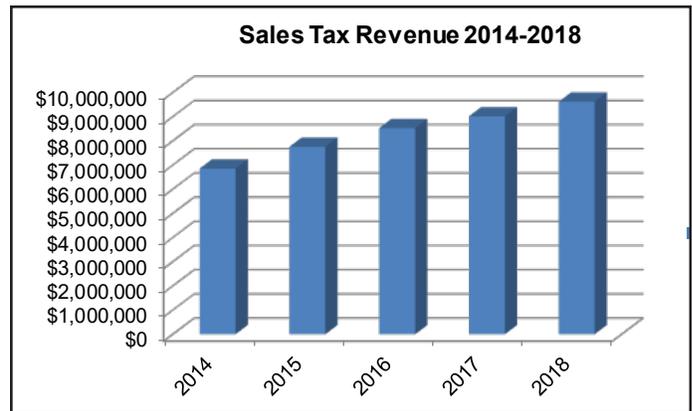
As clearly indicated in this table, taxes far exceed any other revenue category, making the Town especially reliant upon and vulnerable to sales tax revenues. The 2020 projection of sales taxes was largely based upon 2019 estimates; however, 2020 projections have also taken into consideration the impacts 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. 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 – 4.25 percent increase over 2019 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 2020 are projected at 4.25 percent over the currently budgeted 2019 sales tax. This projection is a 0.00 percent increase over 2019 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 2019 and 2020 national and state economic forecasts to arrive at the 2020 projected figure.

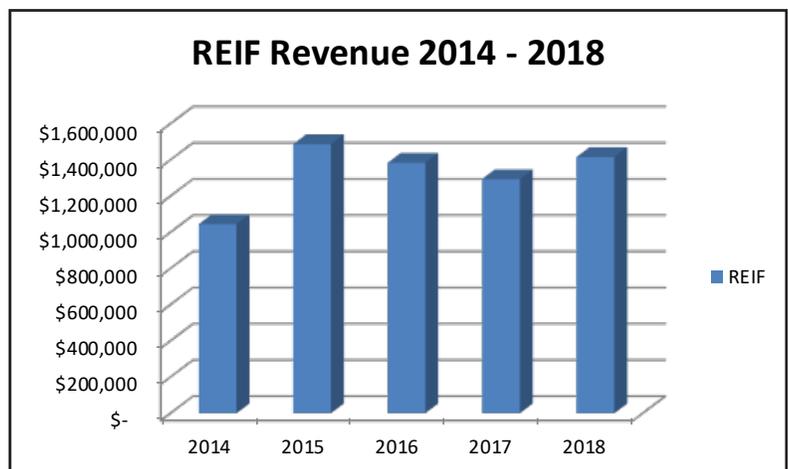


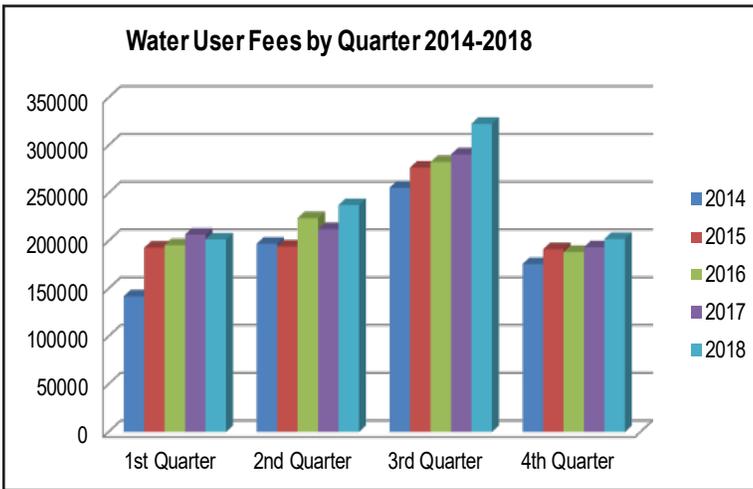
- **Lodging Tax – 4.76 percent increase over 2019 budget:**

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 2020 are projected at 4.76 percent over the currently budgeted 2019 lodging tax. This projection is a 0.00 percent increase over 2019 estimated revenues and is first based upon a simple trend analysis. Staff has then judgmentally weighed such factors as previous years' variance, current 2019 and 2020 national and state economic forecasts, climate volatility and a new short-term rental compliance program.

- **Real Estate Investment Fees (REIF) – 7.69 percent increase from 2019 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 2018 approached the record levels of 2007. Real Estate Investment Fee revenue is projected at a 7.69 percent increase from currently budgeted 2019 REIF and a 0.00 percent increase over current 2019 estimated revenue. This projection is based upon actual 2019 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.



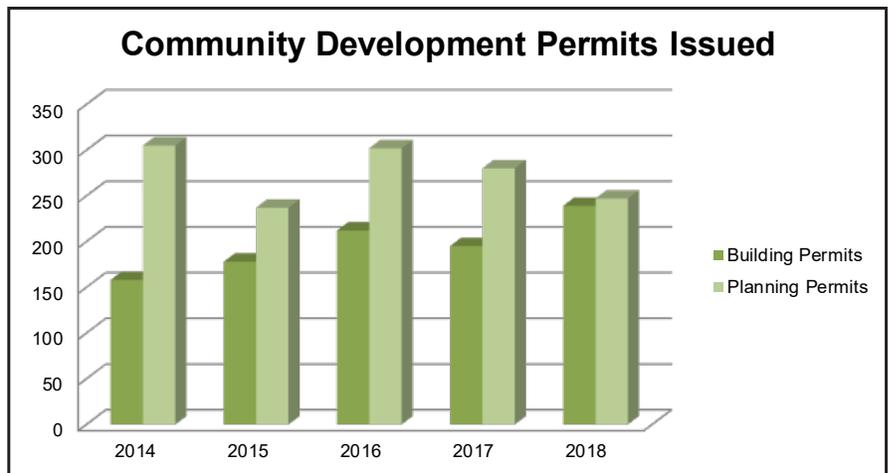


- Water User Fees – 51 percent increase over 2019 budget:** The Town Council directed the preparation of a water rates study in 2006, which resulted in a 3 percent increase in user rates annually over a 10-year period ending in 2017. A new rate study was conducted in 2019. As such, water user rates to customers have been increased for the 4th quarter of 2019 and will increase annually for five years, at which time, rates will be reevaluated to ensure there are adequate funds in the Water Fund to meet future infrastructure needs. Based on the new rate structure, water user fees are projected at a 51 percent increase over currently budgeted 2019 revenues and a 41

percent increase over current 2019 estimated revenue. User rates for 2020 will be \$45 per EQR plus usage charges and water tap fees for 2020 will be \$4,951.00 per EQR. The new rate structure was implemented to promote conservation; increases in revenues, if any, are not expected to be as significant in future years.

- Community Development Revenues - 7.89 percent decrease over 2019 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 fall short of the original budget for 2019 by 20.53 percent. 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 2020 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 is only one grant of \$168,390 projected for 2020. 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 2018 was 11 percent. Turnover through September of 2019 is 14 percent; this rate represents full time employees. The Colorado turnover data for other local municipalities averages 9.56 percent. The 2020 budget was proposed based upon the following wage and benefit guidelines:

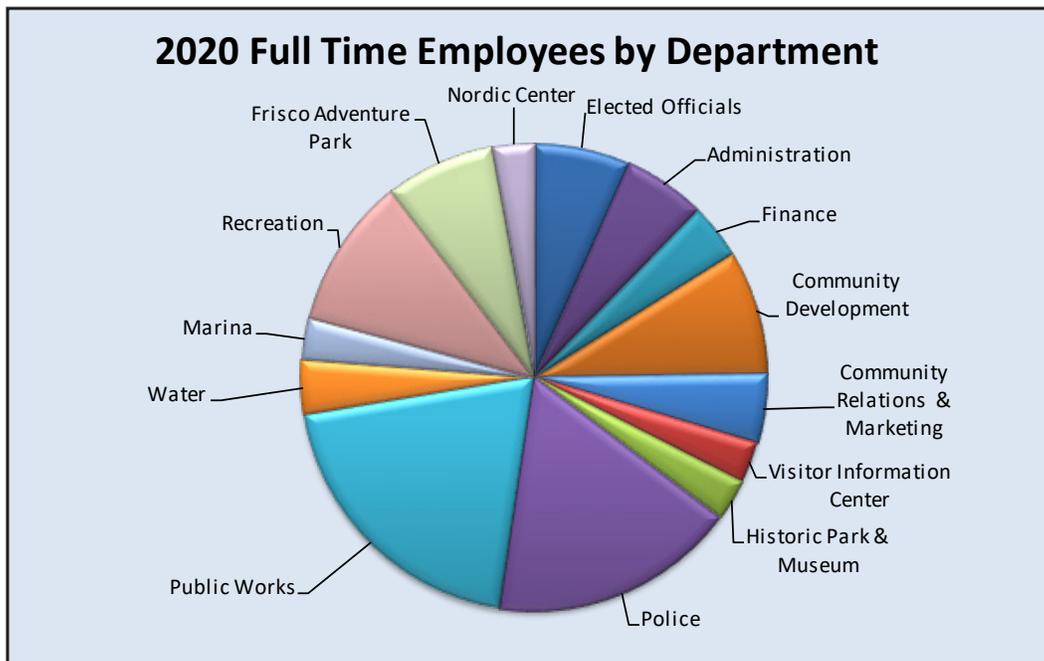
- Performance-based merit increases have been budgeted in 2020, with a maximum increase of 5 percent.

- The Town's health insurance is self-funded with a stop-loss deductible of \$40,000 per claim. The Town's 2020 budget for health insurance remains the same as 2019. 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**

<b>Summary of Authorized Full Time Positions by Department</b>					
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Elected Officials</b>	7	7	7	7	7
<b>Administration</b>	6	6	6	6	7
<b>Finance</b>	3	3	4	4	4
<b>Community Development</b>	6	6	8	8	9
<b>Community Relations/Marketing</b>	4	4	4	4	5
<b>Visitor Information Center</b>	3	3	3	3	3
<b>Historic Park &amp; Museum</b>	2	2	2	3	3
<b>Police</b>	17	17	17	18	18
<b>Public Works</b>	20	21	21	21	21
<b>Water</b>	4	4	4	4	4
<b>Marina</b>	3	3	3	3	3
<b>Recreation</b>	2	2	3	11	11
<b>Frisco Adventure Park</b>	6	8	8	8	8
<b>Nordic Center</b>	0	0	1	3	3
<b>Total Employees</b>	<b>76</b>	<b>79</b>	<b>84</b>	<b>96</b>	<b>99</b>

<b>Summary of Positions by Employment Status</b>					
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Full Time</b>	76	79	83	96	99
<b>Continuous Part Time</b>	3	3	3	3	3
<b>Seasonal</b>	115	130	130	120	120



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

<b>Positions Added</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
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/Parking Enforcement Officer				1	
Museum Coordinator				1	
Adventure Park/Marina 10 Month Positions				9	
Marina/Adventure Park Service Technician				1	
Communications Coordinator					1
Housing Coordinator					1
Environmental Coordinator					1

- 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.
- In 2020, three new full time positions were added, a Housing Coordinator to become part of the Community Development Department, a Communications Coordinator to become part of the Marketing and Communications Department and an Environmental Programs Coordinator to become a part of Administration.
- In 2020, a part time Human Resources Assistant was added to Administration.

The following chart illustrates a yearly comparison of total personnel expenditures by department for the General Fund. The Town's 2020 personnel expenditures make up 57.44 percent of the General Fund total expenditures, similar to the prior five years.

	2020	2019	2018	2017	2016
Health Benefits	850,000	850,000	800,000	775,000	725,000
Legislative	60,236	60,236	57,214	51,168	51,168
Finance	268,625	24,359	285,417	228,346	217,164
Administration	851,783	285,812	746,093	635,308	586,472
Communications/Marketing	236,791	794,010	165,188	156,199	136,304
Community Development	677,455	177,233	610,594	474,825	470,635
Historic Park	186,949	639,242	199,423	192,729	161,757
Special Events	173,106	208,639	22,985	149,211	143,617
Municipal Court	25,810	1,365,388	1,337,908	22,828	21,426
Police	1,478,776	217,675	206,595	1,299,674	1,241,448
PW Administration	225,562	322,498	322,298	275,541	230,158
PW Streets	333,955	495,187	475,360	318,377	298,924
PW Grounds	517,767	218,316	209,493	444,226	439,729
PW Buildings	229,498	180,466	204,336	194,046	139,903
PW Vehicle Maintenance	189,956	160,898	156,168	192,709	192,277
Recreation	330,280	277,378	242,028	234,515	219,996
PRA	928,221	835,679	783,444	842,450	694,776
Nordic Center	337,814	308,399	180,136	134,345	
<b>Total Personnel Expenditures</b>	<b>\$7,902,584</b>	<b>\$7,421,415</b>	<b>\$7,004,680</b>	<b>\$6,621,497</b>	<b>\$5,970,754</b>
<b>General Fund Expenditures</b>	<b>\$13,757,036</b>	<b>\$13,106,753</b>	<b>\$12,304,217</b>	<b>\$11,439,635</b>	<b>\$10,013,657</b>
<b>% Total PE to GF Expenditures</b>	<b>57.44%</b>	<b>56.62%</b>	<b>56.93%</b>	<b>57.88%</b>	<b>59.63%</b>

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 and non-personnel expenditures to General Fund revenue can vary greatly.

**Percent Total Personnel Expenditures to General Fund Revenues:**

Proposed 2020	2019	2018	2017	2016
51.56%	51.08%	51.19%	51.58%	52.02%

**Percent Total Non-personnel Expenditures to General Fund Revenues:**

Proposed 2020	2019	2018	2017	2016
38.20%	39.13%	38.55%	37.53%	35.22%

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 2020.

The chart listed below compares the 2020 budget for all fund expenditures to the 2019 budget.

<b><u>Expenditures</u></b>	<b><u>2019 Budget</u></b>	<b><u>2020 Budget</u></b>
General Government	\$4,293,892	\$4,510,564
Public Safety	\$1,712,888	\$1,846,276
Community Development	\$1,649,240	\$1,791,101
Public Works	\$2,177,902	\$2,326,288
Culture and Recreation	\$3,937,756	\$4,107,820
Capital Outlay	\$11,473,257	\$13,357,090
Debt Service	\$743,634	\$718,678
Other Expenditures	<u>\$2,003,295</u>	<u>\$2,088,156</u>
<b>Total Expenditures</b>	<b><u>\$28,021,864</u></b>	<b><u>\$30,745,973</u></b>

The 2020 budgeted expenditures for all funds increased from the 2019 budget by \$2,754,109 or 9.84 percent; this increase is attributed primarily to addition of four new positions, potential acquisition of property, and placeholders for two major capital projects planned for 2020.

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. Additionally, the project must correlate to the Town's Strategic Plan and other guiding plans adopted by Town Council. This year, staff has included a section in this budget document, clearly depicting the correlation between capital requests and the Strategic Plan, which can be found immediately following the policy questions.

Capital improvement projects budgeted for 2020 total \$13,394,590, broken down by fund as follows:

<b><u>Fund</u></b>	<b><u>Expenditures</u></b>
Capital Improvement Fund	\$7,807,090
Water Fund	\$1,232,000
SCHA 5 A Fund	\$2,790,000
Marina Fund	<u>\$1,565,500</u>
<b>TOTAL</b>	<b><u>\$13,394,590</u></b>

## **Routine Capital Expenditures**

These expenditures, totaling \$3,523,590, 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 2020 Budget**

<b><u>Description</u></b>	<b><u>Requesting Department</u></b>	<b><u>Purchase Price</u></b>	<b><u>Funding Source</u></b>	<b><u>New or Replacement</u></b>
<b><u>Vehicles and Equipment</u></b>				
Replace Tymco Sweeper	Public Works	275,000	Capital Improvement Fund	Repl
Replace 2014 Ford Interceptor	Police	47,000	Capital Improvement Fund	Repl
Replace 2013 Cat 930K Loader	Public Works	265,000	Capital Improvement Fund	Repl
Material Screener	Public Works	75,000	Capital Improvement Fund	New
Replace Haul Trailer	Public Works	18,000	Capital Improvement Fund	Repl
Ebikes for Trail Maintenance	Recreation	5,500	Capital Improvement Fund	New
Replace Cat 420F Backhoe	Public Works	155,000	Capital Improvement Fund	Repl
Nordic Rental Equipment	Recreation	20,000	Capital Improvement Fund	Repl
Skid Steer	Recreation	40,000	Capital Improvement Fund	New
Ranger	Recreation	10,000	Capital Improvement Fund	Repl
Equipment Leases	Administration	37,500	Capital Improvement Fund	New
Chairs/Umbrellas for Beach	Marina	15,000	Marina Fund	New
Replacement Equipment	Marina	68,500	Marina Fund	Repl
Pedal Boats	Marina	10,000	Marina Fund	New
Rental Fleet	Marina	172,000	Marina Fund	Repl
		<u>\$1,213,500</u>		
<b><u>Surveys/Plans</u></b>				
Update Planning Documents	CDD	48,000	Capital Improvement Fund	N/A
Historic Preservation Consultant	CDD	25,000	Capital Improvement Fund	N/A
Community Survey	Administration	25,000	Capital Improvement Fund	N/A
Central Core & Gateway Plan	Administration	100,000	Capital Improvement Fund	N/A
Public Art Funding	Administration	25,000	Capital Improvement Fund	N/A
Lake Hill Analysis	Administration	30,000	Capital Improvement Fund	N/A
		<u>\$253,000</u>		
<b><u>Technology</u></b>				
System Upgrades	Administration	122,200	Capital Improvement Fund	New
Watersmart Implementation	Water	12,000	Water Fund	New
		<u>\$134,200</u>		
<b><u>Environmental Sustainability</u></b>				
Environmental Sustainability Projects	Administration	<u>\$100,000</u>	Capital Improvement Fund	New
<b><u>Infrastructure and Buildings</u></b>				
Building Relocation Costs	Administration	100,000	Capital Improvement Fund	N/A
Trails Construction/Enhancements	Recreation	223,390	Capital Improvement Fund	N/A
Repair of Town Facilities	Public Works	379,500	Capital Improvement Fund	N/A
Street Improvements	Public Works	420,000	Capital Improvement Fund	N/A
		<u>\$1,122,890</u>		
<b><u>Housing Programs</u></b>				
	Administration	<u>\$390,000</u>	SCHA 5A Fund	N/A
<b><u>Water Efficiency Programs</u></b>				
	Water	<u>\$310,000</u>	Water	N/A

### **Non-Routine Capital Expenditures**

The following capital improvement projects, totaling \$9,871,000 are significant non-routine expenditures; details regarding these expenditures can also be obtained by referring to the applicable policy question:

**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. 2020 budget and total cost: \$2,400,000 – SCHA 5A Fund, Policy Question #6a.

**Alley Paving** - To provide funding for the final year of a three year alley paving project. 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. Final cost and 2020 budget: \$230,000– Capital Improvement Fund, Policy Question #8d.

**Median Landscaping** – To provide funding for landscaping of roundabouts and medians in conjunction with Colorado Department of Transportation’s improvements to State Highway 9, an entryway to the Town of Frisco. Impacts to future operating budgets will be in the form of increased maintenance and irrigation in the approximate amount of \$20,000 annually. 2020 budget and total cost: \$400,000 – Capital Improvement Fund, Policy Question #8e.

**Storm System Repairs** – To provide funding for excavation and repair to damaged areas in the Granite Street alley storm sewer system. No impacts to future operating budgets are expected as a result of this project. 2020 budget and total cost: \$150,000 – Capital Improvement Fund, Policy Question #8f.

**Property Acquisition** – To provide a funding placeholder for property acquisition in the event a property becomes available. No impacts to future operating budgets are expected as a result of this project. 2020 budget and total cost: \$2,500,000 – Capital Improvement Fund, Policy Question #9k.

**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. 2020 budget and total cost: \$50,000 – Capital Improvement Fund, Policy Question #9n.

**Town Hall Atrium Design** – To provide funding for design of the atrium at Town Hall. No impacts to future operating budgets are expected as a result of this project. 2020 budget and total cost: \$40,000 – Capital Improvement Fund, Policy Question #9o.

**Deck/Stair Replacement** – To provide funding for replacement of the deck and stairs at the Historic Park and Museum. No impacts to future operating budgets are expected as a result of this project. 2020 budget and total cost: \$36,000 – Capital Improvement Fund, Policy Question #9p.

**Temporary Building at Peninsula Recreation Area** – To provide funding for a temporary facility for office space at the Peninsula Recreation Area. This facility would provide much needed additional space for department employees while design discussions for a permanent building are being completed. Impacts to future operating budgets would consist of minimal annual costs for additional building maintenance and associated staff time of approximately \$10,000. 2020 budget and total project cost is \$60,000 – Capital Improvement Fund, Policy Question #9q.

**Playground/site Improvements at Town of Frisco Parks** - This funding is 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. Since these improvements will assure restroom facilities are available throughout the year, future operating costs are expected to approximate \$10,000 annually. Total cost: \$3,750,000; 2020 budget: \$750,000 – Capital Improvement Fund, Policy Question #10b.

**Peninsula Recreation Area Project** – To provide a funding placeholder in the event a project is identified to expand this area. Impacts to future operating budgets are unknown at this time. 2020 budget and total cost: \$1,000,000 – Capital Improvement Fund, Policy Question #10c.

**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 of approximately \$5,000 annually. 2020 budget and total cost: \$45,000 – Capital Improvement Fund, Policy Question #11g.

**Abandon Wells** – To provide funding to demolish and abandon wells no longer in service. No impacts to future operating budgets are expected as a result of this project. 2020 budget and total cost: \$150,000 – Water Fund, Policy Question #12a.

**Install Fire Hydrant** – To provide funding for installation of a new fire hydrant and valve as required by Summit Fire and Emergency Medical Services. No impacts to future operating budgets are expected as a result of this project. 2020 budget and total cost: \$50,000 – Water Fund, Policy Question #12b.

**Abandon Fire Hydrant** - To provide funding to abandon a fire hydrant associated with Colorado Department of Transportation construction project of State Highway 9. No impacts to future operating budgets are expected as a result of this project. 2020 budget and total cost: \$35,000 – Water Fund, Policy Question #12c.

**Upgrade Fixed Base Meter Reading System** – To provide funding for upgrades to the existing mobile meter reading system. System software support is anticipated to cost approximately \$15,000 annually as a result of this project. 2020 budget and total cost: \$175,000 – Water Fund, Policy Question #12e.

**Lead/Copper Treatment** – To provide funding for lead and copper treatment to the Town’s water treatment plant and well. This will result in an increase in costs to operate the system of approximately \$20,000 annually. 2020 budget and total cost: \$500,000 – Water Fund, Policy Question #12h.

**Marina Fuel System** – To provide funding for a new fuel system at the Marina with a bigger tank and the ability to fuel boats in a safe and efficient manner. No impacts to future operating budgets are expected as a result of this request. 2020 budget and total cost: \$100,000 – Marina Fund, Policy Question #13a.

**Design Work – Phase 2 of Marina Projects** – To provide funding for a consultant to design next phases of the Marina Master Plan. No impacts to future operating budgets are expected. 2020 budget and total cost: \$200,000 – Marina Fund, Policy Question #13b.

**Marina Project Construction** – To provide a funding placeholder for a project identified in the phase 2 design work for the Marina. Impacts to future operating budgets are unknown at this time. 2020 budget and total cost: \$1,000,000 – Marina Fund, Policy Question #13j.

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:

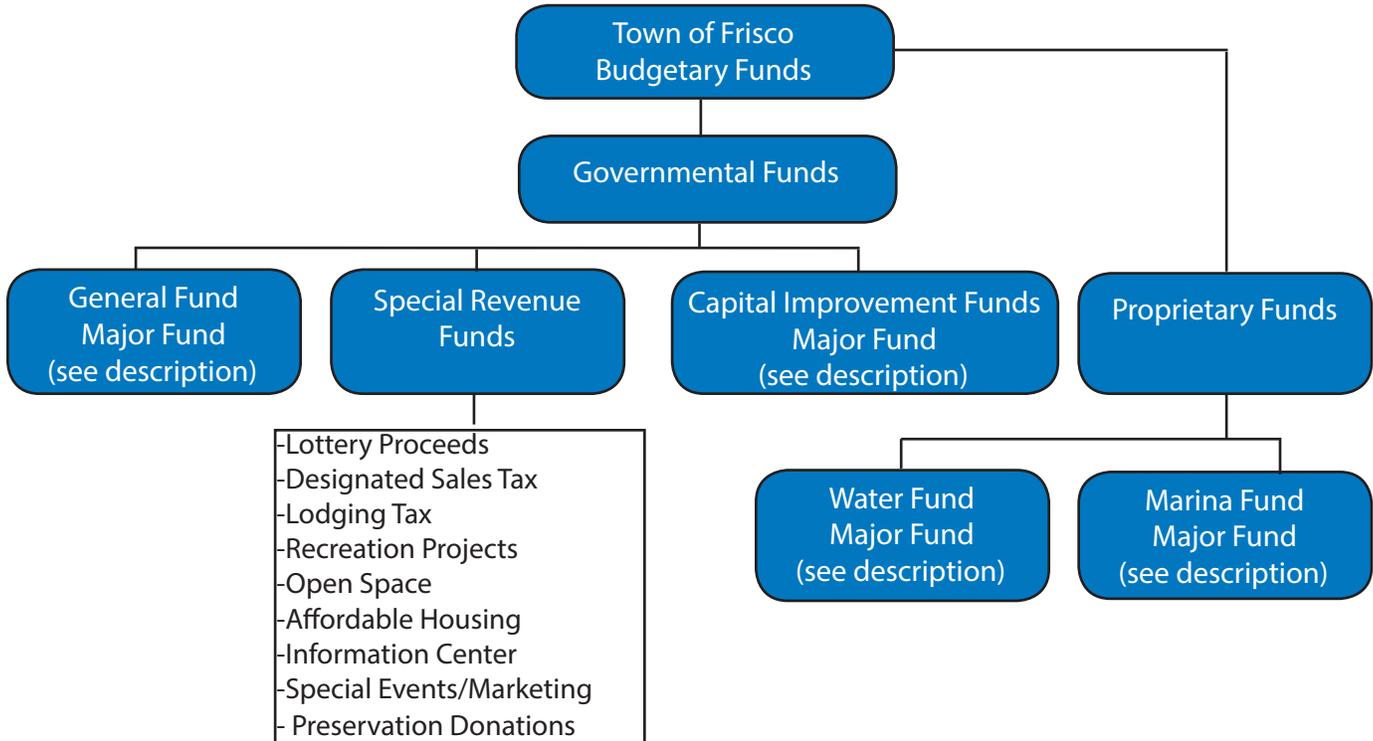
- A 5% increase in expenditures in the General Fund, primarily as a result of additional costs to support entities that provide community services, salary merit increases and additional personnel.
- A 3.9% increase in expenditures in the Water Fund, primarily as a result of increased needs for professional services and increased costs of operating supplies to maintain the water system.
- A 42% increase in expenditures in the SCHA 5A Fund as a result of a new position to coordinate housing and implement housing assistance programs.

- A 4% increase in expenditures in the Lodging Tax Fund, primarily as a result of increased costs associated with recreation events.
- A minimal 3% increase in expenditures in the Marina Fund.

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 2018 actual revenues, expenditures, transfers and loans projected for all funds, as well as this same information projected for 2019 and budgeted for 2020. 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**

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



## 2020 BUDGET CALENDAR

6/28/19	W	Town Manager meets with Finance Director to project revenues and expenditures
7/1/19	M	Schedule department director discussions to set goals with Town Manager/Finance Director
7/2/19	T	Prior year policy questions distributed to department directors
7/12/19	F	Draft budget worksheets with 6 month current year actuals and budget instructions distributed to department directors
7/22/19	M	Draft budget worksheets returned to Finance Director
7/23/19	T	Work session with Council – status of 2019 capital projects and reserve requirements
7/24/19	W	Current year draft policy questions returned to Finance Director with supporting Town-adopted policies identified
7/29/19	M	Department directors and Town Manager - review policy questions and other budget requests
8/9/19	F	Finance Director prepares preliminary budget
8/16/19	F	Draft policy questions reviewed with Town Manager
8/19/19	M	Department directors and Finance Director – review budget/prioritize capital
8/23/19	F	2020 Program priorities, 2019 department successes, 2019 allocation of training dollars, 2020 department goals and adopted plans returned to Finance Director
8/28/19	W	Finance Director finalizes preliminary budget; submits to department directors for review
9/4/19	W	Reviewed budget returned to Finance Director
9/13/19	F	Proposed budget submitted to Town Council (Intro, Policy Questions, detail and summary of all funds, grant requests)
9/16/19	M	Work session with Council and department directors – all funds – 4:00-10:00
9/19/19	TH	Notice of Budget provided to Town Clerk for legal noticing (Thursday – 8 days prior to publication on Friday in Summit County Journal)
9/26/19	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)
9/27/19	F	Notice of Budget published in Summit County Journal (CRS 29-1-106 and Section 8-5 of Town Charter)
10/4/19	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)

10/8/19 TU Public Hearing: first reading of ordinances - mill levy and appropriation of funds  
10/22/19 TU Second reading of ordinances: mill levy and appropriation of funds; resolution to adopt budget  
12/6/19F F Certification of mill levy to County Commissioners

**Note: Meetings with individual Council members will be held the week of 8/12-8/16.**

This page intentionally left blank.



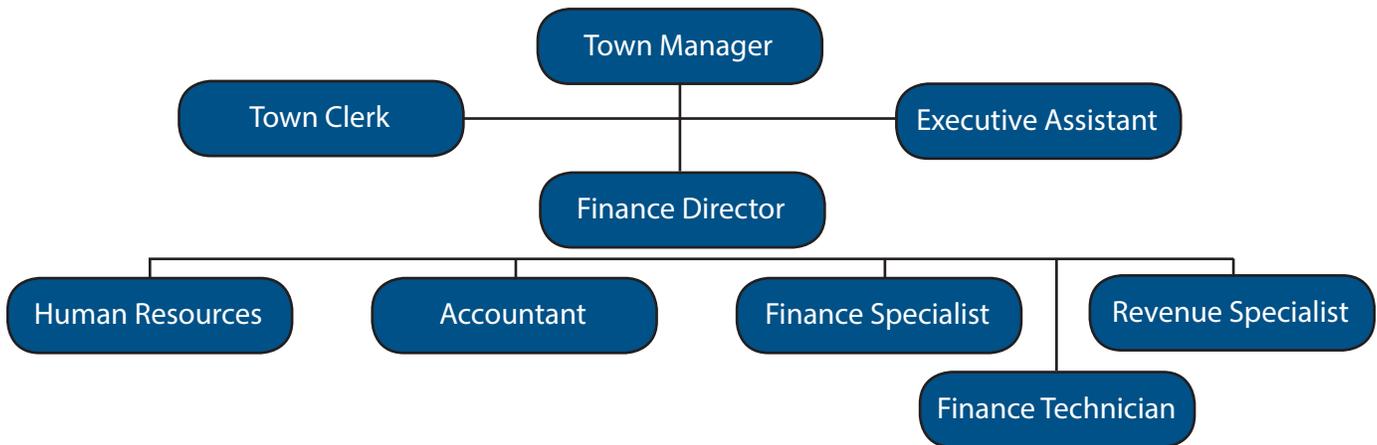
# Policy Questions

This Policy Question section presents requests for specific projects, programs or expenditures that have been presented to Council for 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. Written background information can be found for each question and each request is tied to at least one of Council's long-term strategic goals. This correlation is illustrated in the table presented at the end of this Policy Question section.

<b><u>POLICY QUESTION INDEX</u></b>	<b><u>Page No.</u></b>		<b><u>Page No.</u></b>
<b><u>General Government and Administration</u></b>	<b>50</b>	<b><u>Public Works Streets Department</u></b>	<b>64</b>
<b>1. Performance Merit</b>	<b>51</b>	<b>8. Street Projects</b>	<b>64</b>
<b>2. Town Staff Changes/Additions</b>	<b>52</b>	• Concrete Replacement	
• Housing Coordinator		• Asphalt Resurfacing & Preservation	
• Communications Coordinator		• Crackfill Streets & Bike Paths	
• HR Assistant - Part Time		• Alley Paving	
• Environmental Programs Coordinator		• CDOT Gap Project-Hwy. 9 Landscaping & Median	
<b>3. Information Systems Technology Projects</b>	<b>53</b>	• Storm System Repairs	<b>65</b>
• Audio Upgrade at Day Lodge		<b><u>Public Works Buildings Department</u></b>	<b>66</b>
• Server Infrastructure Enhancement		<b>9. Building Improvements</b>	<b>66</b>
• Cloud-based Migration		• Restain/Repaint Public Buildings	
<b>4. Sustainable Environmental Actions</b>	<b>54</b>	• Police Department Expansion	
• Reusable Bottle Strategy		• Town Hall Kitchen Remodels	
• Membership Colorado Communities for Climate Action		• Town Hall Elevator Power Unit	
• Membership Colorado Compact of Communities		• Replace Public Works Washbay Pressure Washer Unit	
• Green Team Projects		• Replace Sturenburg Clock on Main St.	
• Solarize Summit Rebate Program		• Water Line Replacement at Employee Housing	<b>67</b>
• Environment Sustainability Projects		• Mary Ruth Place Repairs/Maintenance	
<b>5. Additional Allocation of Discretionary Funding</b>	<b>55</b>	• Council Chambers Upgrade - Phase 2	
<b><u>Community Development Department</u></b>	<b>56</b>	• Design Upgrade and Assess ADA Compliance - Visitor Information Center Bathroom	
<b>6. Implement Housing Solutions</b>	<b>57</b>	• Property Acquisition	
• Construction of Workforce Housing		• Lund/Excelsior House Building Relocation Costs and Reuse Placeholder	
• Buy-down program		• 1st and Main Building Repairs	
• Business Housing Support Fund		• Town Hall Dumpster Enclosure	
<b>7. Community Planning Projects</b>	<b>58</b>	• Town Hall Atrium Design	
• Unified Development Code amendments		• Historic Park Deck/Stair Replacement	
• Historic Preservation Projects		• Temporary Office Structures for Adventure Park Staff	<b>68</b>
• Central Core and Gateway Plan		<b><u>Public Works Parks and Grounds Department</u></b>	<b>69</b>
• Conduct Community Survey		<b>10. Park and Grounds Improvements</b>	<b>69</b>
• Lake Hill Project		• Trails Construction and Enhancements	
<b><u>Police Department</u></b>	<b>60</b>	• Playground/Site Improvements at Town Parks	
<b><u>Public Works Administration Department</u></b>	<b>62</b>	• Placeholder for Peninsula Recreation Area Development	
		• Funding for Public Art	<b>70</b>

	<u>Page No.</u>		<u>Page No.</u>
<a href="#"><u>Budget Highlights</u></a>	70	<a href="#"><u>Marketing and Communications Department - Events</u></a>	78
Town-Wide Forestry Management			
PRA Landscaping			
Playground and Equipment Rental		<a href="#"><u>Marketing and Communications Department - Visitor Information Center</u></a>	79
Bike Park Maintenance			
Grounds Projects			
Weed Control		<a href="#"><u>Recreation and Cultural Department</u></a>	80
Disc Golf Course Maintenance			
Skate Park		<a href="#"><u>Budget Highlights</u></a>	80
		Lodging Tax Fund - Recreation	
<a href="#"><u>Public Works Fleet Maintenance Department</u></a>	71	<a href="#"><u>Recreation and Cultural Department - Historic Park &amp; Museum</u></a>	81
<b>11. Vehicles and Equipment Expenditures</b>	71	<a href="#"><u>Recreation and Cultural Department - Programming and Special Events</u></a>	83
<ul style="list-style-type: none"> <li>• Replace Tymco Sweeper (PW)</li> <li>• Replace 2014 Ford Interceptor (PD)</li> <li>• Replace 2016 CAT 930K Loader (PW)</li> <li>• Replace 01-71 Flatbed Trailer (PW)</li> <li>• Replace 13-12 CAT 420F Back-hoe (PW)</li> <li>• Material Screener - Boneyard (PW)</li> <li>• Fuel Cell for PRA (Rec)</li> <li>• Nordic Rental Equipment (Rec)</li> <li>• Skid Steer (Rec)</li> <li>• Ranger (Rec)</li> <li>• Ebikes for Trail Maintenance (Rec)</li> </ul>	71	<a href="#"><u>Recreation and Cultural Department - Frisco Adventure Park</u></a>	85
		<a href="#"><u>Recreation and Cultural Department - Frisco Nordic Center</u></a>	87
		<a href="#"><u>Recreation and Cultural Department - Frisco Bay Marina</u></a>	89
<a href="#"><u>Water Department</u></a>	73	<b>13. Marina Master Plan Projects</b>	90
<b>12. Water Capital Expenditures</b>	74	<ul style="list-style-type: none"> <li>• Fuel System</li> <li>• Design Work</li> <li>• Chairs and Umbrellas for Beach</li> <li>• Pedal Boats</li> <li>• 90 HP Motor for Work Boat</li> <li>• Additional Paddle Dock Sections</li> <li>• Replace Paddle Sport Personal Flotation Devices Fleet</li> <li>• Replace Paddle Sport Boats</li> <li>• Replace Runabouts with Pontoons</li> <li>• Marina Projects - Placeholder</li> </ul>	91
<ul style="list-style-type: none"> <li>• Demo and Abandon Wells 1 &amp; 2</li> <li>• New Fire Hydrant &amp; Valve - 10 Mile Drive and Dam Road</li> <li>• Abandon Fire Hydrant for GAP Project</li> <li>• Water Conservation Rebate Program</li> <li>• Fixed Base Meter Reading System</li> <li>• Water Smart Program Implementation/Support</li> <li>• Slow the Flow Program</li> <li>• Lead &amp; Copper Treatment</li> </ul>	74	<a href="#"><u>Policy Question Correlation to Strategic Plan</u></a>	93
<a href="#"><u>Marketing and Communications Department</u></a>	76		

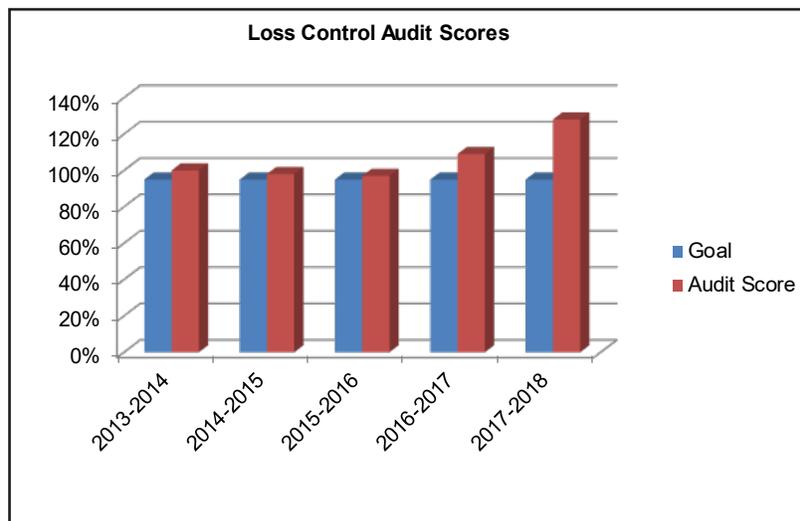
## GENERAL GOVERNMENT AND ADMINISTRATION



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:



### **2019 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 2017 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 2018 Community Scorecard for this award and is awaiting notification, which is expected late 2019.
- **GFOA Certificate of Achievement for Excellence in Financial Reporting:** The Town of Frisco received this award for its 2017 Comprehensive Annual Financial Report (CAFR); 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. The Town also submitted the 2018 CAFR for this award and is awaiting notification, which is expected late 2019.

### **2019 Allocation of Training Dollars:**

- **Administration:** Colorado Municipal League Conference; GFOA Annual Conference, CGFOA Annual Conference; Training offered to all employees: CPR/AED/First Aid Training; Safety Training; LGBTQ Basics; Maintaining a Respectful Workplace; Cannabis in the Community; Employee Benefits During Family Medical Leave.
- **Finance:** CGFOA Annual Conference; UMB Bank Commercial Card Best Practices Webinar; Colorado Tax Auditors Coalition; Colorado Municipal League Sales Tax Committee; Summit County Utility Billing User Group; Quarterly Summit County Town Clerk Meetings.

### **The General Government and Administration Department 2020 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%? (\$165,000- 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. The Town's turnover rate through September of 2019 is 14%; 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.

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 2.2% CPI in 2019; this request represents a 2.2% increase in personnel costs. Maximum merit increases in other Summit County municipal governments range from 4% to 5.5%.

### **Town Council Strategic Plan – Goals and Objectives**

#### **QUALITY CORE SERVICES**

- Attract and Retain High-Performing Employees
- Enhance All Department Core Services

## Frisco Community Plan

### GP3-Quality Core Services

GP3-1 Provide high quality public infrastructure and services to meet current needs and accommodate growth.

## **2. Does Council support the following additions/changes to Town staff? (\$234,555: \$72,118 – SCHA 5A Fund; \$162,437 - General Fund)**

### **Council supported these requests.**

- a) Housing Coordinator - \$72,118 (SCHA 5A Fund):** This position will coordinate all of the housing activities that are currently spread out over various Town departments. Under the supervision of the Community Development Director, the Housing Coordinator will perform professional, technical, innovative and analytical work on complex housing projects toward achievement of the Town's housing goals.
- b) Communications Coordinator - \$55,475 (General Fund):** Improving community engagement is a goal identified by the Frisco Town Council under the strategic priority for a more inclusive community. The addition of a communications coordinator will provide additional needed resources to encourage this engagement and participation in community efforts and initiatives through more robust and diverse outreach. This position will also support the Marketing and Communications Director as they take over the role of public information officer
- c) HR Assistant - Part time - \$23,749 (General Fund):** As the Town continues to offer new services and the number of staff continues to increase, the Human Resources department is finding it difficult to ensure continued compliance with ever-changing legislative requirements. This position will focus specifically on recruiting and onboarding of new employees and will enhance the management of general processes to be more efficient, effective and strategic. The additional part time position will allow the Human Resources department to improve the quality of employee interactions and trainings and recruiting and onboarding.
- d) Environmental Programs Coordinator - \$83,213 (General Fund):** This position will coordinate the Town's sustainability programs and policies, both externally and internally. Under the supervision of the Town Manager, the Environmental Programs Coordinator will perform professional, technical, innovative and analytical work on complex projects toward achievement of the Town's sustainability goals and environmental stewardship.

## Town Council Strategic Plan – Goals and Objectives

### INCLUSIVE COMMUNITY

- Improve Community Engagement

### SUSTAINABLE ENVIRONMENT

- Adopt and Implement Climate Action Plan

### QUALITY CORE SERVICES

- Attract and Retain High-Performing Employees
- Enhance All Department Core Services
- Improve Housing Administration
- Boost Communications Department
- Strengthen Public Engagement with Community

## Frisco Community Plan

### GP1-Inclusive Community

GP1.5 Promote a balanced community through support for diverse and equitable housing options

### GP3-Quality Core Services

GP3-1 Provide high quality public infrastructure and services to meet current needs and accommodate growth

GP3-2 Promote open communication, responsive governmental actions and regional collaboration

### 3. Does Council support the requested funding for information systems technology related projects (\$122,200 – Capital Improvement Fund)? (2000-4102)

#### Council supported these requests.

- a) **Audio Upgrade at Day Lodge - \$20,000:** The Day Lodge at the Frisco Adventure Park is rented and used regularly for meetings and presentations. The current equipment does not adequately serve the needs for such meetings and presentations. The project includes both an audio system and TV upgrades to the great room of the Day Lodge.
- b) **Server Infrastructure Enhancement - \$90,000:** The current Town of Frisco servers are a combination of virtual servers and traditional physical services. The eight traditional physical servers' hardware will no longer be supported in 2021. All vital support and replacement service from Dell and HP on these physical services will no longer be offered after January of 2021. Failing to virtualize and migrate to supported hardware would put the Town of Frisco applications and data at extreme risk of system failure and data loss. The current virtual server environment lacks redundancy and high availability functionality. The goal is to proactively provision infrastructure and virtual server licensing to create an on-premise cloud/virtual environment with hyper-convergence, full redundancy and high availability. The proposed solution virtually eliminates downtime for all Town of Frisco servers and applications and ensures their viability before the 2021 deadline and the end of support.
- c) **Cloud-based Migration - \$12,200:** The current Town of Frisco email system is hosted on premise with no redundant off-site systems or online access in the event Town Hall and the server room were severely impacted by a disaster. This leaves a level of vulnerability to the town email system that can be mitigated by migrating the service and data to the Microsoft Exchange Online. The Office 365 cloud has several advantages in addition to high availability and redundancy such as: scalability (add licenses and features as the needs grow), online accessibility on any mobile device (phone, tablet, laptop), and reduced cost for hardware and licensing. The cloud based service also provides lifetime version upgrades and all of their Exchange email system at no additional cost. The goal is to create an Exchange online account for the Town government and establish synchronization with the Town of Frisco active director user accounts.

### Town Council Strategic Plan – Goals and Objectives

#### INCLUSIVE COMMUNITY

- Improve Community Engagement

#### QUALITY CORE SERVICES

- Strengthen Public Engagement with Town Council
- Strengthen Infrastructure Resiliency

### Frisco Community Plan

#### GP3-Quality Core Services

GP3-1 Provide high quality public infrastructure and services to meet current needs and accommodate growth

GP3-2 Promote open communication, responsive governmental actions and regional collaboration

**4. Does Council support funding for the following sustainable environmental actions (\$186,300: \$86,300 – General Fund; \$100,000 – Capital Improvement Fund)?**

**Council supported these requests.**

**a) Reusable Bottle Strategy - \$25,000**

To further the Town’s commitment to reduce usage of single use plastic water bottles, staff is recommending continuation of this campaign. Bottles will be given away at Town locations if a “no single use water bottle” pledge is signed. **(1110-4603)**

**b) Membership in Colorado Communities for Climate Action - \$7,500 (1110-4277)**

**c) Implementation of Climate Action Plan - \$25,000 (1110-4277)**

**d) Membership in Colorado Compact of Communities \$1,200**

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 this coalition 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. **(1110-4606)**

**e) Green Team Projects - \$12,600**

The Green Team is an internal committee of an employee representing each department who meet once a month and whose purpose is to promote awareness of environmental and sustainability opportunities. For 2020, their projects include distributing reusable utensils with case for all Town staff, Recycle Across America signage for all trash and recycle cans across the town, two new clean-up day style events and design and printing of awareness material. **(1110-4277)**

**f) Solarize Summit Rebate Program - \$15,000** In collaboration with the other entities within the community and High Country Conservation, Frisco is encouraging homeowners to take advantage of exclusive solarize discounts through this collaboration (Summit Climate Action Collaborative). In addition to the rebate offered through the collaboration, Frisco will offer a rebate up to \$1,500. This program was offered for a limited time in 2019 but funds will be reimbursed to eligible participants in 2020. **(1110-4277)**

**g) Environmental Sustainability Projects - \$100,000**

At the October 8, 2019 Council meeting, Town Council added an additional request for this amount to provide a budget for the new Environmental Programs Coordinator. Possible projects: additional electric charging stations throughout town and solar panels on Town buildings.**(2000-5017)**

**Town Council Strategic Plan – Goals and Objectives**

**SUSTAINABLE ENVIRONMENT**

- Adopt and Implement Climate Action Plan
- Reduce Waste

**Frisco Community Plan**

**GP6-Sustainable Environment**

GP6-1 Lead by example on efforts to advance community sustainability and the region’s ability to prepare for an adapt to the impacts of climate change

GP6-2 Protect the quality and health of the natural environment in Frisco and the surrounding area

**5. Does Council support allocation of \$150,000 as additional discretionary funding for Summit County entities that provide important health, welfare and community services (\$150,000 – General Fund)? (1116-4621)**

**Council supported these requests.**

In 2020, these entities include but are not limited to the following:

- a) **Summit County Preschool - \$65,000**
- b) **Building Hope Foundation - \$10,000**
- c) **Child Advocacy Center - \$5,000**
- d) **Energy Smart (HC3) - \$20,900**
- e) **Resource Wise (HC3) - \$15,000**
- f) **Community Care Clinic - \$25,000**
- g) **Other - \$9,100**

**Town Council Strategic Plan – Goals and Objectives**

**SUSTAINABLE ENVIRONMENT**

- Adopt and Implement Climate Action Plan

**INCLUSIVE COMMUNITY**

- Improve Community Engagement

**Frisco Community Plan**

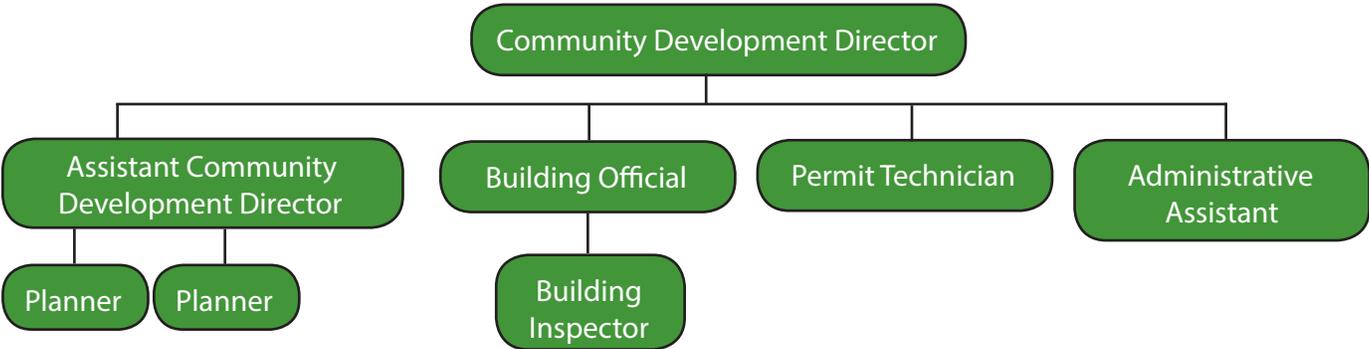
**GP3-Quality Core Services**

GP3.2 Nurture relationships with non-profits that enhance the lives of residents and businesses

**GP6-Sustainable Environment**

GP6-6.1 Lead by example on efforts to advance community sustainability and the region's ability to prepare for and adapt to the impacts of climate change

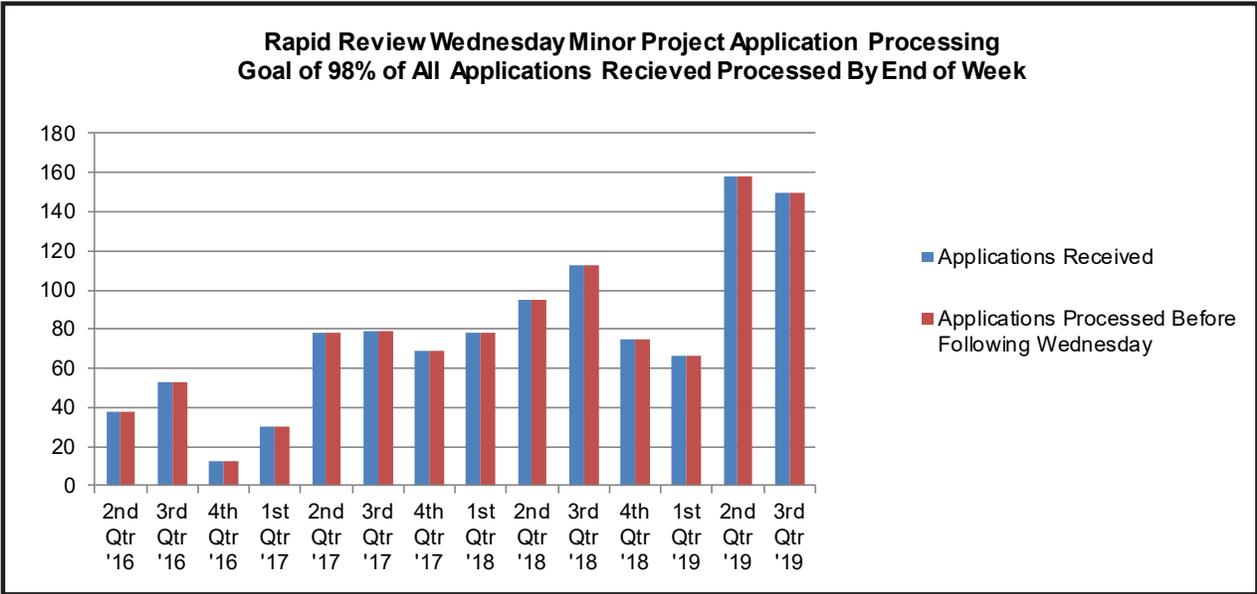
# COMMUNITY DEVELOPMENT DEPARTMENT



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:



**2019 Department Successes:**

- **2019 Frisco Community Plan**
- **Frisco Three Mile Plan**
- **Summit Community Climate Action Plan**
- **100% Renewable Policy**
- **Frisco Noise Ordinance**

- **Building and Planning:**
  - Processed 247 Land Use Planning Applications
  - Issued 239 Building Permits and 207 Mechanical/Plumbing Permits
  - Completed the Annual National Flood Insurance Program Community Rating System Verification Process
  - Code Amendments to the Unified Development Code
  - Served as liaison for Colorado Communities for Climate Action, Colorado Compact of Communities, and High Country Conservation on the Sustainability, Renewable Energy and Water Conservation Projects

**2018 Allocation of Training Dollars:**

- Colorado Chapter American Planning Association Conference; Colorado Chapter International Code Council (ICC) Educational Institute; FEMA Flood Plain Management Training; Community Builders Webinars 4-series regarding Downtown Development and Parking.

**The Community Development Department 2020 goals include:**

- Draft and Adopt a Workforce Housing Strategic Plan and Program Implementation
- Draft and Adopt the Central Core and Gateway Plan
- Unified Development Code Amendments
  - Historic Overlay & Inventory
  - Sustainability
  - Housing Incentives and Removing Barriers
  - Parking Regulations for Best Practices
  - Central Core Land Uses Coordinated with Central Core and Gateway Plan
- Implement Climate Action Plan Goals
- Develop a Housing Administration Program
- Enhance Community Development Department Core Services.

**6. Does Council support the following projects to meet its strategic plan to implement housing solutions as they become available (\$2,790,000 – SCHA 5A Fund)?**

**Council supported this request.**

**a) Construction of workforce housing - \$2,400,000**

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. **(5500-4262)**

**b) Buy-down Program - \$300,000 (5500-4266)**

**c) Business Housing Support Fund - \$90,000**

These two requests have been combined into one program called Housing Helps. At the time of this budget preparation, Council was still in the process of developing this program. Housing remains a priority for Council and staff was directed to continue pursuing remedies to address the housing shortage in our community. **(5500-4267)**

**Town Council Strategic Plan – Goals and Objectives**

**INCLUSIVE COMMUNITY**

- Implement Housing Solutions

**QUALITY CORE SERVICES**

- Improve Housing Administration

## **Frisco Community Plan**

### GP1-Inclusive Community

GP1.5A Develop a diverse portfolio of workforce housing programs to support a broad range of housing needs-type of unit, rental vs. ownership and price points - at the community and neighborhood level

GP1.5B Stimulate the creation of workforce housing through town policies, incentive and regulatory procedures

GP2.3C Expand workforce housing options to support small businesses and local employees

## **7. Does Council support funding for the following community planning projects (\$228,000 – Capital Improvement Fund)?**

### **Council supported these requests.**

#### **a) Unified Development Code amendments - \$48,000**

The Community Development Department (CDD) has the need for supportive professional consulting services for follow-up studies or design work, parking, transportation planning or growth management assistance. **(2000-5079)**

#### **b) Historic Preservation Projects - \$25,000**

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. **(2000-5080)**

#### **c) Central Core and Gateway Plan - \$100,000**

The Town is dedicated to creating a thriving and sustainable economy by encouraging a variety of businesses, showcasing our exceptional mountain community, the Dillon Reservoir, outstanding recreation opportunities and drawing locals and visitors to Frisco's iconic and bustling Main Street, where the community comes together. This funding will be used to develop a Master Plan for this area to meet these goals. **(2000-5079)**

#### **d) Conduct Community Survey - \$25,000**

The Town of Frisco values the desires and opinions of its citizens, business-owners and property-owners in the crafting of policy, allocation of revenues and provision of services. A community survey is a useful tool in gauging such desires and opinions; public opinion also constitutes an important measurement of municipal services. The last community survey was in 2009. **(2000-5029)**

#### **e) Lake Hill Project - \$30,000**

While this is a Summit County project, the impacts to the Town of Frisco are significant. Staff believes there is likely to be a need for review or additional analysis on 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. **(2000-5082)**

## **Town Council Strategic Plan – Goals and Objectives**

### INCLUSIVE COMMUNITY

- Adopt Unified Development Code Amendments
- Complete Granite Street Redesign Plan
- Conduct Community Survey
- Implement Housing Solutions
- Improvement Community Engagement

### THRIVING ECONOMY

- Complete Landscape Design for CDOT GAP Project
- Develop Main Street Master Plan

## SUSTAINABLE ENVIRONMENT

- Develop Frisco Historic Park and Museum Long-Range Plan

## QUALITY CORE SERVICES

- Improve Accessibility of Town Code for Residents
- Improve Housing Administration

### **Frisco Community Plan**

#### GP1 Inclusive Community

GP1-1.1 Protect the character and liability of Frisco's residential neighborhoods

GP1.3 Preserve and enhance the Town's historic resources

GP1.4 Reinforce Main Street as the heart of the community from the lake to the mountains

GP1.5 Promote a balanced community through support for diverse and equitable housing options

#### GP2 Thriving Economy

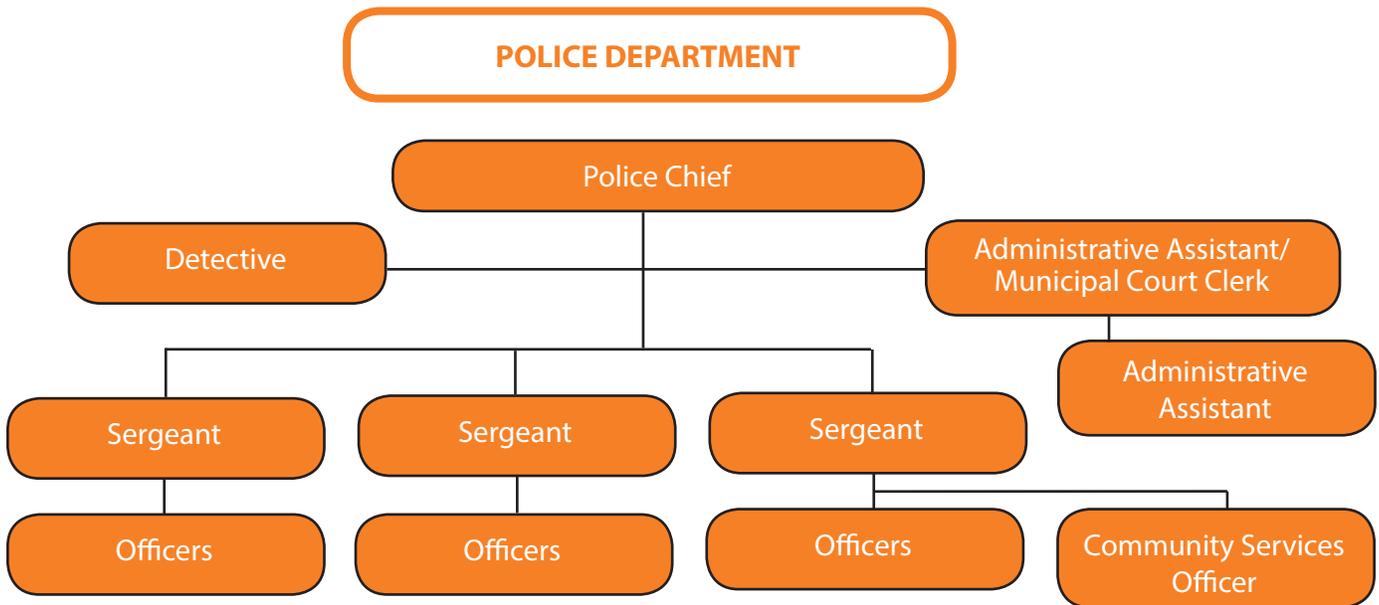
GP2 – 2.1 Maintain a diverse and strong economy

GP2-2.3 Facilitate the retention and expansion of locally-owned businesses

#### GP3 Quality Core Services

GP3-3.1 Provide high quality public infrastructure and services to meet current needs and accommodate growth

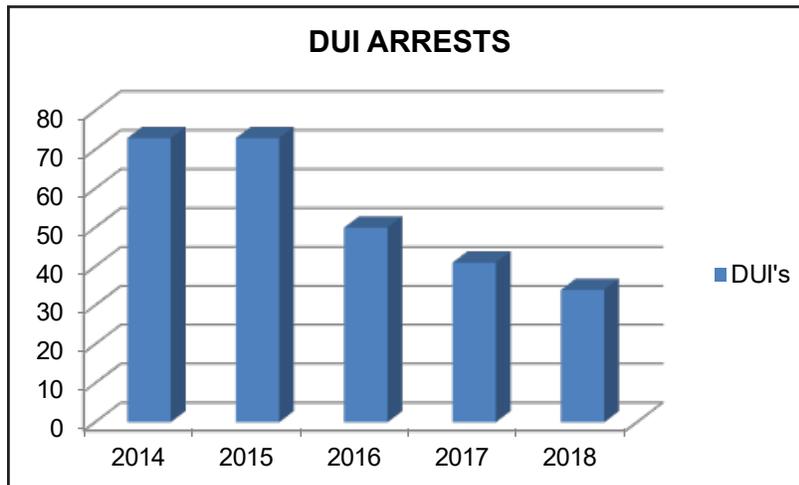
GP3-3.2 Promote open communication, responsive governmental actions and regional collaboration



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.

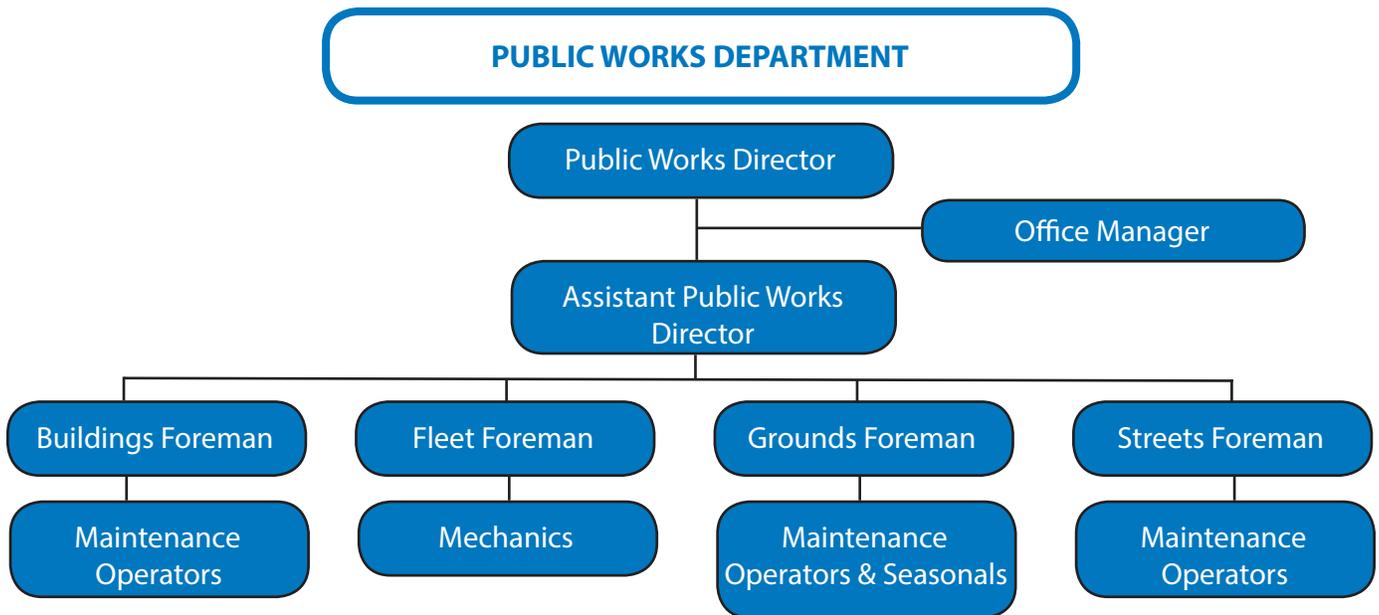
**2019 Allocation of Training Dollars:**

- Krav Maga; Firearms; Lidar/Radar; Active Shooter; Countywide Disaster Training; Report Writing; Community Policing; Building Clearances; Mental Health Training; Officer Safety Training.

**Police Department goals for 2020 include:**

- Health, Nutrition and Fitness
- Officer Safety
- Communication and Respect
- Crisis Intervention
- Team Training
- Intoxilyzer
- High Risk Traffic Stops
- CPR/AED Training
- Radio Procedure Training
- 4th Amendment Training

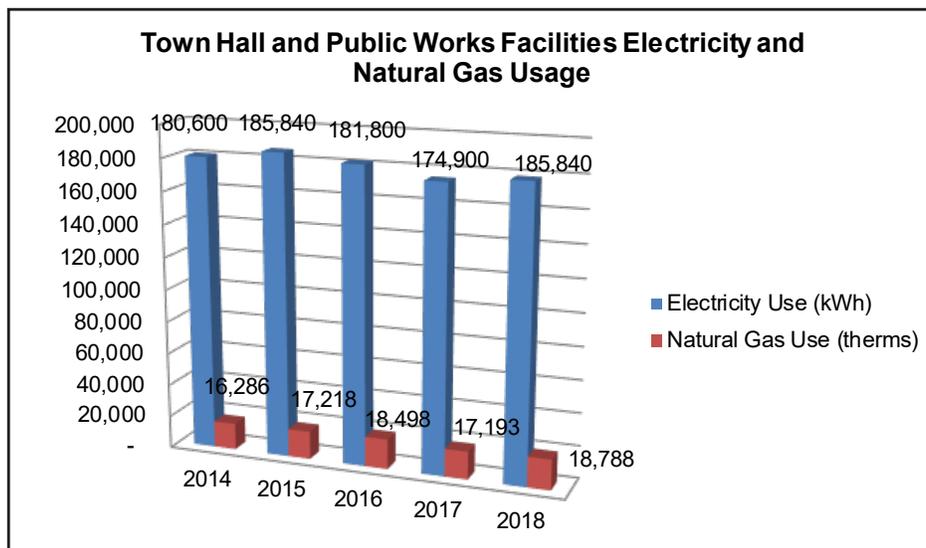
**The Police Department has no policy questions for 2020.**



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:



**2019 Department Successes - Public Works Administration:**

- Assisting other departments with capital projects and ensuring their timely completion.
- Completed project and grant management of the 2nd and Belford Connector Pathway Project (2BC).

- Successful completion of project management for the Marina Improvements, phase one.
- Successful completion of surveying the Peninsula Recreation Area to assist in future construction projects.
- Successful completion of the Public Works facility expansion project, on-time and under budget.
- Successful Completion of surveying Granite and Galena rights of way to assist in design of new streetscapes
- Continued focus on safety culture for Public Works, with no lost time injuries in 2019 and sharing that culture with other departments.
- Received approval to establish a new secession plan for the Public Works Department

**The Public Works Administration 2020 goals include:**

- Oversee the Towns interests in the CDOT Gap project.
- Design of a new streetscape on Granite Street.
- Project management for phase two of the Marina Improvements project.
- Assist with the long term visioning project for the Peninsula Recreation Area.
- Assist with implementing the Town Councils goal of getting to net zero emissions.
- Implement the new secession plan for the department.
- Continued project management and oversight of other departments capital projects.
- Continue to provide a high level of internal and external customer service to the Town of Frisco.

**The Public Works Administration Department has no policy questions for 2020.**

## 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.

### **2019 Department Successes:**

- Streets Improvements: Concrete replacement, Phase 2 alley paving and bike preservation have all been completed. Drainage improvements were made on Emily Lane and Creekside Drive.

### **2019 Allocation of Training Dollars:**

- Western Slope Snow & Ice Conference; Colorado Local Technical Assistance Program and Road Scholar training.

### **The Public Works Department - Streets 2020 goals include:**

- Final phase of alley paving
- Storm system repairs
- Landscaping and median beautification

## **8. Does Council support the following street projects for 2020 (\$1,200,000– Capital Improvement Fund)??**

### **Council supported these requests.**

#### **a) Concrete Replacement - \$50,000**

These funds are to be utilized for concrete curb and drain pan replacement as needed throughout Town. **(2000-4965)**

#### **b) Asphalt Resurfacing and Preservation - \$300,000**

These funds are to be utilized for the resurfacing and slurry sealing of various streets and bike paths throughout town. **(2000-4995)**

#### **c) Crackfill Streets and Bike Paths - \$70,000**

Per the Frisco Trails Master Plan, adopted March 2017, the downtown core was identified as an area needing help getting people to travel safely between the activity centers of Frisco and from residential neighborhoods to those activity centers. The 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. These funds will also be used to fill cracks on various sections of bike paths throughout town. **(2000-5075)**

#### **d) Alley Paving - \$230,000**

This is the third and final year of the alley paving project. These funds will be used to improve and pave the Pine Drive Alley from 2nd to 3rd Avenues, as well as the Frisco Alley between 2nd and 3rd Avenues. **(2000-5087)**

#### **e) CDOT Gap Project-Hwy. 9 – Landscaping and Median - \$400,000**

For the final phases of Colorado Department of Transportation (CDOT) improvements to State Highway 9, CDOT will begin the “GAP” project in 2020. The project will include widening of the highway to 4 lanes to enhance corridor mobility, raised medians and two roundabouts. These features will be unimproved, offering Frisco the opportunity to create a unique identity and welcome people to the Town of Frisco. **(2000-4992)**

**f) Storm System Repairs - \$150,000**

These funds will be used to excavate and repair damaged areas in the Granite Street Alley storm sewer system as identified in the 2018 Storm Sewer Study. **(2000-5091)**

**Town Council Strategic Plan – Goals and Objectives**

**VIBRANT RECREATION**

- Evaluate Current/Future Uses of Peninsula Recreation Area

**THRIVING ECONOMY**

- Complete Landscape Design for CDOT Gap Project

**QUALITY CORE SERVICES**

- Strengthen Infrastructure Resiliency
- Enhance Public Works Core Services

**Frisco Community Plan**

**GP1 – Inclusive Community**

GP1-1.1 Reinforce Main Street as the heart of the community, from the lake to the mountains

GP1-1.2 Improve the aesthetic appeal and functionality of the Summit Boulevard corridor and the Exit 201 Interchange

GP1-1.3 Protect the character and livability of Frisco’s residential neighborhoods

**GP3 – Quality Core Services**

GP3-3.1 Provide high quality public infrastructure and services to meet current needs and accommodate growth

**GP4 – Mobility**

GP4-4.1 Provide a safe and efficient multimodal transportation system

GP4-4.2 Promote walking, bicycling and other alternative modes of travel

**GP5 – Vibrant Recreation**

GP5-5.1 Provide high quality, year-round recreational amenities that appeal to both residents and visitors

## 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.

### **2019 Department Successes:**

- Completed Public Works building addition, major repairs and improvements at Community Center
- Remodel Council Chambers
- Constructed parklets on Main Street
- Installed LED lighting throughout Town buildings

### **2019 Allocation of Training Dollars:**

- Triangle tube boiler training, Navien boiler training, building maintenance technician training, Road Scholar training, Americans with Disabilities webinar.

### **The Public Works - Buildings Department 2020 goals include:**

- Upgrade Town Hall elevator
- Replace Main Street Clock
- Paint and stain Town buildings
- Replace pressure washer
- Replace dumpster enclosure

### **9. Does Council support the following building projects and improvements for 2020? (\$3,165,500 – Capital Improvement Fund)?**

#### **Council supported these requests.**

#### **a) Restain/Paint-Public Buildings Rotation (4 yr) - \$50,000**

This funding is requested for ongoing maintenance of the Town's buildings and is requested on a 4 year rotation basis. **(2000-4567)**

#### **b) Police Department Expansion - \$100,000**

The police department has not been updated for many years. This funding will allow for expansion within the existing space but will greatly improve operations and provide updated or new features, i.e. kitchen area. **(2000-4567)**

#### **c) Town Hall Kitchen Remodels - \$50,000**

This funding is to provide for remodel of both the upstairs and downstairs kitchens in Town Hall. Neither of these kitchens have been remodeled for many years; these remodels are intended to increase efficiency and provide staff adequate areas for breaks. **(2000-4567)**

#### **d) Town Hall Elevator Power Unit - \$60,000**

The elevator was installed in 1982 and is at the end of its life cycle. If the elevator fails, replacement will take approximately two months. New elevators are more efficient and use less power. **(2000-4567)**

#### **e) Replace PW Washbay Pressure Washer Unit - \$12,000**

This washer gets high usage and is 12 years old and nearly end of life. Repairs are frequent and ongoing. **(2000-4567)**

#### **f) Replace Stureburg Clock on Main Street - \$15,000**

This clock was installed behind the Old Town Hall over 15 years ago and moved to Main Street three years ago.

It has become an important landmark to visitors. The clock no longer keeps accurate time, the auto advanced feature is broken, the lighting and lenses have been retrofitted numerous times and the clock is not efficient. **(2000-4567)**

**g) Water Line Replacement at Employee Housing - \$18,000**

This project has been delayed for over 5 years with the uncertainty of usage of this property. The depth and insulation of this waterline is not adequate for the frost line. **(2000-4567)**

**h) Mary Ruth Place Repairs/Maintenance - \$14,500**

This funding is a placeholder to provide funding for needed repairs at these Town-owned rental properties, should the need arise. **(2000-4567)**

**i) Council Chambers Upgrade – Phase 2 - \$30,000**

The majority of the Council Chamber upgrades, which included repositioning the dias and new audio visual equipment, was completed in 2019. This funding request is to complete the upgrades and may include closing off access to the kitchen and resurfacing the walls. **(2000-4567)**

**j) Design Upgrade and Assess ADA Compliance – Visitor Information Center Bathroom - \$25,000**

This facility has tremendous visitor usage. ADA access is through the Visitor Information Center and not directly into the bathroom, which is extremely inconvenient to visitors and disruptive to staff. This funding is for design of a more efficient facility. **(2000-4567)**

**k) Property Acquisition - \$2,500,000**

This funding is a placeholder for purchase of a yet to be identified property for development, should one become available. **(2000-4555)**

**l) Lund/Excelsior House Building Relocation Costs and Reuse – Placeholder -\$100,000**

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)**

**m) 1st & Main Building Repairs - \$5,000**

A portion of this building is currently being rented to a commercial entity. This funding request is a placeholder to address any repairs that may be needed in 2020. **(2000-5065)**

**n) Town Hall Dumpster Enclosure - \$50,000**

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. **(2000-5094)**

**o) Town Hall Atrium Design - \$40,000**

This portion of Town Hall has not been improved since the building was originally constructed. The windows are leaking and inefficient. This funding would allow Staff to pursue alternatives to make more efficient use of this space. **(2000-5095)**

**p) Historic Park Deck/Stair Replacement - \$36,000**

This funding will provide a much needed improvement for not only pedestrian movement but winter maintenance as well. **(2000-5071)**

**q) Temporary Office Structures for Adventure Park Staff - \$60,000**

Staff have been overcrowded for many years in the basement of the Day Lodge at the Frisco Adventure Park. While the Town is pursuing design and development of this area, this facility will provide some needed space for staff until such time as a permanent facility can be built. **(2000-5077)**

**Town Council Strategic Plan – Goals and Objectives**

SUSTAINABLE ENVIRONMENT

- Establish a plan for the Excelsior and Lund Houses

VIBRANT RECREATION

- Evaluate Current/Future Uses of Peninsula Recreation Area

QUALITY CORE SERVICES

- Strengthen Infrastructure Resiliency
- Improve Police Department Core Services

**Frisco Community Plan**

GP3 – Quality Core Services

GP3-3.1 Provide high quality public infrastructure and services to meet current needs and accommodate growth

## 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.

### **2019 Department Successes:**

- Managed Frisco Adventure Park skate park, including landscaping, sidewalks, fencing and rock cages
- Participated in and contributed to Parks Master Plan process
- Installed "Soaring Eagle" public art at Town Hall
- Re-aligned Holes 17 and 28 at disc golf course and installed new entrance signage

### **2019 Allocation of Training Dollars:**

- Parks Planning and Maintenance Course - Level 2
- Playground Inspection Course
- Snow and Ice Conference
- Rainbird Irrigation Technician Course

### **The Public Works - Grounds Department 2020 goals include:**

- Repairs and improvements at Historic Park and Walter Byron Park
- Remove and replace turf with low maintenance/low water native grasses - Summit Boulevard Median
- Begin turf removal process at Walter Byron Park and multi-purpose fields
- Improvement to landscape at Meadow Creek Park

## **10. Does Council support the following capital expenditures for park and grounds improvements (\$1,973,390 – Capital Improvement Fund)?**

### **Council supported these requests.**

#### **a) Trails Construction and Enhancements - \$223,390**

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 2020 will be used for trail construction of Nordic and mountain biking trails on the Peninsula Recreation Area in accordance with the adopted and approved plans and will include singletrack, practice loops, skills loops, and Nordic trail improvements. On August 27, 2019, Council approved Resolution 19-30, supporting the Town's grant application from Colorado Parks and Wildlife and Great Outdoors Colorado. If this grant is awarded to the Town, these costs will be offset by the grant funding of \$168,390. The majority of these projects can be done in-house by qualified staff. **(2000-5066)**

#### **b) Playground/Site Improvements at Town of Frisco Parks - \$750,000**

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 \$750,000 annually for four years to improve the playground equipment and/or other appropriate amenities at the Town-owned parks, including Walter Byron Park, Pioneer Park, and Meadow Creek Park. **(2000-5093)**

#### **c) Placeholder for PRA Development - \$1,000,000**

This funding is a placeholder for construction at the Peninsula Recreation Area (PRA) in the event suitable design and acceptable costs can be established. Any expenditure of this allocation will be brought to Council for approval prior to expending any of this funding request. **(2000-5024)**

**d) Funding for Public Art - \$25,000**

This request is to provide seed money to determine community interest in public art projects throughout the Town of Frisco. **(2000-5096)**

**Town Council Strategic Plan – Goals and Objectives**

**VIBRANT RECREATION**

- Increase Awareness of Frisco's Amenities
- Evaluate Current/Future Uses of Peninsula Recreation Area
- Conduct Parks Master Planning
- Implement Trails Master Plan

**QUALITY CORE SERVICES**

- Strengthen Infrastructure Resiliency
- Evaluate Recreation Department Core Services

**Frisco Community Plan**

**GP3 – Quality Core Services**

GP3-3.1 Provide high quality public infrastructure and services to meet current needs and accommodate growth

**GP4 – Mobility**

GP4-4.1 Promote walking, bicycling and other alternative modes of travel

**GP5 – Vibrant Recreation**

GP5-5.1 Provide high quality, year-round recreational amenities that appeal to both residents and visitors

GP5-5.3 Create more opportunities and improve the quality of our interaction with the natural environment

**Budget Highlights - Parks and Grounds - \$174,000 - Lodging Tax Fund**

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

**a) Town-wide forestry management - \$25,000 (8000-4592)**

**b) PRA landscaping - \$9,000 (8000-4586)**

**c) Playground and Equipment Rental - \$76,000 (8000-4585)**

**d) Bike Park Maintenance - \$10,000 (8000-4586)**

**e) Grounds Projects - \$25,000 (8000-4589)**

**f) Weed Control - \$25,000 (8000-4593)**

**g) Disc Golf Course Maintenance - \$2,000 (8000-4588)**

**h) Skate Park - \$2,000 (8000-4583)**

**Town Council Strategic Plan – Goals and Objectives**

**QUALITY CORE SERVICES**

- Strengthen Infrastructure Resiliency

**Frisco Community Plan**

**GP3 – Quality Core Services**

GP3-3.1 Provide high quality public infrastructure and services to meet current needs and accommodate growth

**GP4 – Mobility**

GP4-4.1 Promote walking, bicycling and other alternative modes of travel

**GP5 – Vibrant Recreation**

GP5-5.1 Provide high quality, year-round recreational amenities that appeal to both residents and visitors

GP5-5.3 Create more opportunities and improve the quality of our interaction with the natural environment

## 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.

### **2019 Department Successes:**

- Replaced 9 vehicles; purchased Nordic Center mini-excavator
- Maintained a 40% return on vehicle trade-ins; one vehicle returned 63.12%
- Completed guard rails at Marina
- Converted to larger containers for coolants, washer fluids and synthetic oils to reduce waste and increase efficiency

### **2019 Allocation of Training Dollars:**

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

### **The Public Works - Fleet Maintenance 2020 goals include:**

- 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.
- Find new programs and better methods to track parts inventory and fuel cost/usage.
- Develop schedule to ensure maintenance occurs before seasonal changes.
- Continue vehicle and equipment replacement schedule.

**11. To maintain existing Town equipment and assure maximum trade-in values, does Council support purchasing the following expenditures for capital vehicles and equipment (\$955,500– Capital Improvement Fund)? (2000-4101)**

**Council supported these requests.**

- a) Replace Tymco Sweeper (PW) - . \$275,000**  
In accordance with Town's equipment replacement program
- b) Replace 2014 Ford Interceptor (PD) - \$47,000**  
In accordance with Town's equipment replacement program
- c) Replace 2016 Cat 930K Loader (PW) - \$265,000**  
In accordance with Town's equipment replacement program.
- d) Replace 01-71 Flatbed Trailer (PW) - \$18,000**  
In accordance with Town's equipment replacement program.
- e) Replace 13-12 Cat 420F Back-hoe (PW) - \$155,000**  
In accordance with Town's equipment replacement program.

**f) Material Screener – Boneyard (PW) - \$75,000**

These funds will be used to rent a classifying material screener to begin the cleanup and organization of the “boneyard” material storage area.

**g) Fuel Cell for Peninsula Recreation Area (Rec) - \$45,000**

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.

**h) Nordic Rental Equipment (Rec) - \$20,000**

With the increased demand for Nordic rental equipment at the Frisco Nordic Center, this funding will add to the available inventory.

**i) Skid Steer (Rec) - \$40,000**

This request for a skid steer is for the trail work and site work at the Peninsula Recreation Area. The equipment is used for digging, pushing, pulling and lifting material and is ideal for a variety of purposes. The equipment can also be utilized by other Town departments for construction and landscaping projects.

**j) Ranger (Rec) - \$10,000:**

This request is for a utility vehicle to access and assist with trail and site work at the Peninsula Recreation Area on a year-round basis. The current toolcat will be sold and replaced with the Ranger. The Ranger is more powerful and has more capacity to handle a variety of jobs. This request is net of trade-in.

**k) Ebikes for Trail Maintenance (Rec) - \$5,500**

Ebikes are an efficient mode of transportation. This request is for two ebikes – one fully rigged utility ebike with a trailer that will be used to access trails and will have the ability to carry tools and supplies to sites. The other will be a commuter mountain ebike to access trails and serve as an alternative source of transportation for staff.

**Town Council Strategic Plan – Goals and Objectives**

**QUALITY CORE SERVICES**

- Strengthen Infrastructure Resiliency
- Evaluate Recreation Department Core Services
- Enhance Public Works Core Services
- Improve Police Department Core Services

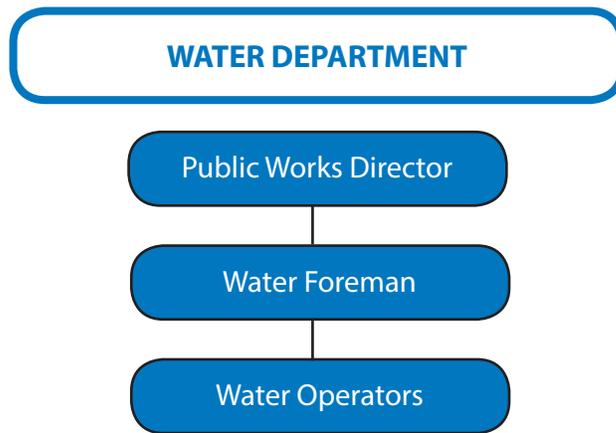
**Frisco Community Plan**

**GP3 – Quality Core Services**

GP3-3.1 Provide high quality public infrastructure and services to meet current needs and accommodate growth

**GP5 – Vibrant Recreation**

GP5-5.1 Provide high quality, year-round recreational amenities that appeal to both residents and visitors



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 2018**

Year	Water Usage Gallons	Water Usage Acre/Feet	Percentage Change From Previous Year	Comparison to 2018
2013	221,729,000	680.50	-17.86%	-3.73%
2014	219,087,000	672.40	-1.19%	-4.88%
2015	225,032,000	690.06	2.71%	-2.30%
2016	239,706,000	735.60	6.59%	4.07%
2017	233,646,000	717.00	-2.53%	1.44%
2018	230,329,000	706.00	-1.42%	-

**2019 Department Successes:**

- Initiated and implemented Start at the Tap water rebate program
- Began tracking water consumption at Town-owned parks

**2019 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. Additionally, staff attended American Water Works Associations conference on Asset Management and a Growing Water Smart Workshop.

**The Water Department 2020 goals include:**

- Install fixed base meter reading system to detect leaks earlier and allow customers to view their water consumption in real time.
- Enhance Start at the Tap water rebate program.

**12. Does Council support the following Water Department capital expenditures for 2020? (\$1,232,000 – Water Fund)**

**Council supported these requests.**

**a) Demo and abandon wells 1 & 2 - \$150,000**

These funds will be used to properly abandon both wells 1 and 2 as well as demolish and clean up the well house located in the West Main right of way.

**b) New Fire Hydrant & Valve – 10 Mile Drive and Dam Road - \$50,000**

These funds will be used to install a new fire hydrant at the corner of 10 Mile Drive and Dillon Dam Road as required by Summit Fire and Emergency Medical Services. We will also install a main line gate valve at the same time.

**c) Abandon Fire Hydrant for GAP Project - \$35,000**

These funds will be used to remove and abandon a fire hydrant located near the Frisco Sanitation District in order to accommodate the new roundabout at 8th Avenue.

**d) Water Conservation Rebate Program - \$300,000 (1st yr. or 3 yr. plan)**

This program was launched to encourage Frisco water users to improve their personal water infrastructure by offering up to a \$100 rebate when an old fixture is replaced with an approved fixture. Maximum rebate per location is \$1,000.

**e) Fixed base Meter Reading system - \$175,000**

These funds will be used to upgrade the Town's current mobile meter reading system to a fixed base system that will alert us to higher than normal usage which indicates possible leaks in customer's homes or businesses. This system will also integrate all meters into the Water Smart System. This is one part of implementing the Water Efficiency Plan.

**f) Water Smart Program Implementation / Support - \$12,000**

These funds will be used to install and implement the Water Smart Program as outlined in the Water Efficiency Plan.

**g) Slow the Flow Program - \$10,000**

This program offers free sprinkler efficiency consultations to help users develop a customized watering schedule.

**h) Lead & Copper Treatment – \$500,000**

The Town has completed the final round of lead and copper sampling and this treatment for lead and copper is required at the water treatment plant and the wells.

**Town Council Strategic Plan – Goals and Objectives**

**SUSTAINABLE ENVIRONMENT**

- Implement Water Efficiency Plan - Water Conservation
- Implement Water Efficiency Plan - Improve Water Infrastructure

**QUALITY CORE SERVICES**

- Strengthen Infrastructure Resiliency
- Enhance Public Works Core Services

**Frisco Community Plan**

**GP3 – Quality Core Services**

GP3-3.1 Provide high quality public infrastructure and services to meet current needs and accommodate growth

GP6 – Sustainable Environment

GP6-6.1 Lead by example on efforts to advance community sustainability and the region's ability to prepare for and adapt to the impacts of climate change

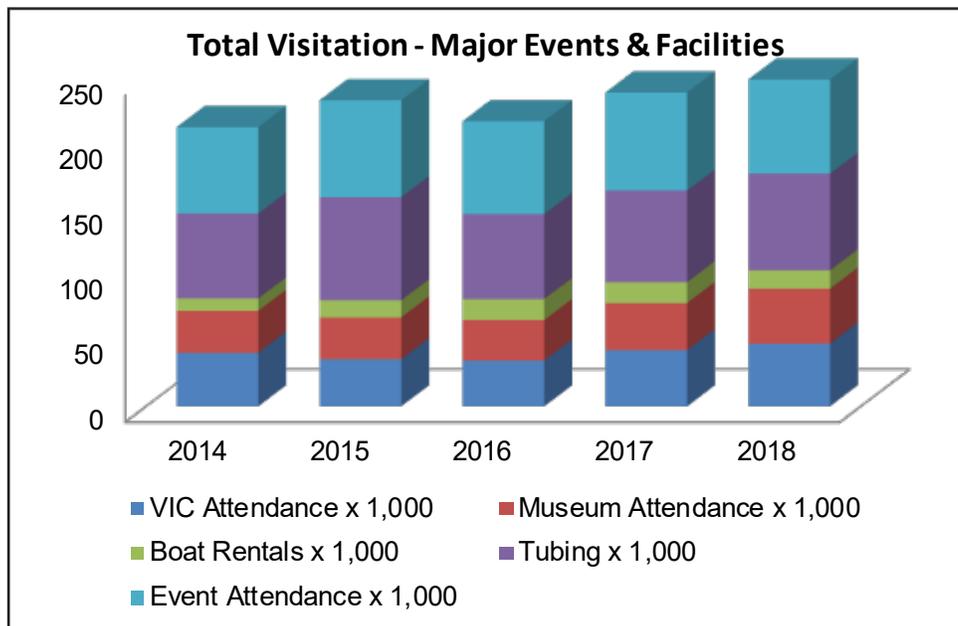
GP6-6.2 Protect the quality and health of the natural environment in Frisco and the surrounding area



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:



**2019 Department Successes:**

- Public relations efforts resulted in editorial coverage for Frisco on 48 occasions from January 2019-August 2019. Here is a sampling of some of the media outlets that covered Frisco during that time: 5280, 303 Magazine, AAA Encompass, Channel 4 News, Channel 7 News, Channel 9 News, Denver Post, Washington Post, Philadelphia Inquirer, Austin Statesman, Thrillist, Westword, Forbes and the Daily Blast Live.
- Town of Frisco took over Visit Colorado’s Instagram account from a week in June 2019. This opportunity is free of charge. The town posted content twice a day. Frisco’s content elicited 24,351 engagements.
- The Town’s Director of Marketing and Communications taught two classes on visitor readiness at the Colorado Tourism Office’s CRAFT Studio 101.

- For the second year, the Town of Frisco continued to step up support for the countywide Bike to Work Day through diverse marketing efforts in collaboration with Physical Active Nutrition Team of the Summit (PANTS).
- The Town of Frisco collaborated with other Town' across the County to market July 4th activities jointly.
- A new consumer facing website (TownofFrisco.com), which communicates Frisco's event, recreational, historical and program opportunities in a more efficient and innovative way, will go live in late 2019.

**2019 Allocation of Training Dollars:**

- Colorado Governor's Tourism Conference.
- City-County Communications and Marketing Association National Conference
- Global Sustainable Tourism Council Training.
- Public Information Officer Training

**The Marketing and Events Department 2020 goals include:**

- Support economic development by continuing 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.
- Maximize the town's exposure on news outlets and increase presence in national markets to support economic development.
- Encourage locals and visitors to BYOB& B – Bring Your Own Bag and Bottle through marketing and communications efforts.
- Communicate Town Council's initiatives and programs with effective communications to increase public engagement and understanding.
- Continue to develop and support an ongoing relationship with Copper Mountain.

**The Marketing and Events Department has no policy questions for 2020.**

## 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.

### **2019 Department Successes:**

- Increased communication to Main Street merchants regarding the No-Pet Policy at BBQ resulting in an increase in awareness and less dogs at the event
- Successfully took over management of BBQ judge sign up and scheduling from Rocky Mountain BBQ Association
- Informed and provided resources to all food vendors and local restaurants participating in events regarding the Summit County Environmental Health Departments new Food and Drug Administration requirements
- Partnered with 7 new non-profits for the Concert in the Park series benefitting different and smaller organizations.
- Helped to host a media event in Denver to promote the BBQ Challenge
- Included “words of kindness” inside of 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 to raise over \$30,000
- Continued expansion of the Wassail Days tree lighting to enhance the event and make it more community oriented with a fireworks display, Santa Claus visit, participatory caroling and refreshments benefitting the Family Intercultural Resource Center.
- Organized both a training class for the Town’s non-profit event partners and their volunteers who serve alcohol at Frisco events.
- Partnered with 19 non-profits in 2019, helping them raise over \$82,000 during the BBQ Challenge, 4th of July, Concerts in the Park, Fall Fest and the Fall Locals’ Party.

### **2019 Allocation of Training Dollars:**

- International Festivals and Events- Event Management School Year 2.
- Global Sustainable Tourism Council Training.
- Governor's Tourism Conference.
- Leadership Training.

### **The Marketing and Events Department - Special Events 2020 goals include:**

- Plan two new smaller community Town Clean Ups targeting specific areas in town needing attention in late winter and early fall.
- Increase waste diversion at special events.
- Improve July 4th festivities to support attendee experience and enhance economic impact on local businesses

**The Marketing and Communications: Events Department has no policy questions for 2020.**

## 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. 2019 is the eleventh year that the Information Center has been managed by the Town of Frisco.

### **2019 Department Successes:**

- Visitor Center & Marketing Department staff co-wrote a mission statement for the Visitor Information Center “The mission of the Visitor Information Center is to create a welcoming, professional and knowledgeable center that encourages the best experience for visitors and locals.”
- Increased follower numbers on Instagram from 11,670 to 19,203 from September 2018 to September 2019 by continuing to feature user generated content and a variety of Frisco focused hashtags.
- Copper Mountain ticket sales totaled \$73,449 from December 2018 through April 2019 across a total of 504 customers.
- Served over 31,682 walk-in visitors from January 1, 2019 through August 26, 2019.
- Since January 2019, approximately 1,400 people have pledged to discontinue buying single use plastic water bottles when safe drinking water is available. As a thank you for pledging, these individuals received an insulated stainless steel water bottle from the Town of Frisco.
- The final three memorial benches were donated and installed in 2019. In total, seven benches have been installed since the program was redesigned in 2016. The Visitor Information Center administers this program.
- The Visitor Information Center continues to host quarterly lodging meetings to better support and communicate with this business segment.

### **2019 Allocation of Training Dollars:**

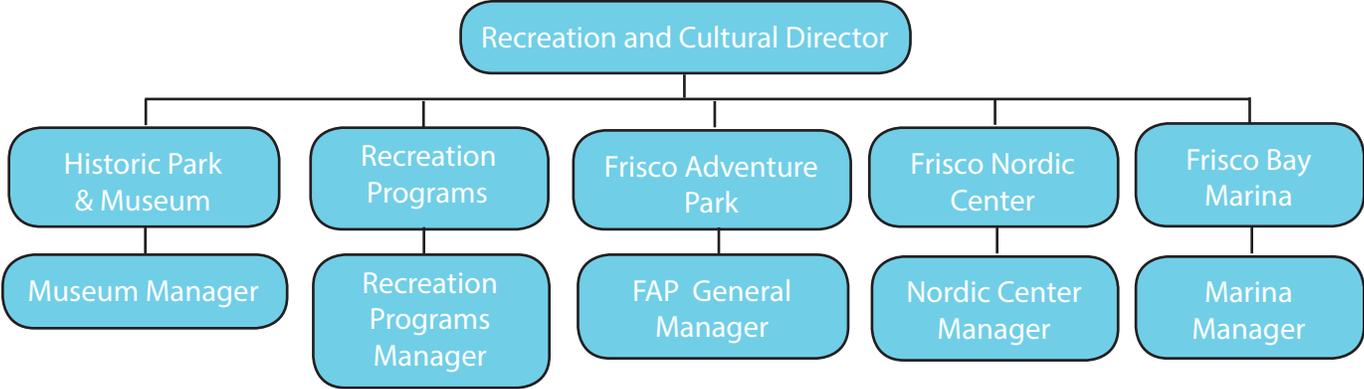
- Colorado Governor’s Tourism Conference.
- Colorado Tourism Office Leadership Journey
- Team building and familiarization day in Georgetown
- Women’s Leadership Conference in Grand Junction
- LifePlan Individual Program via Ascent Planning
- Creativity & Innovation Training
- Assertiveness in Customer Service Training

### **Marketing and Communications Department - Visitor Information Center 2020 goals include:**

- Continue to increase visitor awareness of Frisco’s business community, public amenities and recreational opportunities.
- Continue to support the Frisco business community and contribute to Frisco’s economic development
- 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 supporting economic development through a seat on the board of the Summit County Chamber of Commerce Frisco Chapter.
- Create a statewide visitor center industry platform for networking so that the Frisco/Copper Visitor Information Center can remain competitive and innovative within the field of excellent customer service and destination tourism.

**The Visitor Information Center has no policy questions for 2020.**

# 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.”

**Budget Highlights - Recreation and Cultural - \$71,500 - Lodging Tax Fund**

This funding is used for ongoing recreation events:

- Gold Rush - \$5,000**
- Bacon Burner - \$8,000**
- Run the Rockies Series - \$23,000**
- New Events - \$5,000**
- Frisco Triathlon - \$5,000**
- Turkey Day 5K - \$15,000**
- Girls on the Run - \$1,000**
- Mountain Goat Kids - \$5,000**
- Brewski - \$4,500**

**Town Council Strategic Plan – Goals and Objectives**

VIBRANT RECREATION

- Increase Awareness of Frisco's Amenities

QUALITY CORE SERVICES

- Evaluate Recreation Department Core Services

**Frisco Community Plan**

GP3 – Quality Core Services

GP3-3.1 Provide high quality public infrastructure and services to meet current needs and accommodate growth

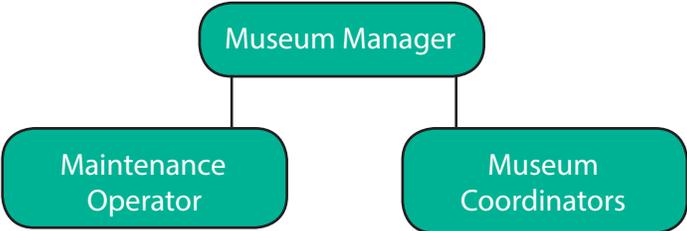
GP5 – Vibrant Recreation

GP5-5.1 Provide high quality, year-round recreational amenities that appeal to both residents and visitors

GP5-5.2 Offer diverse programs and events that encourage active and healthy lifestyles

GP5-5.3 Create more opportunities and improve the quality of our interaction with the natural environment

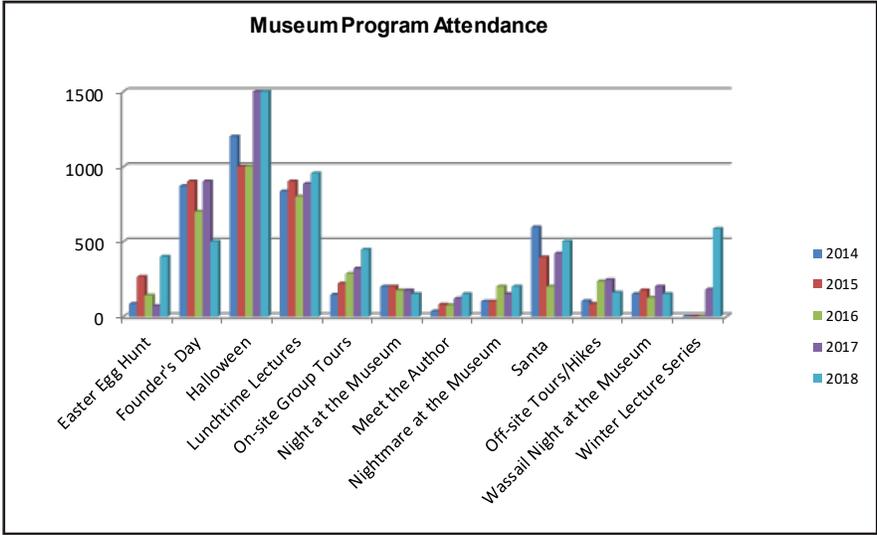
# RECREATION AND CULTURAL DEPARTMENT: HISTORIC PARK AND MUSEUM



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:



**2019 Department Successes:**

- Hire new manager, museum assistant and museum coordinator
- Increased attendance for Summer Lunchtime lectures
- Participated in Excelsior Relocation Project
- Continued Night at the Museum events, historic tours, summer & winter weekly lectures, Founder’s Day events
- Focused on guest services
- Evaluated facility rental fee structure
- Installed multiple taxidermy animals around the museum
- Begin full audit of collection holdings – to include condition reports and photographs
- Complete Long Term Strategic Plan
- Participate in the Town Council directive on Climate Action Plan

**2019 Allocation of Training Dollars:**

- Past Perfect Software Training for New Staff
- CPR, First Aid and AED Re-Certification for All Museum Staff
- Sustainable Tourism Training Program
- Colorado-Wyoming Association of Museums Annual Meeting

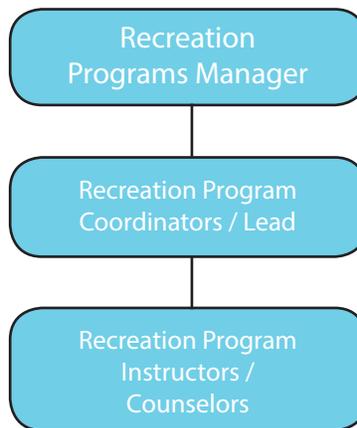
- Town of Frisco Employee Trainings

**The Recreation and Cultural Department - Historic Park and Museum 2020 goals include:**

- Begin full audit of collection holdings – to include condition reports and photographs
- Complete Long Term Strategic Plan
- Participate in the Town Council directive on Climate Action Plan

**The Recreation and Cultural Department - Historic Park and Museum has no policy questions in 2020.**

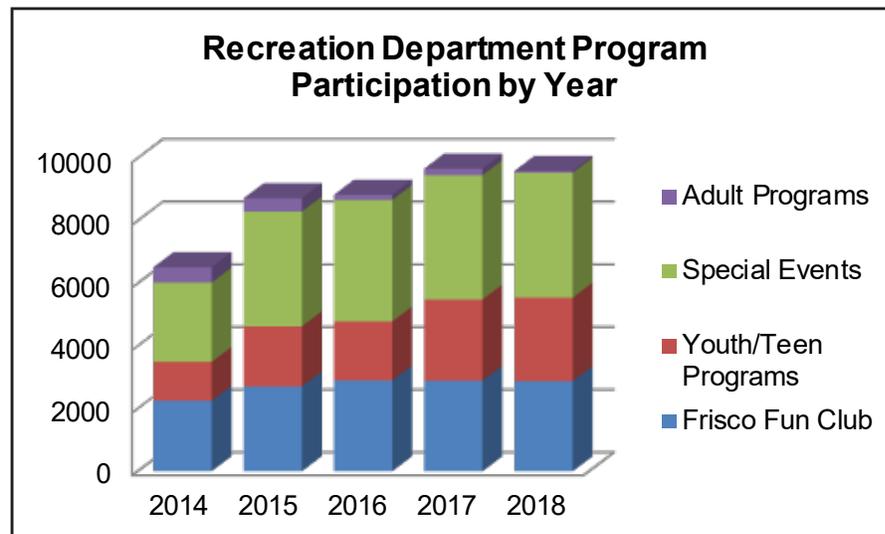
## RECREATION AND CULTURAL DEPARTMENT: PROGRAMMING AND SPECIAL EVENTS



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:



### **2019 Department Successes:**

- The Mountain Goat Kids Trail Running Series had a 38% increase in participation from 2018 (422) to 2019 (581).
- The 6th Annual Frisco Triathlon sold out in March with 300 racers.
- The 6th Annual Run the Rockies Trail Half Marathon and 10k had a 42% increase in participation from 2018 (300) to 2019 (425)!
- In collaboration with Summit Nordic Ski Club, the Little Vikings after school Nordic Program continues to be a huge success. The January and February programs each had 28 participants.
- Frisco Fun Club continues to be a highly sought after day camp program for the local youth. Waitlists developed within minutes of registration, especially for fieldtrip days. This program runs Monday-Friday during the summer months for kids aged 5-12.
- All of our specialty camps (Bike, Skateboard, LEGO, Adventure and H2O) filled within minutes of registration.
- The Frisco Skate Park and Boulder Garden Grand Opening was held on June 4th, with approximately 200

attendees. Lil' Cubbies food truck was on site, as well as the following vendors: Nike, Woodward, Underground, Howard Head, Thumbs Up Birds, Vans and Sculpture Skateboards.

**2019 Allocation of Training Dollars:**

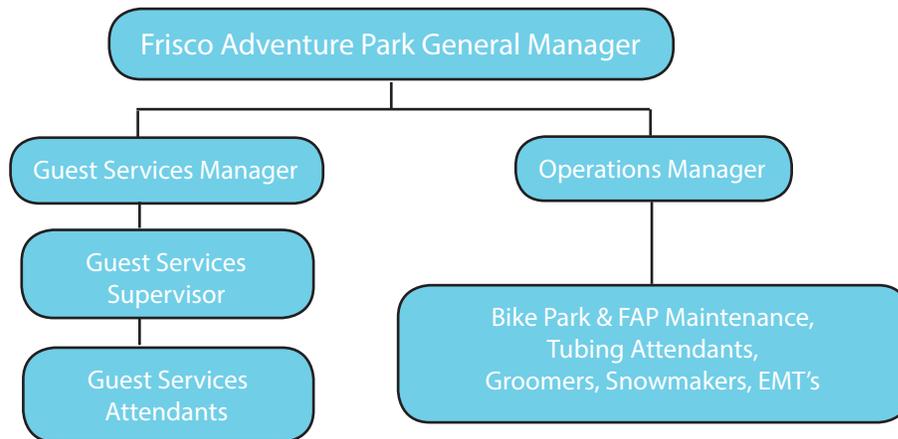
- Colorado Parks and Recreation Association (CPRA) – Membership
- National Parks and Recreation Association (NRPA) - Membership
- Youth/Childcare Specific Training – Mandatory Reporter, Concussion Training, Defensive Driver Training, Epi-Pen & Inhaler Training, Federal Emergency Management Agency Training.
- Medical Administration Training
- CPR, First Aid and AED certification for all staff
- National Parks and Recreation Conference
- National Parks and Recreation Director's School

**The Recreation and Cultural Department - Programming and Special Events 2020 goals include:**

- Obtain State licenses for all Sports Camps programs.
- Continue the 'Frisco First' registration initiative for future program registration
- Review the possibility of adding toddler programming.
- Utilize the new sponsorship model to increase sponsorship dollars for 2020 events.
- Review event registration fees and modify accordingly.

**The Recreation Programs Department has no policy questions in 2020.**

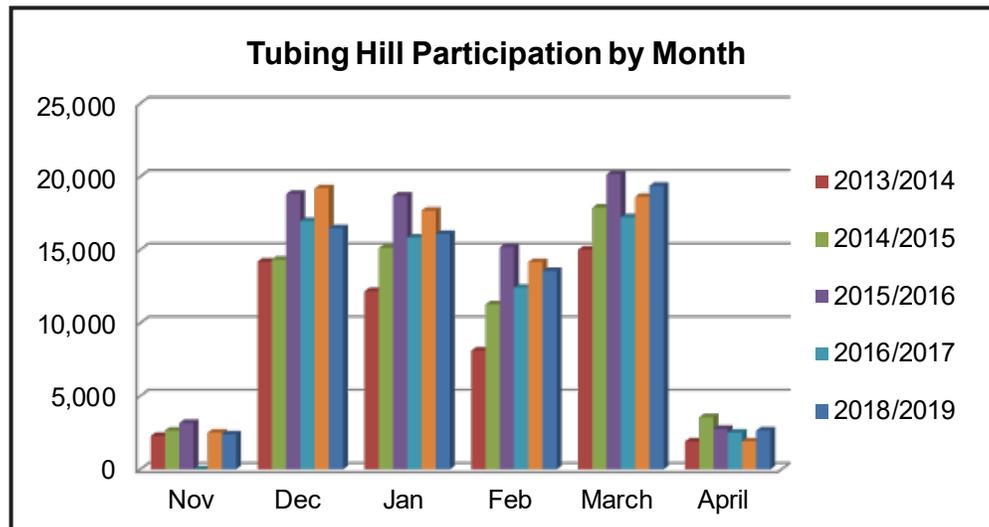
## RECREATION AND CULTURAL DEPARTMENT: FRISCO ADVENTURE PARK



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:



**2019 Department Successes:**

- Tubing hill participation was very comparable to the 2017/2018 season with 70,497 riders. Revenue generated totaled \$1,828,739.
- Food and beverage sales generated \$111,226, a 7.5% increase from the 2017/2018 season. Retail sales generated \$39,562, a 4.2% increase from the previous season.
- Sold a record 1,497 ski and ride tickets, generating \$41,143. This quantity of tickets demonstrates maximum capacity.
- Additional highlights from the winter season included:
  - Boarder cross course with start gate
  - Extended holiday rates to include MLK and Presidents weekend

- Created nine 10-month positions and one new full time year round employee
- Provided employee housing
- Revised operating hours to accommodate changing spring weather conditions
- Continued Bubble Gum Races and Kids Nights Out
- Continued terrain park usage from mid-April through May, after the tubing operations were closed for the season
- Re-opened for an additional weekend in April
- Completed the skate park
- Sold boxed water, reducing plastic bottle usage by approximately 5,000 bottles. Purchased re-usable mugs and glassware to use in the café
- Construction projects included:
  - Skate park landscaping
  - Climbing boulders
  - Magic carpet structure rebuild
  - Improved the Nordic, mountain biking and sleigh ride trails on Town property
- Events hosted: Frisco Round Up, Free Frisco Family Fun Fair, Advocates Fundraiser, and Women's Resource Center of the Rockies Fundraiser, Professional Disc Golf Association, Mile High Classic, and the Colorado High School Mountain Bike Association races

#### **2019 Allocation of Training Dollars:**

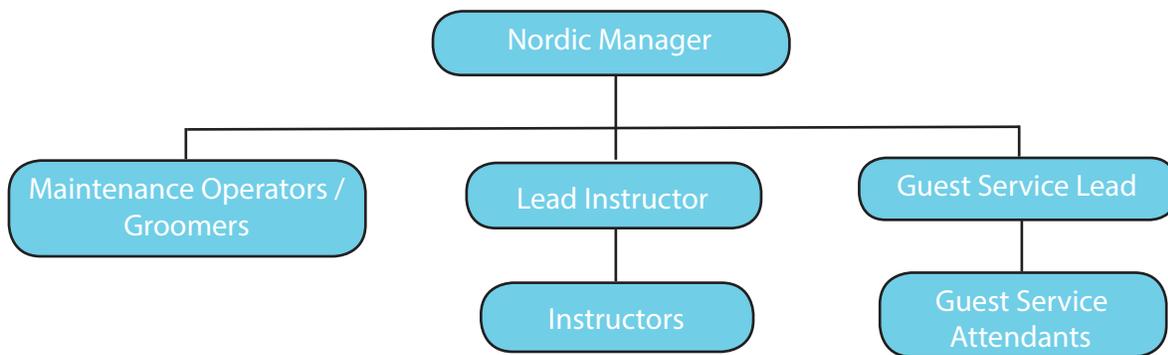
- National Ski Area Association - Membership
- National Ski Area Association's Regional Conference
- Liquor Pros Training for all Guest Service staff
- EMT/Wilderness Medical classes and certification
- CPR, First Aid and AED Certification for all staff
- Colorado Parks and Recreation Association Membership
- National Recreation and Parks Association Membership
- State Food Safety Manager Certification
- Cutter Camp

#### **The Recreation and Cultural Department - Adventure Park 2020 goals include:**

- Increase facility rental usage
- Increase food and beverage sales by 5%
- Strive for 70,000-75,000 tubing hill guests over the course of the 2019/2020 season. This number is manageable and does not compromise the guest experience.
- Complete the Peninsula Recreation Area Comprehensive Vision and Implementation Plan to effectively plan and budget for future amenities
- Unify and diversify the winter amenities and offerings at the Adventure Park including the tubing hill, Terrain Park, ski and ride hill, sledding hill, Nordic Center and sleigh rides

**The Recreation and Cultural: Frisco Adventure Park has no policy questions for 2020.**

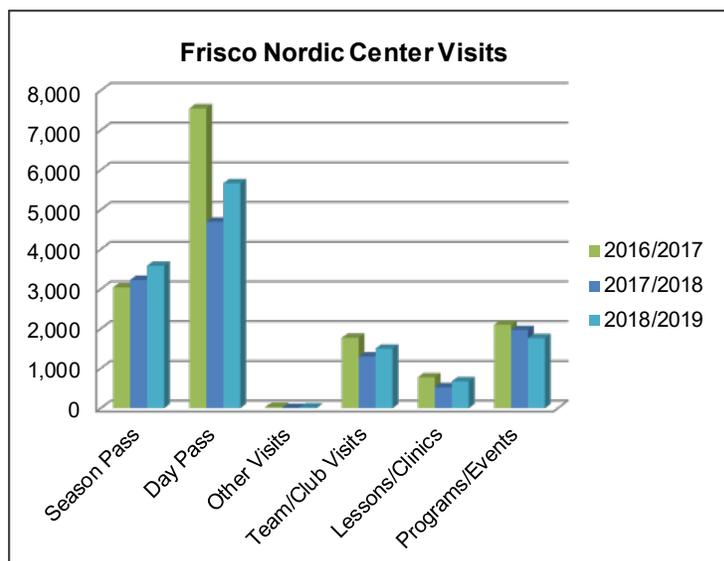
## RECREATION AND CULTURAL DEPARTMENT: FRISCO NORDIC CENTER



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:



### **2019 Department Successes:**

- Third season of the Town of Frisco operating the Nordic Center.
- Hosted the Rocky Mountain Nordic race in December, Gold Rush in Feb. and Snowshoe for the cure in March.
- Daily ticket sales were up nearly 80%; similarly, rental equipment revenues were up ~70%
- Nordic trail improvements were made to Jody's Nugget, Gene's, Upper and Lower Buzzsaw trails.
- 100% staff return from prior season returned to work at the Nordic Center.
- Began five-race Wednesday morning Nordic Up and At 'Em race series.
- Continued to provide Nordic opportunities for local organizations like Family Intercultural Resource Center, Mountain Mentors, Breckenridge Outdoor Education Center, and Summit Middle and High School.

- PRA Trails Master Development Plan was accepted by United States Forest Service; decision memo in June allowed for additional trail building.
- Grooming continued on all trails except Lower Buzzsaw up until closing day.
- Brought management of the Masters Ski program in- house.
- Continued the Little Viking program.

**2019 Allocation of Training Dollars:**

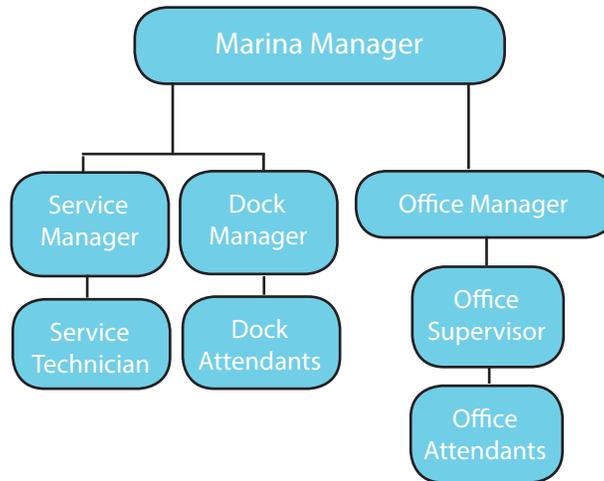
- Cross Country Ski Areas Association Conference
- Professional Ski Instructors of America (PSIA) and American Association of Snowboarding Instructors (AASI) certified instructors.
- CPR, First Aid, AED for all staff.

**The Recreation and Cultural Department - Nordic Center 2020 goals include:**

- Continue construction, improvement and realignment of summer, Nordic and snowshoe trails
- Implement Nordic Volunteer program to assist at events.
- Increase participation in events, clinics, and programs by ~10%.
- Provide opportunities for increased local participation through open ski sessions, clinics, and events.
- Schedule the 50th Gold Rush as a signature event for the Town.

**The Recreation and Cultural: Frisco Nordic Center has no policy questions for 2020.**

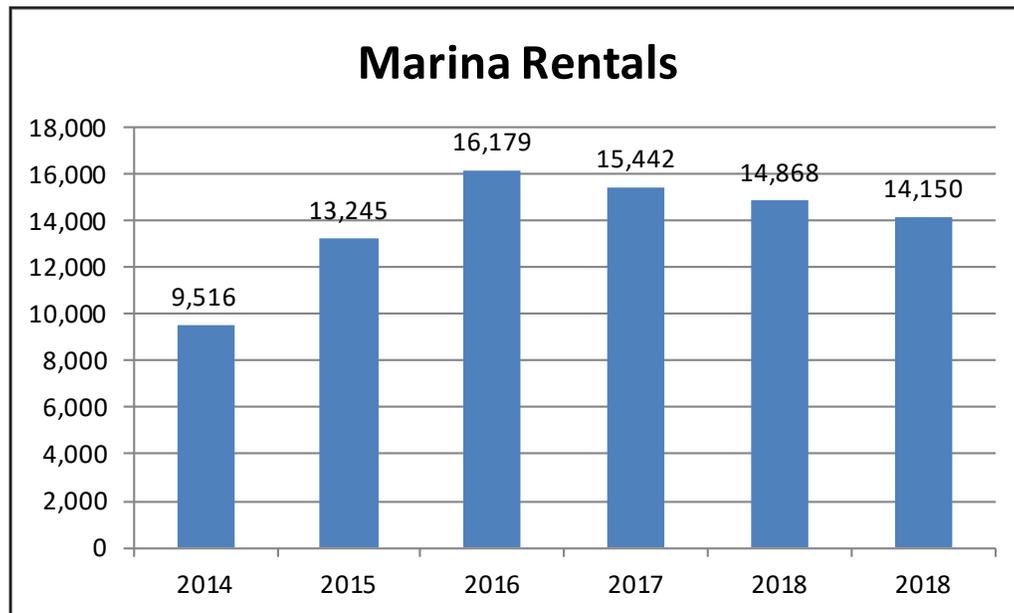
## RECREATION AND CULTURAL DEPARTMENT: FRISCO BAY MARINA



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:



**2019 Department Successes:**

- Low water levels provided opportunity to complete “Big Dig” excavation and Phase 1 projects.
- All docks were installed in the new bay by the second week in July.
- Continued success of the junior employee program; many who have turned 18 are returning as Dock Attendants and Guest Service Attendants.
- Working on Fuel System and Standpipe designs.

**2019 Allocation of Training Dollars:**

- Aquatic Nuisance Species Prevention training

- Online and on-site training for outboard motors; now have fully certified technician
- CPR, First Aid and AED certification for all staff
- Leadership Summit for Marina Manager
- Extensive operational and new hire trainings

**The Recreation and Cultural Department - Marina 2020 goals include:**

- Budget and plan for potential next steps at Marina, including fuel system, Marina office and guest service building, lift station, landscaping, paths, and potential food and beverage building.
- Coordinate with Adventure Park to fill 10 month positions to retain quality staff.

**13. Does Council support the following projects associated with the approved Marina Master Plan to meet growing operational needs (\$1,565,500– Marina Fund)?**

**Council supported these requests.**

**a) Fuel System - \$100,000**

With the implementation of Phase 1 of the Marina Master Plan in 2019, the location of the fuel dock was moved. The new fuel dock requires a new fuel system with a bigger tank and the ability to fuel boats in a safe and efficient manner. This fuel system will service both the power boat rental fleet and the public's needs. The system has been designed; this request is for equipment and labor.

**b) Design Work - \$200,000**

Phase 1 of the Marina Master Plan was completed in 2019. This funding will be provided for design work to ascertain future phases with the resources the Town currently has available.

**c) Chairs and Umbrellas for Beach - \$15,000**

A large beach area was created in Phase 1 of the Marina Master Plan and has proven to be very popular. This funding will allow the Town to provide beach gear for rental use in this area.

**d) Pedal Boats - \$10,000**

The concessionaire who was currently providing rentals of these boats no longer wishes to continue that portion of their business. The Town will take over this service and this funding will provide purchase of pedal boats as part of the Marina rental operations.

**e) 90 HP Motor for Work Boat - \$10,000**

The current motor for the work boat is no longer functional and needs to be replaced. The work boat is used for lifting mooring anchors and as a work platform when working on the docks. A new motor is needed to maximize performance of the work boat and to utilize it for both work and rental needs.

**f) Additional Paddle Dock Sections - \$20,000**

This request is for the additional paddle dock sections to facilitate the volume and space needs of the paddle sport rental boats. These rentals account for a significant amount of revenue for the Marina.

**g) Replace Paddle Sport Personal Flotation Devices (PFD) Fleet - \$12,500**

This request is for the purchase of 150 personal flotation devices for the rental fleets. All guests are required to wear a PFD when renting a paddle sport boat and the PFDs are required on all power boats. These PFD last for 3-5 years.

**h) Replace Paddle Sport Boats - \$26,000**

There is high demand for rentals of the Town's paddle sport boats, including kayaks, canoes and stand up paddleboards. Nearly all of these boats are sold at the end of the season and this request is to replace the fleet.

**i) Replace Runabouts with Pontoons - \$172,000**

The runabouts are on a 3-4 year replacement schedule with their replaced scheduled in 2020. These runabouts are no longer performing well and their motors are not function or dependable. The request is to replace and sell 4 runabouts and purchase 6 pontoons. This will increase the pontoon fleet to 12 rentable pontoons and will eliminate the runabouts from the rental fleet. All pontoons will have the same motors, thereby reducing the amount of parts needed to keep in stock. Pontoons are the most requested power boat rental.

**j) Marina Projects – Placeholder - \$1,000,000**

This funding is a placeholder for construction at the Marina in the event suitable design and acceptable costs can be established. Any expenditure of this allocation will be brought to Council for approval prior to expending any of this funding request.

**Town Council Strategic Plan – Goals and Objectives**

**VIBRANT RECREATION**

- Increase Awareness of Frisco's Amenities
- Improve Waterfront Marina

**QUALITY CORE SERVICES**

- Strengthen Infrastructure Resiliency

**Frisco Community Plan**

**GP3 – Quality Core Services**

GP3-3.1 Provide high quality public infrastructure and services to meet current needs and accommodate growth

**GP4 – Mobility**

GP4-4.2 Promote walking, bicycling and other alternative modes of transportation

**GP5 – Vibrant Recreation**

GP5-5.1 Provide high quality, year-round recreational amenities that appeal to both residents and visitors

GP5-5.3 Create more opportunities and improve the quality of our interaction with the natural environment

This page intentionally left blank.



## **POLICY QUESTION CORRELATION TO 2019-2020 STRATEGIC PLAN**

The 2020 budget reflects the goals of the 2019-2020 Strategic Plan. Each policy question has been categorized to represent at least one of the five key goals of the Strategic Plan identified by the Town Council. The following pages of this document help to distinguish how the Town is achieving these goals throughout the budget process. Please note that many requests meet multiple goals.



## INCLUSIVE COMMUNITY (IC)

*An inclusive community includes families of all backgrounds and income levels, where diverse interests and ideas are welcomed; a community striving to ensure there are a variety of housing options, childcare, and educational opportunities for its residents; a community where vibrancy abounds and its leaders consider the impact of their decisions from social equity, environmental and economic perspectives.*

<b>Inclusive Community (IC)</b>		
<b>Implement Housing Solutions</b>		
Policy		
<u>Question</u>	<u>Question</u>	<u>Amount</u>
PQ6	Does Council support funding for workforce housing units	\$2,790,000
PQ7	Does Council support funding for Lake Hill Analysis	\$30,000
PQ2	Housing Coordinator Position Added	\$72,118
		<b>\$2,892,118</b>
<b>Strengthen Affordable Housing Deed Restrictions Covenants</b>		
Policy		
<u>Question</u>	<u>Question</u>	<u>Amount</u>
	None - projected to be completed in 2019	
<b>Conduct Community Survey</b>		
Policy		
<u>Question</u>	<u>Question</u>	<u>Amount</u>
PQ7	Conduct Community Survey	<b>\$25,000</b>
<b>Improve Community Engagement</b>		
Policy		
<u>Question</u>	<u>Question</u>	<u>Amount</u>
PQ3	Does Council support funding for IT Technology?	\$122,200
PQ5	Discretionary funding for health, welfare and community services	\$150,000
PQ2	Communications Coordinator Position Added	\$55,475
PQ7	Conduct Community Survey	\$25,000
		<b>\$352,675</b>
<b>Adopt Unified Development Code Amendments</b>		
Policy		
<u>Question</u>	<u>Question</u>	<u>Amount</u>
PQ7	Amendments to UDC	<b>\$48,000</b>
<b>Complete Granite Street Redesign Plan</b>		
Policy		
<u>Question</u>	<u>Question</u>	<u>Amount</u>
PQ7	Central Core & Gateway Plan	<b>\$100,000</b>
<b>TOTAL - INCLUSIVE COMMUNITY</b>		<b>\$3,417,793</b>



## THRIVING ECONOMY (TE)

*The Town of Frisco strives to create a thriving and sustainable economy for our community by encouraging a variety of businesses, improving Summit Boulevard, showcasing our exceptional mountain community, beautiful Dillon Reservoir, outstanding recreation and drawing locals and visitors to Frisco's iconic and bustling Main Street where dining, shopping, exploring history and meeting friends is where our community comes together.*

<b>Thriving Economy (TE)</b>		
<b>Adopt and Implement Community Plan</b>		
<b>Policy</b>		
<u>Question</u>	<u>Question</u>	<u>Amount</u>
	None	
<b>Develop Main Street Master Plan</b>		
<b>Policy</b>		
<u>Question</u>	<u>Question</u>	<u>Amount</u>
PQ7	Central Core & Gateway Plan	\$100,000
PQ9	Property Acquisition	\$2,500,000
		<u><u>\$2,600,000</u></u>
<b>Implement Short-term Rental Regulations</b>		
<b>Policy</b>		
<u>Question</u>	<u>Question</u>	<u>Amount</u>
	None - projected to be completed in 2019	
<b>Complete Landscape Design for CDOT Gap Project</b>		
<b>Policy</b>		
<u>Question</u>	<u>Question</u>	<u>Amount</u>
PQ7	GAP Project Median and Landscaping	\$400,000
PQ8	Crackfill Streets and Bikepaths	\$70,000
		<u><u>\$470,000</u></u>
<b>Evaluate Visitor Economic and Community Impact</b>		
<b>Policy</b>		
<u>Question</u>	<u>Question</u>	<u>Amount</u>
	Project deferred - may be joint county-wide effort	
<b>Evaluate Public Parking Needs and Enforcement Efficacy</b>		
<b>Policy</b>		
<u>Question</u>	<u>Question</u>	<u>Amount</u>
	None-already in progress	
<b>TOTAL - THRIVING ECONOMY</b>		<u><u>\$3,070,000</u></u>



## SUSTAINABLE ENVIRONMENT (SE)

*The Town of Frisco will take action to collaboratively protect and sustain our treasured environment by ensuring new development achieves a balance between the natural and built environment and implementing initiatives to address climate change. In furtherance of a holistic approach, the Frisco Town Council supports a sustainable human ecosystem comprised of our inspiring natural environment, our history and culture, the integration of arts, promoting a thriving economy and engaging our community.*

<b>Sustainable Environment (SE)</b>		
<b>Adopt &amp; Implement Climate Action Plan</b>		
<b>Policy</b>		
<u>Question</u>	<u>Question</u>	<u>Amount</u>
PQ4	Colorado Communities for Climate Action Membership	\$7,500
PQ4	Implementation of Climate Action Plan	\$25,000
PQ4	Colorado Compact of Communities Membership	\$1,200
PQ4	Solarize Summit Rebate Program	\$15,000
PQ4	Green Team Projects	\$12,600
PQ4	Environmental Sustainability Projects	\$100,000
PQ5	Energy Smart	\$20,900
PQ5	Resource Wise	\$15,000
PQ2	Environmental Program Coordinator - New Position	\$83,213
		<b><u>\$280,413</u></b>
<b>Obtain SolSmart Silver Designation</b>		
<b>Policy</b>		
<u>Question</u>	<u>Question</u>	<u>Amount</u>
<b>Reduce Waste</b>		
<b>Policy</b>		
<u>Question</u>	<u>Question</u>	<u>Amount</u>
PQ4	Does Council support reusable bottle strategy?	\$25,000
PQ4	Colorado Communities for Climate Action Membership	\$7,500
PQ4	Implementation of Climate Action Plan	\$25,000
PQ4	Colorado Compact of Communities Membership	\$1,200
PQ4	Solarize Summit Rebate Program	\$15,000
PQ4	Green Team Projects	\$12,600
		<b><u>\$86,300</u></b>
<b>Implement Water Efficiency Plan - Water Conservation</b>		
<b>Policy</b>		
<u>Question</u>	<u>Question</u>	<u>Amount</u>
PQ12	Water Smart Program	\$12,000
PQ12	Water Conservation Rebate Program	\$300,000
PQ12	Slow the Flow Program	\$10,000
PQ12	Fixed Base Meter Reading System	\$175,000
		<b><u>\$497,000</u></b>



## SUSTAINABLE ENVIRONMENT (SE)

The Town of Frisco will take action to collaboratively protect and sustain our treasured environment by ensuring new development achieves a balance between the natural and built environment and implementing initiatives to address climate change. In furtherance of a holistic approach, the Frisco Town Council supports a sustainable human ecosystem comprised of our inspiring natural environment, our history and culture, the integration of arts, promoting a thriving economy and engaging our community.

<b>Sustainable Environment (SE)</b>		
<b>Implement Water Efficiency Plan - Improve Water Infrastructure</b>		
<b>Policy</b>		
<b><u>Question</u></b>	<b><u>Question</u></b>	<b><u>Amount</u></b>
PQ12	Demo and Abandon Wells	\$150,000
PQ12	New Fire Hydrant & Valve	\$50,000
PQ12	Relocate Fire Hydrant for GAP Project	\$35,000
PQ12	Lead and Copper Treatment (placeholder)	\$500,000
		<b><u>\$735,000</u></b>
<b>Develop Frisco Historic Park and Museum Long-Range Plan</b>		
<b>Policy</b>		
<b><u>Question</u></b>	<b><u>Question</u></b>	<b><u>Amount</u></b>
PQ7	Historic Preservation Projects	<b><u>\$25,000</u></b>
<b>Establish a Plan for the Excelsior and Lund Houses</b>		
<b>Policy</b>		
<b><u>Question</u></b>	<b><u>Question</u></b>	<b><u>Amount</u></b>
PQ9	Building Relocation/Reuse	<b><u>\$100,000</u></b>
<b>TOTAL - SUSTAINABLE ENVIRONMENT</b>		<b><u>\$1,723,713</u></b>



## VIBRANT RECREATION (VR)

*The Town of Frisco recognizes the importance of its recreation opportunities as essential to the Town's vibrancy, providing unique opportunities for visitors and locals to explore, play, experience and share with the broader community; the Town of Frisco Peninsula Recreation Area/Adventure Park, Waterfront Marina, along with hiking, biking, Nordic skiing and snow tubing are central to the community's economic vitality and therefore a high priority for the Town Council to maintain, sustain and protect for future generations.*

<b>Vibrant Recreation (VR)</b>		
<b>Improve Waterfront Marina</b>		
<b>Policy</b>		
<u>Question</u>	<u>Question</u>	<u>Amount</u>
PQ13	Fuel System	\$100,000
PQ13	Design Work	\$200,000
PQ13	Chairs and Umbrellas	\$15,000
PQ13	Pedal Boats	\$10,000
PQ13	Replacement Boats	\$240,500
PQ13	Marina Projects Placeholder	\$1,000,000
		<b><u>\$1,565,500</u></b>
<b>Evaluate Current/Future Uses of Peninsula Recreation Area</b>		
<b>Policy</b>		
<u>Question</u>	<u>Question</u>	<u>Amount</u>
PQ8	Crackfill Streets and Bikepaths	\$70,000
PQ9	Lund House/Excelsior Building Relocation Costs	\$100,000
PQ10	Trails Construction and Enhancement	\$223,390
		<b><u>\$393,390</u></b>
<b>Conduct Parks Master Planning</b>		
<b>Policy</b>		
<u>Question</u>	<u>Question</u>	<u>Amount</u>
PQ10	Playground/Site Improvement at Town Parks	<b><u>\$750,000</u></b>
<b>Implement Trails Master Plan</b>		
<b>Policy</b>		
<u>Question</u>	<u>Question</u>	<u>Amount</u>
PQ10	Trails Construction and Enhancements	<b><u>\$223,390</u></b>
<b>Construct 2nd and Belford Connector Trail</b>		
<b>Policy</b>		
<u>Question</u>	<u>Question</u>	<u>Amount</u>
	None - projected to be completed in 2019	
<b>Construct Wal-Mart Pedestrian Path</b>		
<b>Policy</b>		
<u>Question</u>	<u>Question</u>	<u>Amount</u>
	None - projected to be completed in 2019	



## VIBRANT RECREATION (VR)

*The Town of Frisco recognizes the importance of its recreation opportunities as essential to the Town's vibrancy, providing unique opportunities for visitors and locals to explore, play, experience and share with the broader community; the Town of Frisco Peninsula Recreation Area/Adventure Park, Waterfront Marina, along with hiking, biking, Nordic skiing and snow tubing are central to the community's economic vitality and therefore a high priority for the Town Council to maintain, sustain and protect for future generations.*

<b><u>Vibrant Recreation (VR)</u></b>		
<b>Evaluate Potential Fieldhouse Feasibility</b>		
<b>Policy</b>		
<b><u>Question</u></b>	<b><u>Question</u></b>	<b><u>Amount</u></b>
	None - projected to be completed in 2019	
<b>Increase Awareness of Frisco's Amenities</b>		
<b>Policy</b>		
<b><u>Question</u></b>	<b><u>Question</u></b>	<b><u>Amount</u></b>
PQ10	Trails Construction and Enhancements	\$223,390
PQ10	Playground/Site Improvement at Town Parks	\$750,000
PQ10	Funding for Public Art	\$25,000
BH	Events	\$73,000
PQ13	Fuel System	\$100,000
PQ13	Chairs and Umbrellas	\$15,000
PQ13	Pedal Boats	\$10,000
		<b><u>\$1,196,390</u></b>
<b>TOTAL - VIBRANT RECREATION</b>		<b><u>\$4,128,670</u></b>



## QUALITY CORE SERVICES (QCS)

*Providing quality core services are the heart of the Town of Frisco. The Town Council places a high priority on a balanced and fiscally sustainable budget considering long and short-term economic indicators to prudently maintain our critical infrastructure, sustain general services, support and improve our recreation and visitor economy, communicate effectively to actively engage residents, attract and retain high-performing personnel to deliver exceptional service to the public provide essential public safety services, maintain the Town's public resources and protect and preserve the Town's historic community.*

<b>Quality Core Services (QCS)</b>		
<b>Identify New Revenue Streams</b>		
<b>Policy</b>	<b>Question</b>	<b>Amount</b>
	None - Ongoing and in process	
<b>Strengthen Infrastructure Resiliency</b>		
<b>Policy</b>	<b>Question</b>	<b>Amount</b>
PQ3	Does Council support funding for IT Technology	\$122,200
PQ8	Concrete Replacements	\$50,000
PQ8	Asphalt Resurfacing and Preservation	\$370,000
PQ8	Alley Paving	\$230,000
PQ8	CDOT Gap Project-Hwy. 9	\$400,000
PQ8	Storm System Repairs	\$150,000
PQ9	1st & Main Building Repairs	\$5,000
PQ9	Town Hall Atrium Design	\$40,000
PQ9	Dumpster Enclosure	\$50,000
PQ9	Historic Park Deck/Stair Replacement	\$36,000
PQ9	Temporary Offices for FAP Staff	\$60,000
PQ9	Mary Ruth Place Repairs/Maintenance	\$14,500
PQ9	Replace 113/117 Granite Employee Housing Waterline	\$18,000
PQ9	Replace PW Washbay Pressure Washer Unit	\$12,000
PQ9	Elevator Power Unit	\$60,000
PQ9	Replace Sturenburg Clock on Main Street	\$15,000
PQ9	Town Hall Kitchen Remodel (2)	\$50,000
PQ9	Council Chambers Upgrade - Phase 2	\$30,000
PQ9	Police Department Expansion (within building)	\$100,000
PQ9	Restain/Paint Public Buildings - 4 year rotation	\$50,000
PQ9	VIC Bathroom - Design upgrade & assess ADA Compliance	\$25,000
PQ10	Trails Construction and Enhancements	\$223,390
PQ10	Playground/Site Improvement at Town Parks	\$750,000
BH	Town-wide Forestry Management	\$25,000
BH	PRA Landscaping	\$9,000
BH	Playground and Equipment Repair/Disc Golf	\$76,000
BH	Bike Park Maintenance	\$10,000
BH	Skate Park Maintenance	\$2,000
BH	Grounds Projects	\$25,000
BH	Weed Control	\$25,000



## QUALITY CORE SERVICES (QCS)

*Providing quality core services are the heart of the Town of Frisco. The Town Council places a high priority on a balanced and fiscally sustainable budget considering long and short-term economic indicators to prudently maintain our critical infrastructure, sustain general services, support and improve our recreation and visitor economy, communicate effectively to actively engage residents, attract and retain high-performing personnel to deliver exceptional service to the public provide essential public safety services, maintain the Town's public resources and protect and preserve the Town's historic community.*

<b>Quality Core Services (QCS)</b>			
	BH	Disc Golf Course Maintenance	\$2,000
	PQ11	Replace Tymco Sweeper	\$275,000
	PQ11	Replace 2014 Ford Interceptor (PD)	\$47,000
	PQ11	Replace 2016 Cat 930 K Loader (PW)	\$265,000
	PQ11	Replace Flatbed Trailer	\$18,000
	PQ11	Replace Backhoe	\$155,000
	PQ11	Material Screener Rental	\$75,000
	PQ11	Fuel Cell for PRA	\$45,000
	PQ11	Nordic Rental Equipment	\$20,000
	PQ11	Skid Steer	\$40,000
	PQ11	Ranger (net of trade-in)	\$10,000
	PQ11	Ebikes for Trails Maintenance	\$5,500
	PQ12	Demo and Abandon Wells 1 & 2	\$150,000
	PQ12	New Fire Hydrant & Valve	\$50,000
	PQ12	Relocate Fire Hydrant for GAP Project	\$35,000
	PQ13	Fuel System	\$100,000
	PQ13	Design Work	\$200,000
	PQ13	Chairs and Umbrellas	\$15,000
	PQ13	Pedal Boats	\$10,000
	PQ13	Replacement Boats	\$240,500
	PQ13	Marina Projects Placeholder	\$1,000,000
	PQ10	PRA Project Placeholder	\$1,000,000
			<b>\$6,791,090</b>
<b>Develop Five-Year Financial Forecasting Model</b>			
	<b>Policy</b>		
<b>Question</b>	<b>Question</b>		<b>Amount</b>
		None - ongoing and in process	
<b>Strengthen Public Engagement with Town Council</b>			
	<b>Policy</b>		
<b>Question</b>	<b>Question</b>		<b>Amount</b>
	PQ3	Does Council support funding for IT Technology?	\$122,200
	PQ2	Communications Coordinator Position	\$55,475
			<b>\$177,675</b>
<b>Improve Accessibility of Town Code for Residents</b>			
	<b>Policy</b>		
<b>Question</b>	<b>Question</b>		<b>Amount</b>
	PQ7	Amendments to UDC	<b>\$48,000</b>



## QUALITY CORE SERVICES (QCS)

Providing quality core services are the heart of the Town of Frisco. The Town Council places a high priority on a balanced and fiscally sustainable budget considering long and short-term economic indicators to prudently maintain our critical infrastructure, sustain general services, support and improve our recreation and visitor economy, communicate effectively to actively engage residents, attract and retain high-performing personnel to deliver exceptional service to the public provide essential public safety services, maintain the Town's public resources and protect and preserve the Town's historic community.

### Quality Core Services (QCS)

#### Improve Housing Administration

##### Policy

<u>Question</u>	<u>Question</u>	<u>Amount</u>
PQ6	Does Council support funding for workforce housing units	\$2,790,000
PQ7	Does Council support funding for Lake Hill Analysis	\$30,000
PQ2	Housing Coordinator	\$72,118
		<u><u>\$2,892,118</u></u>

#### Retain Fully Staffed Police Department

##### Policy

<u>Question</u>	<u>Question</u>	<u>Amount</u>
-----------------	-----------------	---------------

#### Improve Police Department Core Services

##### Policy

<u>Question</u>	<u>Question</u>	<u>Amount</u>
PQ9	Police Department Expansion	\$100,000
PQ11	Replace 2014 Ford Interceptor	\$47,000
		<u><u>\$147,000</u></u>

#### Increase Police Officer Training

##### Policy

<u>Question</u>	<u>Question</u>	<u>Amount</u>
	None - ongoing and in process	

#### Evaluate and Improve Town Employee Safety

##### Policy

<u>Question</u>	<u>Question</u>	<u>Amount</u>
	None - ongoing and in process	

#### Preserve Finance Department Core Services

##### Policy

<u>Question</u>	<u>Question</u>	<u>Amount</u>
PQ2	Part Time HR Coordinator Position	\$23,749



## QUALITY CORE SERVICES (QCS)

*Providing quality core services are the heart of the Town of Frisco. The Town Council places a high priority on a balanced and fiscally sustainable budget considering long and short-term economic indicators to prudently maintain our critical infrastructure, sustain general services, support and improve our recreation and visitor economy, communicate effectively to actively engage residents, attract and retain high-performing personnel to deliver exceptional service to the public provide essential public safety services, maintain the Town's public resources and protect and preserve the Town's historic community.*

### Quality Core Services (QCS)

#### Enhance Public Works Core Services

Policy	Question	Amount
PQ11	Replace Tymco Sweeper	\$275,000
PQ11	Replace 2016 Cat 930K Loader	\$265,000
PQ11	Replace Flatbed Trailer	\$18,000
PQ11	Replace Cat Backhoe	\$155,000
PQ11	Material Screener Rental	\$75,000
PQ8	Concrete Replacement	\$50,000
PQ8	Asphalt Replacement/Resurfacing	\$300,000
PQ8	Crackfill Streets and Bike Paths	\$70,000
PQ8	Alley Paving	\$230,000
PQ8	Storm System Repairs	\$150,000
PQ12	Fixed-base Meter Reading System	\$175,000
PQ12	Demo and abandon Wells 1 & 2	\$150,000
PQ12	New Fire Hydrant & Valve	\$50,000
PQ12	Abandon Fire Hydrant - GAP Project	\$35,000
		<b>\$1,998,000</b>

#### Attract and Retain High-Performing Employees

Policy	Question	Amount
PQ2	Housing Coordinator Position	\$72,118
PQ2	Communications Coordinator Position	\$55,475
PQ2	HR Assistant - Part Time Position	\$23,749
PQ2	Environmental Programs Coordinator	\$83,213
		<b>\$234,555</b>

#### Evaluate Recreation Department Core Services

Policy	Question	Amount
PQ11	Fuel Cell for PRA	\$45,000
PQ11	Nordic Rental Equipment	\$20,000
PQ11	Skid Steer	\$40,000
PQ11	Ranger	\$10,000
PQ11	Ebikes for Trails Maintenance	\$5,500
PQ10	Trails Construction and Enhancement	\$223,390
PQ10	Playground/Site Improvements	\$750,000
BH	Events	\$73,000
		<b>\$1,166,890</b>



## QUALITY CORE SERVICES (QCS)

*Providing quality core services are the heart of the Town of Frisco. The Town Council places a high priority on a balanced and fiscally sustainable budget considering long and short-term economic indicators to prudently maintain our critical infrastructure, sustain general services, support and improve our recreation and visitor economy, communicate effectively to actively engage residents, attract and retain high-performing personnel to deliver exceptional service to the public provide essential public safety services, maintain the Town's public resources and protect and preserve the Town's historic community.*

### Quality Core Services (QCS)

#### Enhance Community Development Department Core Services

##### Policy

##### Question

PQ2

##### Question

Housing Coordinator Position

##### Amount

\$72,118

#### Boost Communications Department

##### Policy

##### Question

PQ2

##### Question

Communications Coordinator

##### Amount

\$55,475

**TOTAL - QUALITY CORE SERVICES**

**\$13,606,670**



---

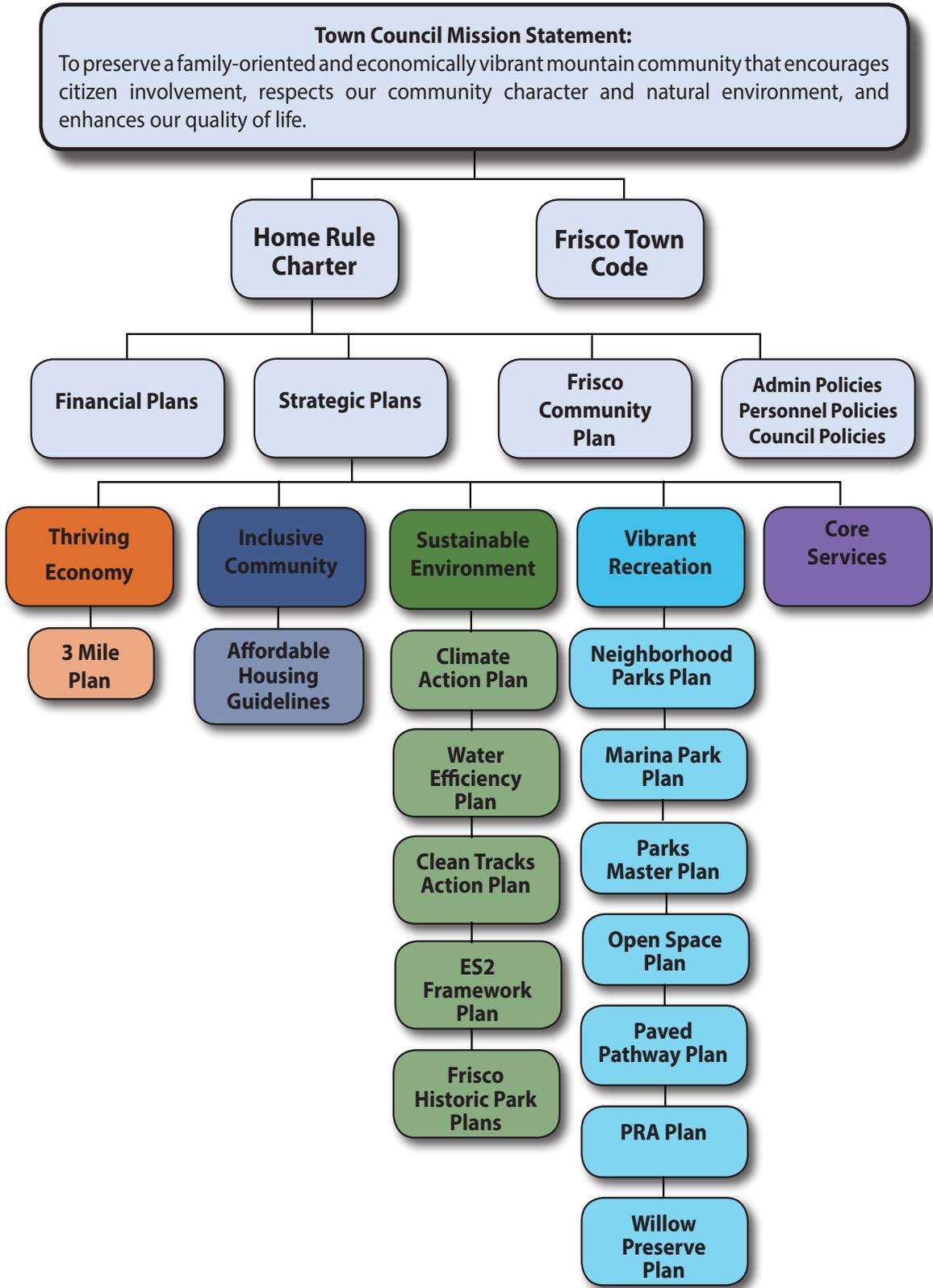
---

# 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.

## TOWN OF FRISCO STRATEGIC PLAN 2019-2020

An inclusive community includes families of all backgrounds and income levels, where diverse interests and ideas are welcomed; a community striving to ensure there are a variety of housing options, childcare, and educational opportunities for its residents; a community where vibrancy abounds and its leaders consider the impact of their decisions from social equity, environmental, and economic perspectives.

The Town of Frisco strives to create a thriving and sustainable economy for our community by encouraging a variety of businesses, improving Summit Boulevard showcasing our exceptional mountain community, beautiful Dillon Reservoir, outstanding recreation, and drawing locals and visitors to Frisco's iconic and bustling Main Street where dining, shopping, exploring history, and meeting friends is where our community comes together.



The Town of Frisco will take action to collaboratively protect and sustain our treasured environment, by ensuring new development achieves a balance between the natural and built environment and implementing initiatives to address climate change. In furtherance of a holistic approach, the Frisco Town Council supports a sustainable human ecosystem comprised of our inspiring natural environment, our history and culture, the integration of arts, promoting a thriving economy, and engaging our community.

The Town of Frisco recognizes the importance of its recreational opportunities as essential to the Town's vibrancy, providing unique opportunities for visitors and locals to explore, play, experience, and share with the broader community; the Town of Frisco's Peninsula Recreation Area/Adventure Park, Waterfront Marina, along with hiking, biking, Nordic skiing, and snow tubing are central to the community's economic vitality and therefore a high priority for the Town Council to maintain, sustain, and protect for future generations.

Providing quality core services are the heart of the Town of Frisco. The Town Council places a high priority on a balanced and fiscally sustainable budget considering long and short-term economic indicators to prudently maintain our critical infrastructure, sustain general services, support and improve our recreation and visitor economy, communicate effectively to actively engage residents, attract and retain high-performing personnel to deliver exceptional service to the public, provide essential public safety services, maintain the Town's public resources, and protect and preserve the Town's historic community.



## **FRISCO TOWN COUNCIL VALUES 2019 - 2020**

**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



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.

**General Guiding Documents:**

**Town of Frisco Strategic Plan:** Adopted in May of 2019, the Strategic Plan outlines Town Council’s high priority goals for the two-year period from 2019-2020. The Strategic Plan is organized by five overarching core values including a thriving economy, an inclusive community, sustainable environment, quality core services, and vibrant recreation.

**Frisco Community Plan:** The Frisco Community Plan was most recently updated in August of 2019. The Community Plan is a long range planning tool that helps guide decisions about the town’s growth. The plan addresses neighborhood character, housing, mobility, sustainability, physical design, infrastructure, the economy, and recreation among other important topics. It is a guiding document that decision makers use to develop public policy and direct capital improvements.

**Financial Plan:** Frisco’s Financial Plan was created in July of 2008 and is reviewed annually. The document is a guide for financial planning and budgeting.

**Administrative/Personnel and Council Policies:** These series of policies are for internal use only and need not be formally adopted per Town code. They provide guidance for administrative and personnel matters within the organization.

**Plans Related to Thriving Economy**

**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.

**Plans Related to Inclusive Community**

**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.

**Plans Related to a Sustainable Environment:**

**Climate Action Plan:** Adopted in April of 2019, the Climate Action Plan outlines the Town’s climate action goals. The plan outlines goals and implementation strategies for energy efficiency, carbon emission reduction, conservation of natural resources and zero waste, forest health, and sustainable tourism. The plan was developed as the result of a collaborative effort between all of the towns and county government in Summit County, as well as the school district, ski areas, energy providers.

**Water Efficiency Plan:** The Town of Frisco adopted the Water Efficiency Plan in June of 2018. The plan was developed in conjunction with all five water providers in Summit County to create a coordinated effort for regional

water efficiency in the Blue River Watershed. The plan documents the Town's existing program for water efficiency and outlines Town goals for increased efficiencies.

**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 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 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.

#### **Plans Related to Vibrant Recreation:**

**Frisco Neighborhood Parks Plan:** Adopted in October 2019, the Neighborhood Parks Plan outlines the proposed improvements for four of Frisco's neighborhood parks; Pioneer Park, Walter Byron Park, Meadow Creek Park, and the Old Town Hall Pocket Park.

**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 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:** Staff conducted an update of the 2003 plan in 2007, which was approved by Council. The document serves as a guide for land-use decisions at the Peninsula Recreation Area (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.

**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.



---

---

# 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 2020 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 2020**

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

<b>FINANCE</b>
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

<b>COMMUNITY DEVELOPMENT</b>
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

<b>POLICE</b>
<b>Admin/Supervision</b>
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
<b>Patrol Functions</b>
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
<b>Code Enforcement</b>
Abandoned Vehicles
Animal Impounds
Vehicle Identification Inspections
Liquor Inspections
Banner Inspections
Fingerprinting
CDD Support
<b>Investigations</b>
Criminal Case Investigations
Background Investigations
Internal Affairs Investigations
Patrol Support

**Core Program Priorities  
By Department 2020**

<b>PUBLIC WORKS</b>
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

<b>PUBLIC WORKS</b>
Elevator Inspection
Capital Project Management as Needed

<b>MARKETING/ COMMUNICATIONS</b>
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

<b>EVENTS</b>
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 2020**

<b>RECREATION AND CULTURAL</b>
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

<b>RECREATION AND CULTURAL</b>
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 2020**

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

<b>COMMUNITY DEVELOPMENT</b>
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

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

<b>FINANCE</b>
Education/Conferences

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

<b>EVENTS</b>
Art on Main
Canine 4K
Free Frisco Family Fun Fair
Pink Party

<b>PUBLIC WORKS</b>
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

<b>RECREATION AND CULTURAL</b>
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

<b>RECREATION AND CULTURAL</b>
Guided Nature Hikes
Third Party Events on TOF Property
Disc Golf tournaments

**Non-Essential Program Priorities  
By Department 2020**

**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

This page intentionally left blank.



---

---

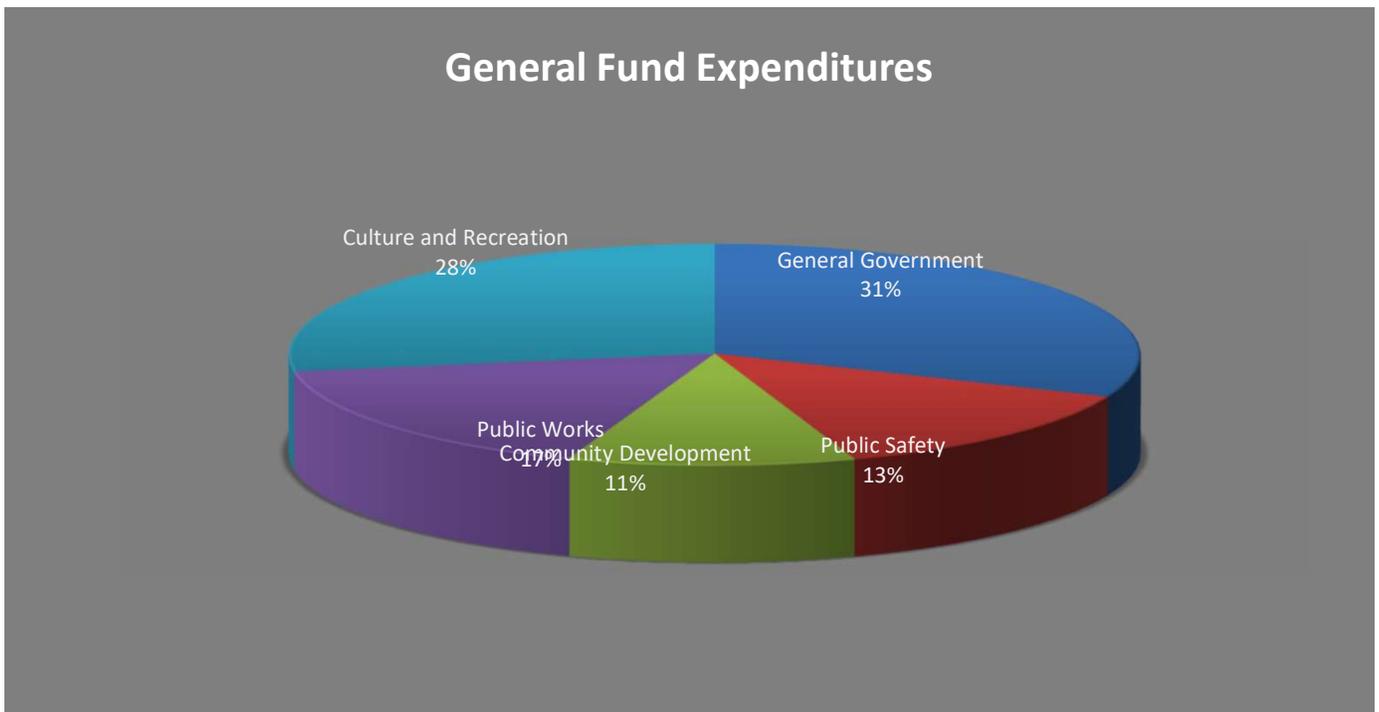
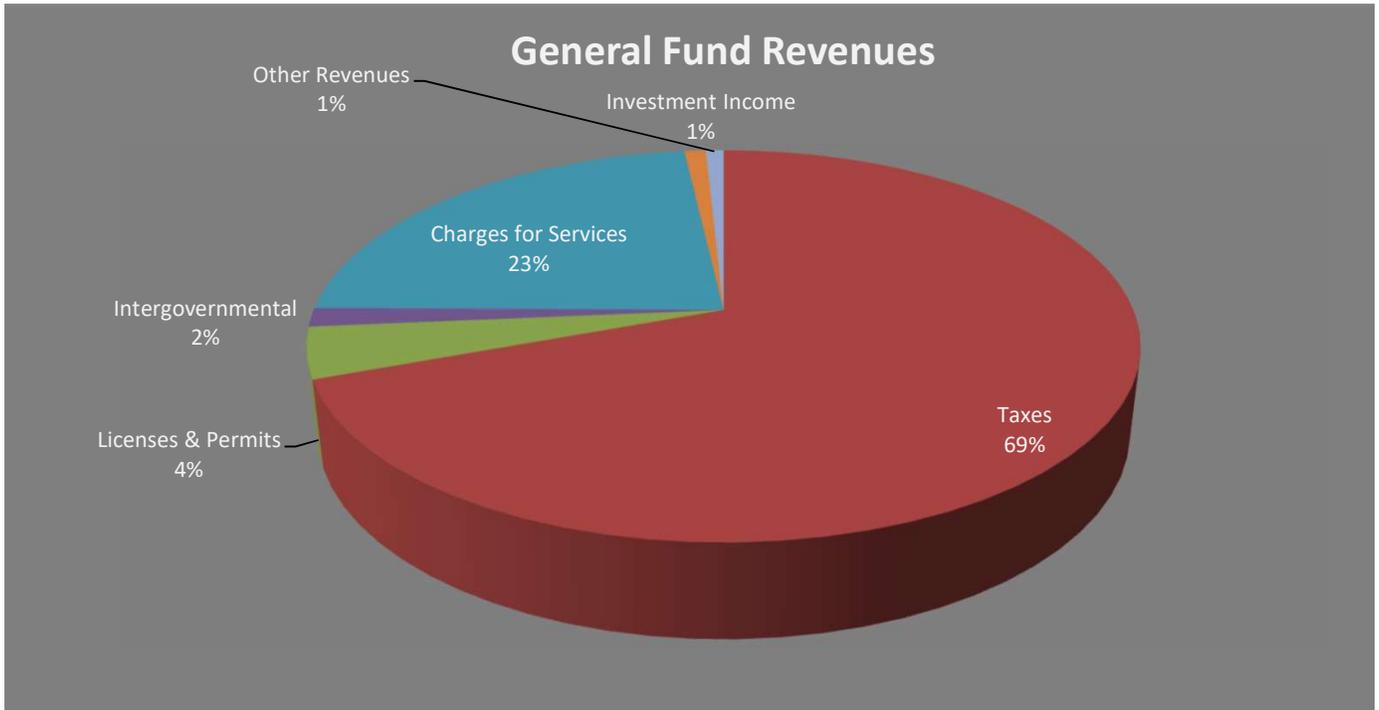
# General Fund

**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.

	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Projected</u>	<u>Budget</u>
<b>Revenues</b>					
Taxes	\$9,874,864	\$10,498,855	\$10,251,000	\$10,660,018	\$10,679,968
Licenses & Permits	445,918	627,894	640,800	490,800	653,800
Intergovernmental	266,401	273,797	202,000	275,000	245,000
Charges for Services	3,464,249	3,521,017	3,275,350	3,463,425	3,546,100
Investment Income	59,365	126,495	65,000	200,000	150,000
Other Revenues	104,097	56,673	94,500	54,578	52,500
<b>Total Revenues</b>	<b>14,214,894</b>	<b>15,104,731</b>	<b>14,528,650</b>	<b>15,143,821</b>	<b>15,327,368</b>
<b>Expenditures</b>					
General Government	3,121,797	3,715,707	4,201,152	4,206,290	4,325,706
Public Safety	1,473,245	1,404,537	1,712,888	1,582,987	1,846,276
Community Development	1,328,378	1,522,306	1,301,375	1,274,138	1,417,946
Public Works	1,832,232	1,891,301	2,177,902	2,133,665	2,326,288
Culture and Recreation	2,714,222	2,749,410	3,713,256	3,352,881	3,840,820
<b>Total Expenditures</b>	<b>10,469,874</b>	<b>11,283,261</b>	<b>13,106,573</b>	<b>12,549,961</b>	<b>13,757,036</b>
<b>Other Sources (Uses)</b>					
Transfers Out-Capital Improvement Fund	3,350,000	2,191,510	651,071	3,304,674	893,347
Net Change in Fund Balance	395,020	1,629,960	771,006	-710,814	676,985
<b>Fund Balance - January 1</b>	<b>5,267,736</b>	<b>5,662,756</b>	<b>6,107,427</b>	<b>7,292,716</b>	<b>6,581,902</b>
<b>Fund Balance - December 31</b>	<b>\$5,662,756</b>	<b>\$7,292,716</b>	<b>\$6,878,433</b>	<b>\$6,581,902</b>	<b>\$7,258,887</b>

GENERAL GOVERNMENT REVENUES

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
10-1000-3001	Property Taxes - Mill levy of .798	\$158,831	\$160,000	\$158,968	\$158,968
10-1000-3002	Property Tax Refunds from previous years	\$70	\$0	\$50	\$0
10-1000-3003	Specific Ownership Tax - personal property	\$9,443	\$8,000	\$8,000	\$8,000
10-1000-3006	2% City Sales Tax	\$4,679,210	\$4,525,000	\$4,800,000	\$4,800,000
10-1000-3007	2% County Sales Tax	\$4,928,635	\$4,875,000	\$5,000,000	\$5,000,000
10-1000-3008	Tax on Cigarettes	\$21,006	\$20,000	\$20,000	\$20,000
10-1000-3010	Severance Tax	\$4,606	\$3,000	\$3,000	\$3,000
10-1000-3020	Federal Mineral Lease Royalties	\$3,614	\$3,500	\$3,500	\$3,500
10-1000-3050	Franchise Fees - Qwest, Comcast, Xcel Energy	\$318,602	\$320,000	\$320,000	\$320,000
10-1000-3101	Interest on Investments - GF portion of allocation	\$126,495	\$65,000	\$200,000	\$150,000
10-1000-3102	Business Tax Penalties/Interest	\$10,969	\$9,000	\$9,000	\$9,000
10-1000-3222	Miscellaneous Revenue - non-recurring receipts	\$4,152	\$0	\$0	\$0
10-1000-3420	Recreational Marijuana Tax	\$378,452	\$340,000	\$350,000	\$370,000
10-1000-3502	Road and Bridge Apportionment	\$80,930	\$73,000	\$82,500	\$82,500
10-1000-3505	Highway Users Tax	\$137,839	\$110,000	\$140,000	\$110,000
10-1000-3511	Motor Vehicle Registrations - vehicles registered in Frisco	\$14,086	\$14,000	\$14,000	\$14,000
10-1000-3512	Motor Vehicle Sales Tax - vehicles purchased in Frisco	\$10,306	\$1,500	\$15,000	\$15,000
10-1000-3550	State/Federal Grants	\$0	\$0	\$0	\$0
10-1000-3707	P-Card Rebates	\$35,531	\$36,000	\$36,728	\$37,000
10-1000-3708	Audit Revenue	\$3,343	\$0	\$0	\$5,000
10-1000-3709	Plastic Bag Fee Revenues				\$15,000
10-1110-3725	Donations	\$0	\$0	\$2,975	\$0
10-1112-3301	Municipal Court Fees - includes portion of County fines	\$21,331	\$25,000	\$20,000	\$20,000
10-1115-3200	Administrative Fees from Water Fund	\$42,500	\$42,500	\$42,500	\$42,500
10-1115-3201	Business License Fees	\$126,382	\$106,000	\$135,000	\$135,000
10-1115-3202	Dog/Cat Licenses	\$515	\$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	\$17,648	\$15,000	\$15,000	\$15,000
10-1115-3205	Short-Term Rental Licenses	\$0	\$125,000	\$25,000	\$125,000
10-1115-3222	Miscellaneous Revenue - non-recurring receipts	\$63	\$0	\$1,600	\$0
10-1115-3401	Rental Revenue from Leased Town-Owned Properties	\$44,043	\$60,000	\$100,000	\$100,000
10-1115-3410	Sales of Cemetery Lots	\$1,025	\$1,000	\$2,950	\$1,000
10-1118-3810	Marketing Filming Fees	\$0	\$500	\$1,750	\$1,000
10-1119-3222	Miscellaneous Revenue - non-recurring receipts	\$1,201	\$0	\$25	\$0
10-1119-3305	Planning Permits and Fees	\$25,980	\$35,000	\$30,000	\$25,000
10-1119-3306	Plumbing Permits - separate from Building Permits	\$24,025	\$40,000	\$22,000	\$25,000
10-1119-3307	Mechanical Permits - separate from Building Permits	\$31,777	\$30,000	\$25,000	\$25,000
10-1119-3310	Building Permits and Fees	\$385,328	\$275,000	\$225,000	\$275,000
10-1121-3222	Miscellaneous Revenue - non-recurring receipts	\$19,642	\$20,000	\$15,000	\$15,000
10-1121-3223	Surcharge Fee on Fines - used to offset Police education	\$5,782	\$4,000	\$4,000	\$4,000
10-1121-3550	State and Federal Grant Funding	\$27,022	\$20,000	\$20,000	\$20,000
10-1121-3553	CDOT Reimbursements	\$0	\$0	\$2,513	\$0
10-1121-3555	Special Event Salary Reimburse	\$20	\$0	\$520	\$0
10-1125-3075	Sales Tax	\$0	\$0	\$0	\$0
10-1125-3222	Miscellaneous Revenue - non-recurring receipts	\$1,192	\$0	\$50	\$0
10-1125-3401	Rental Revenue - Historic Buildings	\$3,200	\$2,500	\$3,300	\$3,500
10-1125-3405	Gift Shop Revenue	\$11,849	\$10,000	\$10,000	\$10,000
10-1125-3550	State/Federal Grants	\$0	\$0	\$0	\$0
10-1125-3725	Donations to Historic Park and Museum	\$5,069	\$5,000	\$5,500	\$5,500
10-1130-3222	Miscellaneous Revenue - non-recurring receipts	\$5,396	\$2,000	\$2,000	\$2,000
10-1131-3300	Excavation Permits - utility Costs	\$5,270	\$4,000	\$4,000	\$4,000
10-1140-3305	Event Permit Fees	\$0	\$0	\$1,878	\$1,800
10-1140-3306	Sponsorship Revenue	\$29,500	\$30,000	\$26,500	\$29,500
10-1140-3804	4th of July - fireworks contributions from other entities	\$900	\$1,250	\$1,000	\$1,000
10-1140-3806	BBQ Challenge - food/beverage booth revenue	\$485,976	\$500,000	\$484,780	\$500,000
10-1140-3809	Art on Main	\$5,000	\$5,000	\$5,000	\$5,000
10-1140-3810	Parking lot usage	\$450	\$0	\$150	\$0
10-1140-3835	Fall Fest	\$2,218	\$1,500	\$1,500	\$1,500
10-1140-3837	Local's Party	\$1,332	\$1,000	\$1,000	\$1,000
10-1140-3861	Soup Cup Classic	\$4,420	\$3,000	\$3,000	\$3,000
10-1150-3222	Miscellaneous Revenue - non-recurring receipts	\$0	\$0	\$0	\$0
10-1150-3306	Sponsorship Revenue	\$11,000	\$3,500	\$3,500	\$8,000
10-1150-3601	Recreation Program Revenue	\$72,063	\$80,000	\$85,000	\$80,000
10-1150-3602	Recreation Fun Club Program	\$120,310	\$113,000	\$125,000	\$120,000
10-1150-3603	Recreation Special Event Revenue	\$96,839	\$90,000	\$100,000	\$95,000
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	\$2,374	\$2,000	\$2,500	\$2,000
10-1160-3703	Park Rental Fees	\$300	\$0	\$0	\$0
10-1160-3901	Tubing Hill Revenue	\$1,894,165	\$1,750,000	\$1,750,000	\$1,850,000
10-1160-3902	Ski Hill Revenue	\$16,497	\$16,500	\$43,719	\$20,000
10-1160-3903	Event Revenues	\$0	\$0	\$0	\$0
10-1160-3904	Food/Beverage Revenues	\$116,494	\$110,000	\$115,000	\$115,000
10-1160-3905	Retail Sales Revenue	\$40,861	\$40,000	\$40,000	\$45,000
10-1160-3906	Day Lodge Rental Revenue	\$32,664	\$30,000	\$30,000	\$30,000
10-1170-3222	Miscellaneous Revenue	-\$7	\$0	\$50	\$0
10-1170-3470	Service and Repair Income	\$2,458	\$2,000	\$2,500	\$2,200
10-1170-3482	Nordic Rental Equipment Sales	\$4,895	\$6,000	\$1,500	\$4,500
10-1170-3703	Building Rental Revenue	\$0	\$0	\$0	\$0
10-1170-3705	Concessionaire Revenue	\$67,047	\$50,000	\$70,000	\$75,000
10-1170-3901	Daily Pass Revenue	\$97,572	\$87,000	\$115,000	\$105,000
10-1170-3902	Punch Pass Revenue	\$44,160	\$28,000	\$45,000	\$40,000
10-1170-3903	Event Revenue	\$4,165	\$5,600	\$7,015	\$5,600
10-1170-3904	Food/Beverage Revenue	\$4,166	\$8,000	\$4,000	\$5,000
10-1170-3905	Retail Sales Revenue	\$9,584	\$12,000	\$12,000	\$12,000
10-1170-3906	Season Pass Revenue (Joint)	\$26,104	\$22,000	\$25,000	\$30,000
10-1170-3907	Season Pass revenue (Frisco)	\$28,395	\$20,000	\$25,000	\$30,000
10-1170-3908	Equipment Rentals	\$80,989	\$65,000	\$80,000	\$75,000
10-1170-3909	Programs/Lessons	\$48,960	\$40,000	\$40,000	\$40,000
<b>TOTAL REVENUES - GENERAL FUND</b>		<b>\$15,104,731</b>	<b>\$14,528,650</b>	<b>\$15,143,821</b>	<b>\$15,327,368</b>

GENERAL GOVERNMENT EXPENDITURES

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
10-1110-4005	Interfund Transfers	\$2,191,510	\$651,071	\$3,304,674	\$893,347
10-1110-4010	Benefits - self-funded medical insurance pool	\$1,194,472	\$1,400,000	\$1,400,000	\$1,400,000
10-1110-4202	Postage	\$5,312	\$5,000	\$5,000	\$5,000
10-1110-4203	Telephone and Wireless Telephone Services	\$93,541	\$100,000	\$140,528	\$157,391
10-1110-4205	Repairs and Maintenance of Electronic Equip.	\$54,623	\$55,000	\$55,000	\$55,000
10-1110-4210	Dues & Subscriptions - professional organizations	\$13,665	\$16,000	\$16,000	\$16,000
10-1110-4211	Election Expenses	\$7,743	\$9,000	\$0	\$9,000
10-1110-4226	Internet/Technology Services - maintenance of web site	\$1,799	\$1,800	\$1,800	\$1,800
10-1110-4227	Staff Training	\$94	\$1,200	\$11,000	\$7,000
10-1110-4229	Supplies - hosting meetings with other entities	\$3,529	\$5,000	\$5,000	\$5,000
10-1110-4231	IT Support Services Contract	\$101,460	\$110,000	\$102,000	\$112,000
10-1110-4233	Operating Supplies	\$14,851	\$25,000	\$25,000	\$25,000
10-1110-4244	Monthly Bank Service Charges	\$9,604	\$20,000	\$10,000	\$10,000
10-1110-4250	Professional Services - legal fees/appraisals	\$207,276	\$256,000	\$256,000	\$256,000
10-1110-4265	Recruitment Advertising	\$37,235	\$25,000	\$40,000	\$40,000
10-1110-4276	Community Outreach	\$1,990	\$2,000	\$2,000	\$2,000
10-1110-4277	Environmental Sustainability	\$60,000	\$81,000	\$81,000	\$60,100
10-1110-4501	Treasurer's Fees - County fees collected for TOF	\$2,977	\$3,500	\$3,500	\$3,500
10-1110-4502	Liability and Worker's Comp Insurance	\$319,935	\$330,000	\$330,000	\$330,000
10-1110-4601	Summit County Preschool Funding	\$130,000	\$125,000	\$125,000	\$0
10-1110-4602	Building Hope Foundation	\$10,000	\$10,000	\$10,000	\$0
10-1110-4603	Reusable Bottle Strategy	\$23,456	\$45,000	\$45,000	\$25,000
10-1110-4604	Child Advocacy Center	\$0	\$5,000	\$5,000	\$0
10-1110-4605	NWCCOG Annual Dues	\$3,466	\$3,875	\$3,875	\$4,223
10-1110-4606	Compact of Colorado Communities	\$1,200	\$1,200	\$1,200	\$1,200
10-1110-4607	Marijuana Prevention Campaign	\$0	\$0	\$0	\$0
10-1110-4615	SCTC IGA Expenses	\$17,949	\$18,000	\$18,132	\$18,150
10-1110-4620	Cemetery Marker Expense	\$0	\$0	\$1,000	\$1,000
10-1110-4650	VIP Program - employee recognition program	\$29,410	\$47,650	\$47,650	\$50,000
10-1110-4704	Technical Purchases for General Fund	\$131,879	\$150,000	\$148,510	\$158,388
10-1110-4705	I-70 Coalition Membership Dues	\$1,995	\$2,000	\$1,995	\$2,000
<b>TOTAL GENERAL GOVERNMENT</b>		<b>\$4,670,971</b>	<b>\$3,504,296</b>	<b>\$6,195,864</b>	<b>\$3,648,099</b>

LEGISLATIVE

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
10-1111-4001	Legislative Salaries	\$53,000	\$55,800	\$55,800	\$55,800
10-1111-4010	Benefits	\$4,199	\$4,436	\$4,436	\$4,436
	<b>SUBTOTAL SALARIES AND BENEFITS</b>	<b>\$57,199</b>	<b>\$60,236</b>	<b>\$60,236</b>	<b>\$60,236</b>
10-1111-4227	Reg. Fees, Lodging, Travel, & Meals	\$3,256	\$4,000	\$4,000	\$4,000
10-1111-4229	Council Dinners, Supplies	\$7,250	\$6,500	\$7,000	\$7,000
10-1111-4612	Discretionary Funding	\$0	\$500	\$500	\$500
	<b>SUBTOTAL OPERATING EXPENSES</b>	<b>\$10,506</b>	<b>\$11,000</b>	<b>\$11,500</b>	<b>\$11,500</b>
	<b>TOTAL LEGISLATIVE</b>	<b>\$67,705</b>	<b>\$71,236</b>	<b>\$71,736</b>	<b>\$71,736</b>

MUNICIPAL COURT

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
10-1112-4001	Municipal Court Salaries	\$21,002	\$21,995	\$21,995	\$22,803
10-1112-4002	Municipal Court Overtime	\$22	\$0	\$500	\$500
10-1112-4010	Benefits	\$1,693	\$1,880	\$1,880	\$1,984
10-1112-4050	Municipal Court Retirement Benefits	\$428	\$484	\$220	\$523
	<b>SUBTOTAL SALARIES AND BENEFITS</b>	<b>\$23,145</b>	<b>\$24,359</b>	<b>\$24,595</b>	<b>\$25,810</b>
10-1112-4202	Postage - Department share	\$88	\$150	\$150	\$200
10-1112-4227	Education	\$0	\$0	\$0	\$0
10-1112-4250	Professional Services	\$0	\$500	\$0	\$500
	<b>SUBTOTAL OPERATING EXPENSES</b>	<b>\$88</b>	<b>\$650</b>	<b>\$150</b>	<b>\$700</b>
	<b>TOTAL MUNICIPAL COURT</b>	<b>\$23,233</b>	<b>\$25,009</b>	<b>\$24,745</b>	<b>\$26,510</b>

FINANCE

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
10-1114-4001	Finance Salaries	\$233,318	\$248,281	\$225,000	\$233,561
10-1114-4002	Overtime	\$485	\$500		\$500
10-1114-4010	Benefits	\$19,859	\$21,463	\$21,463	\$20,293
10-1114-4050	Retirement Benefits	\$13,970	\$15,568	\$15,568	\$14,271
	<b>SUBTOTAL SALARIES AND BENEFITS</b>	<b>\$267,632</b>	<b>\$285,812</b>	<b>\$262,031</b>	<b>\$268,625</b>
10-1114-4202	Postage - Department share	\$504	\$250	\$600	\$600
10-1114-4210	Professional Dues and Subscriptions	\$100	\$210	\$200	\$200
10-1114-4227	Reg Fees, Lodging, Travel, & Meals	\$2,813	\$3,500	\$3,500	\$3,500
10-1114-4233	Supplies	\$1,527	\$300	\$1,500	\$1,500
10-1114-4250	Professional Services - Audit	\$32,791	\$35,000	\$35,000	\$40,000
10-1114-4703	Furniture and Equipment - non-capital	\$3,773	\$500	\$500	\$500
	<b>SUBTOTAL OPERATING EXPENSES</b>	<b>\$41,508</b>	<b>\$39,760</b>	<b>\$41,300</b>	<b>\$46,300</b>
	<b>TOTAL FINANCE</b>	<b>\$309,140</b>	<b>\$325,572</b>	<b>\$303,331</b>	<b>\$314,925</b>

ADMINISTRATION

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
10-1115-4001	Administration Salaries	\$663,993	\$688,203	\$675,000	\$741,932
10-1115-4002	Administration Overtime	\$897	\$500	\$1,000	\$1,000
10-1115-4010	Benefits	\$52,681	\$58,688	\$58,688	\$63,043
10-1115-4050	Retirement Benefits	\$37,605	\$46,619	\$43,000	\$45,808
	<b>SUBTOTAL SALARIES AND BENEFITS</b>	<b>\$755,176</b>	<b>\$794,010</b>	<b>\$777,688</b>	<b>\$851,783</b>
10-1115-4202	Postage - Department share	\$1,963	\$3,500	\$3,500	\$3,500
10-1115-4210	Professional Dues and Subscriptions	\$2,864	\$2,000	\$3,000	\$3,000
10-1115-4224	Department Supplies for meetings, etc.	\$354	\$600	\$1,500	\$1,500
10-1115-4227	Reg. Fees, Lodging, Travel, & Meals	\$10,778	\$15,000	\$15,000	\$15,000
10-1115-4233	Supplies	\$422	\$2,000	\$2,000	\$2,000
10-1115-4250	Professional Services	\$35	\$0	\$0	\$0
10-1115-4260	Gas/Oil - Department share for vehicles	\$1,006	\$1,500	\$1,500	\$1,500
10-1115-4265	Advertising for Legal Notices, Job Vacancies	\$1,512	\$1,500	\$4,500	\$4,500
10-1115-4521	Short-term Rental Compliance	\$0	\$40,000	\$40,000	\$44,000
10-1115-4703	Furniture and Equipment - non-capital	\$6,472	\$1,000	\$1,000	\$1,000
10-1115-4800	Employee Housing Subsidy	\$0	\$0	\$600	\$0
	<b>SUBTOTAL OPERATING EXPENSES</b>	<b>\$25,406</b>	<b>\$67,100</b>	<b>\$72,600</b>	<b>\$76,000</b>
	<b>TOTAL ADMINISTRATION</b>	<b>\$780,582</b>	<b>\$861,110</b>	<b>\$850,288</b>	<b>\$927,783</b>

DISCRETIONARY

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
10-1116-4620	Grants - County-wide Non-profits	\$55,586	\$65,000	\$65,000	\$80,000
10-1116-4621	Grants - Frisco Health, Welfare and Community Services	\$0	\$0	\$0	\$150,000
<b>TOTAL DISCRETIONARY</b>		<b>\$55,586</b>	<b>\$65,000</b>	<b>\$65,000</b>	<b>\$230,000</b>

MARKETING

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
10-1118-4001	Marketing Salaries	\$145,940	\$154,026	\$147,441	\$208,925
10-1118-4002	Marketing Overtime	\$999	\$0	\$0	\$0
10-1118-4010	Benefits	\$12,617	\$13,405	\$13,405	\$17,770
10-1118-4050	Retirement Benefits	\$9,047	\$9,802	\$9,802	\$10,096
	<b>SUBTOTAL SALARIES AND BENEFITS</b>	<b>\$168,603</b>	<b>\$177,233</b>	<b>\$170,648</b>	<b>\$236,791</b>
10-1118-4202	Postage - Department share	\$338	\$1,000	\$900	\$1,000
10-1118-4210	Professional Dues & Subscriptions	\$2,205	\$2,200	\$2,200	\$2,200
10-1118-4227	Reg. Fees, Lodging, Travel, & Meals	\$5,450	\$4,200	\$4,000	\$5,500
10-1118-4233	Supplies	\$477	\$4,500	\$4,500	\$4,500
10-1118-4265	Advertising and Promotions	\$249,136	\$250,000	\$250,000	\$250,000
10-1118-4590	Public Relations Consultant	\$37,202	\$45,000	\$45,000	\$50,000
10-1118-4635	Brochure Printing and Distribution	\$24,335	\$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	\$31,553	\$35,000	\$35,000	\$35,000
10-1118-4825	Sponsorships	\$23,970	\$22,000	\$22,000	\$22,000
10-1118-4828	Focus on Frisco/SCTV	\$900	\$1,200	\$1,200	\$1,200
	<b>SUBTOTAL OPERATING EXPENSES</b>	<b>\$390,566</b>	<b>\$405,100</b>	<b>\$404,800</b>	<b>\$411,400</b>
	<b>TOTAL MARKETING</b>	<b>\$559,169</b>	<b>\$582,333</b>	<b>\$575,448</b>	<b>\$648,191</b>

## COMMUNITY DEVELOPMENT

1

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
10-1119-4001	Community Development Salaries	526,231	\$562,552	\$542,000	\$589,074
10-1119-4002	Community Development Overtime	\$1,767	\$0	\$3,000	\$1,000
10-1119-4006	Community Development Part Time	\$0	\$0	\$0	\$0
10-1119-4010	Benefits	44,355	\$48,478	\$48,478	\$55,833
10-1119-4050	Retirement Benefits	22,759	\$28,212	\$28,212	\$31,548
	<b>SUBTOTAL SALARIES AND BENEFITS</b>	<b>\$595,112</b>	<b>\$639,242</b>	<b>\$621,690</b>	<b>\$677,455</b>
10-1119-4202	Postage - Department share	\$791	\$2,600	\$850	\$1,000
10-1119-4210	Professional Dues and Subscriptions	\$2,617	\$2,750	\$2,750	\$2,900
10-1119-4221	Printing	\$889	\$1,800	\$1,500	\$900
10-1119-4227	Reg. Fees, Lodging, Travel, & Meals	\$9,165	\$9,000	\$9,000	\$9,400
10-1119-4230	Code Books	\$1,101	\$450	\$600	\$600
10-1119-4233	Supplies	\$3,252	\$1,500	\$1,500	\$1,300
10-1119-4250	Legal and Consulting Fees	\$20,837	\$40,000	\$40,000	\$50,000
10-1119-4260	Gas/Oil - Department share for vehicles	\$786	\$900	\$800	\$900
10-1119-4265	Advertising	\$1,022	\$3,000	\$2,000	\$2,000
10-1119-4306	Planning Commission Expenses	\$1,847	\$2,500	\$2,500	\$2,600
10-1119-4313	Building Professional Consultant	\$47,244	\$10,000	\$10,000	\$15,000
10-1119-4588	Special Projects	\$0	\$2,600	\$2,800	\$3,000
10-1119-4703	Furniture and Equipment - non-capital	\$6,195	\$2,700	\$2,700	\$2,700
10-1119-4750	State/Federal Grant Expense	\$0	\$0	\$0	\$0
	<b>SUBTOTAL OPERATING EXPENSES</b>	<b>\$95,746</b>	<b>\$79,800</b>	<b>\$77,000</b>	<b>\$92,300</b>
	<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>\$690,858</b>	<b>\$719,042</b>	<b>\$698,690</b>	<b>\$769,755</b>

## POLICE

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
10-1121-4001	Police Salaries	\$830,389	\$1,061,845	\$875,000	\$1,220,039
10-1121-4002	Overtime	\$118,938	\$35,000	\$140,000	\$35,000
10-1121-4003	Reimbursable Salaries	\$25,925	\$100,000	\$100,000	\$30,000
10-1121-4010	Benefits	\$49,441	\$62,101	\$55,000	\$69,895
10-1121-4050	Retirement Benefits	\$12,217	\$25,507	\$25,507	\$31,653
10-1121-4051	FPPA Retirement Benefits	\$54,535	\$80,935	\$80,935	\$92,189
<b>SUBTOTAL SALARIES AND BENEFITS</b>		<b>\$1,091,445</b>	<b>\$1,365,388</b>	<b>\$1,276,442</b>	<b>\$1,478,776</b>
10-1121-4202	Postage - Department share	\$406	\$500	\$400	\$500
10-1121-4205	Equipment Repair and Maintenance	\$536	\$1,500	\$500	\$1,000
10-1121-4210	Professional Dues and Subscriptions	\$8,989	\$8,500	\$7,500	\$8,000
10-1121-4218	Weapons Range Operating Expense	\$4,740	\$9,000	\$8,000	\$8,000
10-1121-4227	Reg. Fees, Lodging, Travel, & Meals	\$11,238	\$20,000	\$10,000	\$15,000
10-1121-4228	Academy Sponsorship	\$27,934	\$30,000	\$28,000	\$30,000
10-1121-4233	Supplies	\$6,660	\$10,000	\$4,000	\$8,000
10-1121-4234	Parking Information and Enforcement Supplies	\$822	\$10,000	\$0	\$30,000
10-1121-4250	Professional Services	\$8,552	\$7,500	\$8,500	\$10,000
10-1121-4260	Gas/Oil - Department share for vehicles	\$18,587	\$20,000	\$15,000	\$20,000
10-1121-4270	Uniforms	\$16,867	\$15,000	\$10,000	\$10,000
10-1121-4273	Towing Expenses	\$205	\$500	\$250	\$500
10-1121-4274	Communication (Dispatch) Services	\$152,932	\$147,000	\$147,000	\$155,000
10-1121-4275	Detox Center Services	\$37,000	\$50,000	\$50,000	\$50,000
10-1121-4276	Police Community Assistance	\$538	\$1,000	\$2,000	\$2,000
10-1121-4282	SWAT Program Expenses	\$0	\$1,000	\$1,000	\$1,500
10-1121-4283	D.A.R.E. Program Expenses	\$991	\$1,000	\$1,000	\$1,000
10-1121-4301	Animal Impound Fees - Summit County	\$5,700	\$3,000	\$3,000	\$5,000
10-1121-4613	County HAZMAT Fees	\$10,395	\$12,000	\$10,395	\$12,000
<b>SUBTOTAL OPERATING EXPENSES</b>		<b>\$313,092</b>	<b>\$347,500</b>	<b>\$306,545</b>	<b>\$367,500</b>
<b>TOTAL POLICE</b>		<b>\$1,404,537</b>	<b>\$1,712,888</b>	<b>\$1,582,987</b>	<b>\$1,846,276</b>

HISTORIC PARK

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
10-1125-4001	Historic Park Salaries	\$94,195	\$165,617	\$120,000	\$130,162
10-1125-4002	Overtime	\$103	\$500	\$500	\$500
10-1125-4005	Part-time Salaries	\$63,772	\$20,000	\$20,000	\$35,860
10-1125-4010	Benefits	\$13,305	\$17,206	\$17,206	\$15,648
10-1125-4050	Retirement Benefits	\$2,059	\$5,316	\$5,316	\$4,779
<b>SUBTOTAL SALARIES AND BENEFITS</b>		<b>\$173,434</b>	<b>\$208,639</b>	<b>\$163,022</b>	<b>\$186,949</b>
10-1125-4202	Postage - Department share	\$62	\$150	\$65	\$150
10-1125-4205	Equipment Repair and Maintenance	\$946	\$2,000	\$2,000	\$2,000
10-1125-4207	Building Repair and Maintenance	\$10,968	\$10,000	\$6,000	\$10,000
10-1125-4210	Professional Dues and Subscriptions	\$1,044	\$1,000	\$1,000	\$1,500
10-1125-4221	Printing	\$6,413	\$6,000	\$2,000	\$6,000
10-1125-4227	Reg. Fees, Lodging, Travel, and Meals	\$2,876	\$2,500	\$2,000	\$2,500
10-1125-4233	Supplies	\$1,312	\$2,000	\$2,000	\$2,500
10-1125-4250	Professional Services	\$0	\$10,000	\$10,000	\$2,000
10-1125-4265	Advertising	\$9,228	\$20,000	\$20,000	\$20,000
10-1125-4401	Utility Costs - park buildings	\$9,639	\$7,500	\$10,900	\$11,000
10-1125-4477	Cleaning/Janitorial Expenses	\$7,373	\$7,500	\$7,100	\$7,500
10-1125-4703	Furniture and Equipment - non-capital	\$3,690	\$4,000	\$4,000	\$4,000
10-1125-4890	Museum Special Events	\$12,604	\$14,000	\$14,000	\$11,000
10-1125-4891	Museum Retail Inventory	\$3,191	\$8,000	\$8,000	\$8,000
10-1125-4893	Exhibit Expenses	\$16,319	\$20,000	\$20,104	\$20,000
10-1125-4894	Historic Park Programs/Outreach	\$202	\$250	\$250	\$3,000
<b>SUBTOTAL OPERATING EXPENSES</b>		<b>\$85,867</b>	<b>\$114,900</b>	<b>\$109,419</b>	<b>\$111,150</b>
<b>TOTAL HISTORIC PARK</b>		<b>\$259,301</b>	<b>\$323,539</b>	<b>\$272,441</b>	<b>\$298,099</b>

## PUBLIC WORKS ADMINISTRATION

1

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
10-1130-4001	PW Admin Salaries	\$182,787	\$190,342	\$185,000	\$198,509
10-1130-4002	Overtime	\$17	\$300	\$300	\$300
10-1130-4010	Benefits	\$15,708	\$16,506	\$16,506	\$15,805
10-1130-4050	Retirement Benefits	\$4,206	\$10,527	\$10,527	\$10,948
<b>SUBTOTAL SALARIES AND BENEFITS</b>		<b>\$202,718</b>	<b>\$217,675</b>	<b>\$212,333</b>	<b>\$225,562</b>
10-1130-4202	Postage - Department share	\$321	\$200	\$300	\$300
10-1130-4210	Professional Dues and Subscriptions	\$2,329	\$2,000	\$2,500	\$2,500
10-1130-4227	Reg. Fees, Lodging, Travel, and Meals	\$1,762	\$3,000	\$3,000	\$3,000
10-1130-4233	Supplies	\$2,170	\$5,000	\$5,000	\$5,000
10-1130-4250	Professional Services	\$28,382	\$75,000	\$75,000	\$75,000
10-1130-4260	Gas/Oil - Department share for vehicles	\$694	\$1,000	\$1,000	\$1,000
10-1130-4265	Advertising	\$656	\$250	\$750	\$750
10-1130-4270	Uniforms - Department share	\$4,526	\$5,000	\$5,000	\$6,000
10-1130-4400	Pest Control/Noxious Weed	\$0	\$0	\$0	\$0
<b>SUBTOTAL OPERATING EXPENSES</b>		<b>\$40,840</b>	<b>\$91,450</b>	<b>\$92,550</b>	<b>\$93,550</b>
<b>TOTAL PW ADMIN</b>		<b>\$243,558</b>	<b>\$309,125</b>	<b>\$304,883</b>	<b>\$319,112</b>

PUBLIC WORKS STREETS

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
10-1131-4001	PW Streets Salaries	\$263,630	\$277,368	\$270,000	\$287,587
10-1131-4002	Overtime	\$6,182	\$8,000	\$8,000	\$8,000
10-1131-4010	Benefits	\$22,547	\$25,032	\$25,032	\$25,844
10-1131-4050	Retirement Benefits	\$5,950	\$12,098	\$12,098	\$12,524
	<b>SUBTOTAL SALARIES AND BENEFITS</b>	<b>\$298,309</b>	<b>\$322,498</b>	<b>\$315,130</b>	<b>\$333,955</b>
10-1131-4210	Professional Dues and Subscriptions	\$165	\$300	\$200	\$300
10-1131-4227	Reg. Fees, Lodging, Travel, and Meals	\$5,586	\$7,000	\$7,000	\$9,000
10-1131-4233	Supplies	\$73	\$500	\$500	\$500
10-1131-4250	Professional Services - surveying, engineering	\$1,132	\$2,000	\$2,000	\$2,000
10-1131-4260	Gas/Oil - Department share for vehicles	\$30,837	\$40,000	\$40,000	\$40,000
10-1131-4265	Advertising	\$1,235	\$2,000	\$1,500	\$2,000
10-1131-4270	Uniforms - Department share	\$1,359	\$2,000	\$2,000	\$2,500
10-1131-4401	Utility Costs - Street lights	\$52,696	\$65,000	\$60,000	\$66,500
10-1131-4402	Road Resurfacing - non-capital costs	\$32,854	\$60,000	\$60,000	\$60,000
10-1131-4403	Routine Street Maintenance	\$67,371	\$70,000	\$70,000	\$80,000
10-1131-4404	Snow Removal - Deicers, Contract Hauling	\$24,289	\$50,000	\$30,000	\$100,000
	<b>SUBTOTAL OPERATING EXPENSES</b>	<b>\$217,597</b>	<b>\$298,800</b>	<b>\$273,200</b>	<b>\$362,800</b>
	<b>TOTAL PW STREETS</b>	<b>\$515,906</b>	<b>\$621,298</b>	<b>\$588,330</b>	<b>\$696,755</b>

PUBLIC WORKS BUILDINGS

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
10-1132-4001	PW Buildings Salaries	\$188,289	\$185,404	\$190,000	\$194,793
10-1132-4002	Overtime	\$2,528	\$3,500	\$3,500	\$3,500
10-1132-4010	Benefits	\$16,082	\$16,371	\$16,371	\$17,324
10-1132-4050	Retirement Benefits	\$12,192	\$13,041	\$13,041	\$13,881
	<b>SUBTOTAL SALARIES AND BENEFITS</b>	<b>\$219,091</b>	<b>\$218,316</b>	<b>\$222,912</b>	<b>\$229,498</b>
10-1132-4207	Repair/Maintenance -Town Buildings	\$109,845	\$150,000	\$150,000	\$150,000
10-1132-4210	Professional Dues and Subscriptions	\$119	\$250	\$250	\$250
10-1132-4227	Reg. Fees, Lodging, Travel, and Meals	\$3,746	\$2,500	\$2,500	\$3,000
10-1132-4233	Supplies	\$740	\$500	\$500	\$500
10-1132-4250	Professional Services - surveying	\$1,342	\$500	\$500	\$500
10-1132-4260	Gas/Oil - Department share for vehicles	\$2,704	\$4,500	\$4,500	\$4,500
10-1132-4265	Advertising	\$0	\$1,000	\$1,000	\$1,000
10-1132-4270	Uniforms - Department share	\$422	\$1,500	\$1,500	\$2,000
10-1132-4400	Pest Control - insects, wildlife	\$804	\$1,000	\$1,000	\$1,000
10-1132-4401	Utilities for Town Owned Buildings, Parks	\$38,929	\$50,000	\$50,000	\$50,000
10-1132-4411	Recycling Expense	\$1,268	\$7,000	\$7,000	\$7,000
	<b>SUBTOTAL OPERATING EXPENSES</b>	<b>\$159,919</b>	<b>\$218,750</b>	<b>\$218,750</b>	<b>\$219,750</b>
	<b>TOTAL PW BUILDINGS</b>	<b>\$379,010</b>	<b>\$437,066</b>	<b>\$441,662</b>	<b>\$449,248</b>

PUBLIC WORKS FLEET

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
10-1133-4001	Fleet Salaries	\$163,930	\$159,038	\$165,000	\$166,373
10-1133-4002	Overtime	\$389	\$1,800	\$3,000	\$3,000
10-1133-4010	Benefits	\$13,993	\$14,327	\$14,327	\$15,005
10-1133-4050	Retirement Benefits	\$4,731	\$5,301	\$5,301	\$5,578
	<b>SUBTOTAL SALARIES AND BENEFITS</b>	<b>\$183,043</b>	<b>\$180,466</b>	<b>\$187,628</b>	<b>\$189,956</b>
10-1133-4205	Repair/Maintenance of Vehicles - all departments	\$75,716	\$80,000	\$80,000	\$90,000
10-1133-4210	Professional Dues and Subscriptions	\$510	\$510	\$3,500	\$4,000
10-1133-4227	Reg. Fees, Lodging, Travel, and Meals	\$2,130	\$7,000	\$7,000	\$8,000
10-1133-4233	Supplies	\$207	\$300	\$600	\$600
10-1133-4250	Professional Services	\$0	\$100	\$700	\$1,000
10-1133-4260	Gas/Oil - Department share for vehicles	\$1,290	\$2,000	\$2,000	\$2,000
10-1133-4265	Advertising	\$206	\$400	\$400	\$400
10-1133-4270	Uniforms - Department share	\$3,706	\$4,000	\$5,000	\$5,000
10-1133-4271	Tools	\$3,299	\$6,000	\$6,000	\$7,000
10-1133-4404	Snow Removal - Plow Blades, Blowers	\$5,967	\$6,000	\$6,000	\$7,000
	<b>SUBTOTAL OPERATING EXPENSES</b>	<b>\$93,031</b>	<b>\$106,310</b>	<b>\$111,200</b>	<b>\$125,000</b>
	<b>TOTAL PW FLEET</b>	<b>\$276,074</b>	<b>\$286,776</b>	<b>\$298,828</b>	<b>\$314,956</b>

PUBLIC WORKS GROUNDS

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
10-1134-4001	PW Grounds Salaries	\$358,838	\$370,675	\$360,000	\$388,479
10-1134-4002	Overtime	\$3,010	\$5,000	\$7,000	\$7,000
10-1134-4006	Seasonal Salaries	\$43,721	\$60,000	\$45,000	\$60,000
10-1134-4010	Benefits	\$33,794	\$38,511	\$38,511	\$40,086
10-1134-4050	Retirement Benefits	\$14,672	\$21,001	\$21,001	\$22,202
<b>SUBTOTAL SALARIES AND BENEFITS</b>		<b>\$454,035</b>	<b>\$495,187</b>	<b>\$471,512</b>	<b>\$517,767</b>
10-1134-4205	Repair/Maintenance of Vehicles & mowers	\$566	\$1,000	\$1,000	\$1,000
10-1134-4210	Professional Dues and Subscriptions	\$165	\$250	\$250	\$250
10-1134-4227	Reg. Fees, Lodging, Travel, and Meals	\$4,768	\$5,000	\$5,000	\$5,000
10-1134-4233	Supplies	\$52	\$400	\$400	\$400
10-1134-4250	Professional Services	\$1,132	\$300	\$300	\$300
10-1134-4260	Gas/Oil - Department share for vehicles	\$12,576	\$15,000	\$15,000	\$15,000
10-1134-4265	Advertising	\$0	\$1,000	\$1,000	\$1,000
10-1134-4270	Uniforms - Department share	\$1,465	\$2,000	\$2,000	\$2,000
10-1134-4400	Pest Control - insects, wildlife	\$1,875	\$2,000	\$2,000	\$2,000
10-1134-4404	Snow Removal - Town Owned Buildings/Parks	\$119	\$1,500	\$1,500	\$1,500
<b>SUBTOTAL OPERATING EXPENSES</b>		<b>\$22,718</b>	<b>\$28,450</b>	<b>\$28,450</b>	<b>\$28,450</b>
<b>TOTAL PW GROUNDS</b>		<b>\$476,753</b>	<b>\$523,637</b>	<b>\$499,962</b>	<b>\$546,217</b>

SPECIAL EVENTS

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
10-1140-4001	Special Events Salaries	\$104,774	\$110,192	\$107,000	\$120,950
10-1140-4002	Overtime	\$3,490	\$4,500	\$4,500	\$4,500
10-1140-4005	Seasonal Salaries	\$30,428	\$26,000	\$27,000	\$26,000
10-1140-4010	Benefits	\$11,736	\$13,125	\$12,000	\$13,980
10-1140-4050	Retirement Benefits	\$4,470	\$7,081	\$5,000	\$7,676
	<b>SUBTOTAL SALARIES AND BENEFITS</b>	<b>\$154,898</b>	<b>\$160,898</b>	<b>\$155,500</b>	<b>\$173,106</b>
10-1140-4202	Postage - Department share	\$804	\$1,500	\$1,500	\$1,500
10-1140-4205	Repair/Maintenance of Event Equipment	\$146	\$1,000	\$1,000	\$1,000
10-1140-4210	Professional Dues and Subscriptions	\$1,812	\$1,600	\$1,900	\$2,000
10-1140-4227	Reg. Fees, Lodging, Travel, and Meals	\$4,876	\$4,500	\$4,900	\$5,200
10-1140-4233	Supplies	\$13,039	\$7,000	\$8,100	\$9,000
10-1140-4260	Gas/Oil - Department share	\$939	\$1,000	\$1,000	\$1,000
10-1140-4261	Street Banners	\$11,000	\$18,000	\$12,000	\$12,000
10-1140-4401	Utilities for Events	\$1,086	\$1,000	\$1,100	\$1,100
10-1140-4665	Green Event Infrastructure	\$373	\$7,000	\$7,000	\$11,000
10-1140-4703	Furniture and Equipment - non-capital	\$3,746	\$15,000	\$8,000	\$12,000
10-1140-4804	4th of July	\$68,782	\$82,200	\$60,000	\$60,000
10-1140-4809	Clean Up Day	\$977	\$5,000	\$2,810	\$4,000
10-1140-4811	Wassail Days	\$39,540	\$27,000	\$32,000	\$34,000
10-1140-4812	Art Shows	\$1,301	\$1,800	\$1,800	\$1,800
10-1140-4816	BBQ Challenge Vendor Payouts	\$366,649	\$450,000	\$365,082	\$400,000
10-1140-4827	Concerts in the Park	\$16,901	\$25,500	\$20,000	\$25,500
10-1140-4850	Uniforms - Special Events Team	\$791	\$800	\$1,099	\$1,100
10-1140-4851	Bike to Work Day	\$0	\$650	\$814	\$1,000
10-1140-4852	Trick or Treat Street	\$416	\$2,000	\$850	\$850
10-1140-4853	Easter Egg Hunt	\$1,065	\$1,300	\$1,053	\$1,300
10-1140-4857	Spontaneous Combustion	\$1,367	\$1,800	\$772	\$1,800
10-1140-4863	BBQ Challenge Administration	\$23,661	\$33,400	\$33,400	\$33,400
10-1140-4864	BBQ Challenge Beverages and Ice	\$43,408	\$65,000	\$65,000	\$65,000
10-1140-4865	BBQ Challenge Awards	\$31,484	\$30,000	\$30,000	\$30,000
10-1140-4866	BBQ Challenge Entertainment	\$86,407	\$71,000	\$71,000	\$71,000
10-1140-4868	BBQ Challenge Supplies and Equipment	\$72,408	\$65,000	\$65,000	\$65,000
10-1140-4869	BBQ Challenge Utilities, Mtrc., Waste	\$26,439	\$28,413	\$28,500	\$30,000
10-1140-4873	Fall Fest	\$13,210	\$27,000	\$18,000	\$18,000
10-1140-4876	Pink Party	\$4,982	\$5,700	\$6,786	\$6,800
10-1140-4880	Town Party	\$15,933	\$12,500	\$13,000	\$13,000
	<b>SUBTOTAL OPERATING EXPENSES</b>	<b>\$853,542</b>	<b>\$993,663</b>	<b>\$863,466</b>	<b>\$919,350</b>
	<b>TOTAL SPECIAL EVENTS</b>	<b>\$1,008,440</b>	<b>\$1,154,561</b>	<b>\$1,018,966</b>	<b>\$1,092,456</b>

## RECREATION

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
10-1150-4001	Recreation Salaries	\$113,973	\$119,376	\$118,000	\$166,488
10-1150-4002	Overtime	\$3,640	\$2,000	\$3,000	\$2,000
10-1150-4005	Seasonal Salaries	\$78,744	\$95,000	\$80,000	\$95,000
10-1150-4006	Program Instructors	\$22,317	\$30,899	\$30,899	\$30,899
10-1150-4010	Benefits	\$17,689	\$22,133	\$22,133	\$25,879
10-1150-4050	Retirement Benefits	\$6,543	\$7,970	\$7,970	\$10,014
<b>SUBTOTAL SALARIES AND BENEFITS</b>		<b>\$242,906</b>	<b>\$277,378</b>	<b>\$262,002</b>	<b>\$330,280</b>
10-1150-4202	Postage - Department share	\$64	\$500	\$250	\$500
10-1150-4210	Professional Dues and Subscriptions	\$168	\$200	\$100	\$200
10-1150-4221	Printing - Recreation Brochure	\$0	\$0	\$0	\$0
10-1150-4227	Reg. Fees, Lodging, Travel, and Meals	\$2,159	\$6,500	\$6,500	\$6,500
10-1150-4233	Operating Supplies	\$0	\$0	\$0	\$0
10-1150-4244	Bank Service Charges	\$12,686	\$15,000	\$15,000	\$16,000
10-1150-4250	Professional Services	\$0	\$0	\$0	\$5,250
10-1150-4260	Gas/Oil - Department shar for vehicles	\$0	\$1,500	\$0	\$0
10-1150-4265	Advertising	\$19,033	\$16,000	\$15,000	\$15,000
10-1150-4601	Recreation Program Refunds	\$0	\$0	\$0	\$0
10-1150-4602	Recreation Sports	\$14,434	\$18,500	\$19,000	\$20,000
10-1150-4604	Recreation Contracted Expenses	\$28,660	\$27,000	\$27,000	\$30,000
10-1150-4605	Recreation Fun Club	\$25,357	\$30,000	\$29,000	\$31,000
10-1150-4606	Recreation Winter Vacation Sensation	\$3,187	\$6,000	\$4,800	\$5,500
10-1150-4607	Recreation Supplies	\$460	\$2,000	\$1,500	\$2,000
10-1150-4608	Recreation Scholarship	\$0	\$5,000	\$500	\$5,000
10-1150-4701	Van Rental	\$13,286	\$14,000	\$14,000	\$15,000
10-1150-4702	Programs/Activities-Admission Fees, etc.	\$2,265	\$1,000	\$1,500	\$2,000
10-1150-4703	Furniture and Equipment - non-capital	\$0	\$3,000	\$1,000	\$2,000
10-1150-4850	Uniforms - Recreation Team	\$1,791	\$3,000	\$3,000	\$3,000
<b>SUBTOTAL OPERATING EXPENSES</b>		<b>\$123,550</b>	<b>\$149,200</b>	<b>\$138,150</b>	<b>\$158,950</b>
<b>TOTAL RECREATION</b>		<b>\$366,456</b>	<b>\$426,578</b>	<b>\$400,152</b>	<b>\$489,230</b>

## FRISCO ADVENTURE PARK

1

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
10-1160-4001	Salaries	\$362,695	\$541,342	\$425,000	\$629,027
10-1160-4002	Overtime	\$11,506	\$5,000	\$5,000	\$5,000
10-1160-4005	Seasonals	\$297,099	\$208,000	\$300,000	\$211,252
10-1160-4006	Part-Time Salaries	\$0	\$0	\$0	\$0
10-1160-4010	Benefits	\$63,040	\$63,035	\$65,000	\$66,405
10-1160-4050	Retirement Benefits	\$9,684	\$18,302	\$8,000	\$16,537
<b>SUBTOTAL SALARIES AND BENEFITS</b>		<b>\$744,024</b>	<b>\$835,679</b>	<b>\$803,000</b>	<b>\$928,221</b>
10-1160-4201	Signage, Fence, Padding	\$6,711	\$6,000	\$4,500	\$6,000
10-1160-4205	Equipment Repair Maintenance	\$34,520	\$40,000	\$30,000	\$40,000
10-1160-4207	Building Maintenance	\$1,376	\$5,000	\$5,000	\$5,000
10-1160-4208	Conveyor Lift System Maintenance	\$1,410	\$6,000	\$6,000	\$6,000
10-1160-4221	Supplies/Ticketing	\$18,696	\$18,000	\$15,000	\$18,000
10-1160-4223	Retail Merchandise	\$19,855	\$20,000	\$20,000	\$25,000
10-1160-4225	Food & Beverage	\$59,603	\$64,000	\$64,000	\$67,000
10-1160-4227	Travel/Education/Lodging	\$4,991	\$8,000	\$6,000	\$8,000
10-1160-4234	First Aid Supplies	\$328	\$4,000	\$3,000	\$4,000
10-1160-4244	Bank Service Charges	\$49,049	\$65,000	\$65,000	\$65,000
10-1160-4250	Professional Services	\$4,365	\$5,000	\$10,000	\$10,000
10-1160-4260	Gas/Oil	\$15,829	\$16,000	\$16,000	\$14,000
10-1160-4265	Advertising	\$54,290	\$60,000	\$60,000	\$60,000
10-1160-4270	Uniforms-Department	\$5,287	\$7,000	\$7,000	\$7,000
10-1160-4401	Utility Costs	\$74,657	\$75,000	\$75,000	\$75,000
10-1160-4404	Snow Removal	\$0	\$0	\$0	\$2,500
10-1160-4405	Snowmaking Supplies	\$3,310	\$5,000	\$5,000	\$5,000
10-1160-4409	General Site Maintenance	\$1,624	\$4,000	\$4,000	\$20,000
10-1160-4411	Tubing Hill/Terrain Park Maintenance	\$20,244	\$25,000	\$15,000	\$20,000
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	\$5,226	\$4,000	\$4,000	\$4,000
10-1160-4477	Cleaning	\$19,649	\$25,000	\$22,000	\$25,000
10-1160-4480	PRA Program/Event Expenses	\$234	\$10,000	\$5,000	\$10,000
<b>SUBTOTAL OPERATING EXPENSES</b>		<b>\$401,254</b>	<b>\$472,000</b>	<b>\$441,500</b>	<b>\$496,500</b>
<b>TOTAL FRISCO ADVENTURE PARK</b>		<b>\$1,145,278</b>	<b>\$1,307,679</b>	<b>\$1,244,500</b>	<b>\$1,424,721</b>

## FRISCO NORDIC CENTER

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
10-1170-4001	Salaries	\$36,892	\$123,503	\$115,000	\$134,785
10-1170-4002	Overtime	\$0	\$0	\$0	\$0
10-1170-4005	Seasonals	\$113,671	\$155,000	\$155,000	\$171,000
10-1170-4006	Part-Time Salaries	\$0	\$0	\$0	\$0
10-1170-4010	Benefits	\$13,376	\$22,141	\$11,067	\$24,310
10-1170-4050	Retirement Benefits	\$431	\$7,755	\$7,755	\$7,719
<b>SUBTOTAL SALARIES AND BENEFITS</b>		<b>\$164,370</b>	<b>\$308,399</b>	<b>\$288,822</b>	<b>\$337,814</b>
10-1170-4201	Signage, Fence, Padding	\$965	\$10,000	\$5,000	\$10,000
10-1170-4205	Equipment Repair Maintenance	\$4,905	\$20,000	\$7,000	\$20,000
10-1170-4207	Building Maintenance	\$237	\$5,000	\$2,500	\$5,000
10-1170-4210	Professional Fees and Subscriptions	\$1,715	\$1,000	\$1,000	\$1,000
10-1170-4221	Supplies/Ticketing	\$8,499	\$10,000	\$10,000	\$12,000
10-1170-4223	Retail Merchandise	\$6,696	\$20,000	\$10,000	\$15,000
10-1170-4225	Food & Beverage	\$3,213	\$15,000	\$4,000	\$7,000
10-1170-4227	Travel/Education/Lodging	\$1,239	\$5,000	\$1,500	\$5,000
10-1170-4244	Bank Service Charges	\$4,517	\$10,000	\$10,000	\$14,000
10-1170-4250	Professional Services	\$6,848	\$4,000	\$2,000	\$4,000
10-1170-4260	Gas/Oil	\$0	\$14,000	\$7,000	\$14,000
10-1170-4265	Advertising	\$13,065	\$20,000	\$20,000	\$20,000
10-1170-4270	Uniforms	\$328	\$4,000	\$4,000	\$4,000
10-1170-4401	Utility Costs	\$4,713	\$7,000	\$7,000	\$7,000
10-1170-4404	Snow Removal	\$0	\$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	\$1,766	\$5,000	\$4,500	\$5,000
10-1170-4477	Cleaning	\$5,534	\$15,000	\$10,000	\$15,000
10-1170-4480	Special Events	\$2,832	\$8,000	\$5,000	\$8,000
10-1170-4500	Nordic Rental Equipment	\$3,902	\$7,000	\$7,000	\$20,000
10-1170-4703	Furniture & Equipment - Non-Capital	\$6,870	\$5,000	\$3,000	\$5,000
<b>SUBTOTAL OPERATING EXPENSES</b>		<b>\$77,844</b>	<b>\$192,500</b>	<b>\$128,000</b>	<b>\$198,500</b>
<b>TOTAL FRISCO NORDIC CENTER</b>		<b>\$242,214</b>	<b>\$500,899</b>	<b>\$416,822</b>	<b>\$536,314</b>

This Page Intentionally Left Blank



---

---

# 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.

	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Projected</u></b>	<b><u>Budget</u></b>
<b>Revenues</b>					
Real Estate Transfer Fees	\$1,293,352	\$1,415,715	\$1,300,000	\$1,400,000	\$1,400,000
Intergovernmental Grants	0	0	404,496	404,496	168,390
Investment Income	37,409	116,072	50,000	100,000	90,000
Other Revenues	0	0	0		
<b>Total Revenues</b>	<b>1,330,761</b>	<b>1,531,787</b>	<b>1,754,496</b>	<b>1,904,496</b>	<b>1,658,390</b>
<b>Expenditures</b>					
Capital Outlay	3,811,565	5,400,413	4,983,957	3,387,258	7,807,090
Debt Service	649,899	420,082	441,634	404,134	406,678
Agent Fees	1,500	1,500	2,000	2,000	2,000
<b>Total Expenditures</b>	<b>4,462,964</b>	<b>5,821,995</b>	<b>5,427,591</b>	<b>3,793,392</b>	<b>8,215,768</b>
<b>Other Sources (Uses)</b>					
Capital Interest Subsidy	35,668	0	0	0	0
Loan Proceeds	2,487,000	0	0	0	0
Repayment of Loan from Water Fund	0	0	-30,000	-30,000	-95,000
Sale of Assets	45,973	769,292	175,000	175,000	175,000
Miscellaneous/Rental Income	0	0	73,440	73,440	73,440
Transfers In-General Fund	3,350,000	2,191,510	651,071	3,304,674	893,347
Net Change in Fund Balance	2,786,438	-1,329,406	-2,803,584	1,634,218	-5,510,591
<b>Fund Balance - January 1</b>	<b>4,402,504</b>	<b>7,188,942</b>	<b>4,300,726</b>	<b>5,859,536</b>	<b>7,493,754</b>
<b>Fund Balance - December 31</b>	<b>\$7,188,942</b>	<b>\$5,859,536</b>	<b>\$1,497,142</b>	<b>\$7,493,754</b>	<b>\$1,983,163</b>

CAPITAL IMPROVEMENT FUND

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
<b>REVENUES:</b>					
20-2000-3000	Lease Purchase Proceeds	\$0	\$0	\$0	\$0
20-2000-3001	Capital - Interest Subsidy	\$0	\$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	\$116,072	\$50,000	\$100,000	\$90,000
20-2000-3125	Real Estate Investment Fees	\$1,415,715	\$1,300,000	\$1,400,000	\$1,400,000
20-2000-3150	Capital Sale of Assets	\$769,292	\$175,000	\$175,000	\$175,000
20-2000-3221	Sale of Assets	\$0	\$0	\$0	\$0
20-2000-3222	Miscellaneous Revenue-MRP Employee Rentals	\$0	\$73,440	\$73,440	\$73,440
20-2000-3225	Interfund Transfers	\$2,191,510	\$651,071	\$3,304,674	\$893,347
20-2000-3550	State/Federal Grant Funding	\$0	\$404,496	\$404,496	\$168,390
20-2000-3601	COP Proceeds	\$0	\$0	\$0	\$0
20-2000-3605	Premium on COP's Issued	\$0	\$0	\$0	\$0
<b>TOTAL REVENUE</b>		<b>\$4,492,589</b>	<b>\$2,654,007</b>	<b>\$5,457,610</b>	<b>\$2,800,177</b>

CAPITAL IMPROVEMENT FUND

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
<b>EXPENDITURES:</b>					
20-2000-4100	Pmt - Refund Bond Escrow Agent	\$0	\$0	\$0	\$0
20-2000-4101	Vehicles and Equipment	\$412,762	\$993,000	\$993,000	\$955,500
20-2000-4102	Computer and Technology	\$61,217	\$170,000	\$260,770	\$122,200
20-2000-4195	Equipment and Vehicle Leases	\$22,922	\$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	\$274,712	\$302,573	\$303,096	\$381,355
20-2000-4334	Debt Service - Interest	\$145,370	\$131,561	\$131,038	\$120,323
20-2000-4555	Property Purchases	\$852,045	\$0	\$0	\$2,500,000
20-2000-4560	Cost of Issuance	\$0	\$0	\$0	\$0
20-2000-4567	Facility Capital Repair	\$0	\$58,488	\$73,500	\$374,500
20-2000-4934	Granite/Galena Alley Paving	\$943	\$0	\$0	\$0
20-2000-4965	Curb Replacement	\$34,227	\$50,000	\$50,000	\$50,000
20-2000-4992	Summit Boulevard Masonry Work-GAP Project	\$0	\$0	\$0	\$400,000
20-2000-4995	Asphalt Overlay/Resurface Road	\$290,109	\$100,000	\$100,000	\$300,000
20-2000-5015	Peninsula Forestry Management	\$0	\$0	\$0	\$0
20-2000-5017	Environmental Sustainability	\$454	\$0	\$0	\$100,000
20-2000-5024	PRA Plan Implementation	\$0	\$0	\$0	\$1,000,000
20-2000-5029	Community Survey	\$0	\$0	\$0	\$25,000
20-2000-5054	Bike Path System Upgrades	\$0	\$0	\$0	\$0
20-2000-5060	Zoning Code Update	\$0	\$0	\$0	\$0
20-2000-5065	First and Main Barnyard Building	\$6,033	\$5,000	\$7,000	\$5,000
20-2000-5066	Trails Construction and Enhancements	\$61,777	\$100,000	\$100,000	\$223,390
20-2000-5067	Wayfinding	\$0	\$0	\$13,000	\$0
20-2000-5069	Design/Construction-PW Facility	\$1,262,626	\$67,500	\$90,000	\$0
20-2000-5071	Historic Park Deck/Stair Replacement	\$0	\$0	\$0	\$36,000
20-2000-5072	Parking Lot Reconstruction-PW Complex	\$0	\$0	\$0	\$0
20-2000-5073	PRA Landscaping	\$0	\$0	\$0	\$0
20-2000-5075	Crackfill Streets and Bike Paths	\$3,349	\$50,000	\$50,000	\$70,000
20-2000-5076	TAP Grant	\$73,440	\$489,969	\$489,969	\$0
20-2000-5077	FAP Amenity Expansion	\$893,780	\$2,200,000	\$469,257	\$60,000
20-2000-5079	Update Planning Documents	\$74,984	\$100,000	\$100,000	\$148,000
20-2000-5080	Consultant-Historic Preservation	\$10,517	\$25,000	\$25,000	\$25,000
20-2000-5081	Community Care Center	\$20,000	\$0	\$0	\$0
20-2000-5082	Lake Hill Analysis/Support	\$0	\$100,000	\$100,000	\$30,000
20-2000-5084	Electric Vehicle Charging Stations	\$35,956	\$0	\$18,262	\$0
20-2000-5085	Traffic Study - CDOT Exit 203	\$112,500	\$0	\$0	\$0
20-2000-5086	Summit Boulevard Sidewalk (Walmart)	\$2,736	\$0	\$0	\$0
20-2000-5087	Alley Paving	\$142,002	\$175,000	\$175,000	\$230,000
20-2000-5088	Galena Project Housing (1/2 cost)	\$991,254	\$0	\$0	\$0
20-2000-5089	Building Relocation and Repurpose Costs	\$0	\$100,000	\$100,000	\$100,000
20-2000-5090	Belltower Refurbishment	\$0	\$0	\$0	\$0
20-2000-5091	Storm System Study	\$34,780	\$0	\$0	\$150,000
20-2000-5092	Feasibility Study - Fieldhouse at PRA	\$0	\$10,000	\$10,000	\$0
20-2000-5093	Playground/Site Improvements at Town Parks	\$0	\$125,000	\$125,000	\$750,000
20-2000-5094	Town Hall Dumpster Enclosure	\$0	\$65,000	\$0	\$50,000
20-2000-5095	Town Hall Atrium Design	\$0	\$0	\$0	\$40,000
20-2000-5096	Public Art Funding	\$0	\$0	\$0	\$25,000
<b>TOTAL CAPITAL IMPROVEMENTS</b>		<b>\$5,821,995</b>	<b>\$5,457,591</b>	<b>\$3,823,392</b>	<b>\$8,310,768</b>

Capital Improvement Fund  
Capital Projects Five Year Timeline

12/13/2019

PROJECTS		2020 COST	2021 COST	2022 COST	2023 COST	2024 COST
<b>Contractual Obligations: See Note 1</b>						
Lease Purchases (A/N 20-2000-4325/4333/4334)		\$308,678	\$305,307	\$304,890	\$297,795	\$294,718
Water Fund Loan (A/N 20-2000-4334)		\$95,000	\$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)						
<b>Total Contractual Obligations</b>		<b>\$541,178</b>	<b>\$537,807</b>	<b>\$537,390</b>	<b>\$530,295</b>	<b>\$527,218</b>
<b>Technology Purchases: See Note 1 (A/N 20-2000-4102)</b>						
PQ2		\$122,200	\$50,000	\$50,000	\$50,000	\$50,000
<b>Capital Equipment Purchases: See Note 1 (A/N 20-2000-4101)</b>						
PQ11		\$955,500	\$342,000	\$525,000	\$893,000	\$277,000
<b>Capital Improvements:</b>						
Concrete Replacement (A/N 20-2000-4965)	PQ8a	\$50,000	\$40,000	\$40,000	\$40,000	\$40,000
Facility Capital Repair (see below) (A/N 20-2000-4567)	PQ9a-i	\$374,500	\$120,000	\$160,000	\$175,000	\$100,000
Asphalt Resurface and Preservation (A/N 20-2000-4995)	PQ8b	\$300,000	\$170,000	\$180,000	\$180,000	\$180,000
Crackfill Streets and Bike Paths (A/N 20-2000-5075)	PQ8c	\$70,000	\$25,000	\$25,000	\$25,000	\$25,000
Property Acquisitions (A/N 20-2000-4555)	PQ9k	\$2,500,000				
PRA Reception/Offices/Storage/Caretaker Units (A/N 20-2000-5077)	PQ0q	\$60,000				
Gap Project - Hwy. 9 - Landscaping and Median (A/N 20-2000-4992)	PQ8e	\$400,000				
Alley Paving (A/N 20-2000-5087)	PQ8d	\$230,000				
Building Relocation Site and Utility Costs (A/N 20-2000-5089)	PQ9j	\$100,000				
Placeholder for PRA Project Construction (A/N 20-2000-5024)	PQ10c	\$1,000,000				
First and Main Building Building (A/N 20-2000-5065)	PQ9m	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Storm System Repairs (A/N 20-2000-5091)	PQ8f	\$150,000				
Town Hall Dumpster Enclosure (A/N 20-2000-5094)	PQ9n	\$50,000				
Town Hall Atrium Design (A/N 20-2000-5095)	PQ9o	\$40,000				
Historic Park Desk/Stair Replacement (A/N 20-2000-5071)	PQ9p	\$36,000				
Environmental Sustainability (A/N 20-2000-5017)	PQ4	\$100,000				
Trails Enhancements (A/N 20-2000-5066)	PQ10a	\$223,390	\$55,000	\$55,000	\$55,000	\$55,000
Playground/Site Improvements at Town Parks (A/N 20-2000-5093)	PQ10b	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000
Update Planning Documents (A/N 20-2000-5079)	Pqa&c	\$148,000				
Technical Consultant for Historic Preservation (A/N 20-2000-5080)	PQ7b	\$25,000				
Funding for review of Lake Hill Project (A/N 20-2000-5082)	PQ7e	\$30,000				
Funding for Public Art (A/N 20-2000-5096)	PQ10d	\$25,000				
Community Survey (A/N 20-2000-5029)	PQ7d	\$25,000				
<b>Debt</b>						
<b>Technology Purchases</b>						
<b>Capital Equipment Purchases</b>						
<b>Infrastructure</b>						
<b>Environmental</b>						
<b>Housing</b>						
<b>Recreational</b>						
<b>Community Planning</b>						
<b>Core</b>						
		\$3,111,378	\$1,284,807	\$1,517,390	\$1,893,295	\$1,199,218
<b>Desired</b>						
		\$5,199,390	\$810,000	\$810,000	\$810,000	\$810,000
<b>Non-Essential</b>						
<b>Debt and Capital Project Total</b>						
		<b>\$8,310,768</b>	<b>\$2,094,807</b>	<b>\$2,327,390</b>	<b>\$2,703,295</b>	<b>\$2,009,218</b>
<b>Beginning Fund Balance-Actual</b>						
		\$7,493,754	\$1,983,163	\$2,502,391	\$2,847,957	\$2,878,306
<b>Capital Fund Revenues-increase 3% each year</b>						
		\$1,906,830	\$1,964,035	\$2,022,956	\$2,083,645	\$2,146,154
<b>Transfer from General Fund-New Retail-increase 3% each year</b>						
		\$893,347	\$650,000	\$650,000	\$650,000	\$650,000
<b>Debt and Capital Project Total</b>						
		<b>\$8,310,768</b>	<b>\$2,094,807</b>	<b>\$2,327,390</b>	<b>\$2,703,295</b>	<b>\$2,009,218</b>
<b>Ending Fund Balance-Projected</b>						
		<b>\$1,983,163</b>	<b>\$2,502,391</b>	<b>\$2,847,957</b>	<b>\$2,878,306</b>	<b>\$3,665,242</b>

**2020 Facility Capital Repairs:**

Mary Ruth Place Repairs/Maintenance	14,500
Replace 113/117 Granite employee housing waterline	18,000
Replace Washbay Pressure Washer	12,000
Elevator Power Unit	60,000
Replace Clock - Main Street	15,000
Remodel Town Hall Kitchens (2)	50,000
Council Chambers - Phase 2	30,000
Remodel Police Department	100,000
Restrain/Pain - Public Buildings (4 Yr. Rotation)	50,000
VIC bathroom-design upgrade and assess ADA	25,000
	<u>\$374,500</u>

**2021 Facility Capital Repairs:**

General Maintenance	100,000
Nordic & Day Lodge Carpeting	20,000
	<u>\$120,000</u>

**2022 Facility Capital Repairs:**

General Maintenance	100,000
Town Hall Carpet Replacement	60,000
	<u>\$160,000</u>

**NOTE 1**  
**Capital Improvement Fund**  
**Capital Equipment Five Year Timeline**

	2020	2021	2022	2023	2024
<b>Contractual Obligations:</b>					
<b>Lease Purchases</b>					
Principal	231,800	237,400	244,100	243,400	246,700
Interest	74,878	65,907	58,790	52,395	46,018
Trustee Fees	2,000	2,000	2,000	2,000	2,000
	<b>\$308,678</b>	<b>\$305,307</b>	<b>\$304,890</b>	<b>\$297,795</b>	<b>\$294,718</b>
<b>Water Fund Loan</b>	<b>\$95,000</b>	<b>\$95,000</b>	<b>\$95,000</b>	<b>\$95,000</b>	<b>\$95,000</b>
<b>Copier Leases</b>	<b>\$37,500</b>	<b>\$37,500</b>	<b>\$37,500</b>	<b>\$37,500</b>	<b>\$37,500</b>
<b>1st &amp; Main Building Note Payable</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>
<b>Total Contractual Obligations</b>	<b>\$541,178</b>	<b>\$537,807</b>	<b>\$537,390</b>	<b>\$530,295</b>	<b>\$527,218</b>
<b>Technology Purchases:</b>					
Day Lodge Audio Upgrade	Cost	Cost	Cost	Cost	Cost
Server Infrastructure Enhancement	\$20,000	\$50,000	\$50,000	\$50,000	\$50,000
Cloud-based Migration	\$12,200				
	<b>\$122,200</b>				
<b>Equipment Purchases:</b>					
Repl 2010 Tymco Sweeper (PW)	275,000	35,000	250,000	15,000	51,000
Repl 2014 Ford Interceptor (PD)	47,000	35,000	49,000	38,000	51,000
Repl 2013 Cat 930K Loader (PW)	265,000	35,000	23,000	41,000	41,000
Rent Material Screener-Boneyard	75,000	35,000	130,000	41,000	41,000
Repl Haul Trailer	18,000	52,000	12,000	8,000	41,000
Outside Fuel	45,000	75,000	23,000	38,000	41,000
Ebikes for Trail Maintenance	5,500	25,000	28,000	265,000	42,000
Repl Cat 420F Backhoe	155,000	10,000	10,000	49,000	10,000
Nordic Rental Equipment	20,000	40,000	18,000	18,000	18,000
Skid Steer	40,000	40,000	18,000	18,000	18,000
Range (net of trade-in)	10,000	40,000	18,000	18,000	18,000
	<b>\$955,500</b>	<b>\$342,000</b>	<b>\$525,000</b>	<b>\$893,000</b>	<b>\$277,000</b>
<b>Contractual Obligations:</b>					
<b>Lease Purchases</b>					
Principal	243,400	244,100	244,100	243,400	243,400
Interest	52,395	65,907	58,790	52,395	46,018
Trustee Fees	2,000	2,000	2,000	2,000	2,000
	<b>\$297,795</b>	<b>\$305,307</b>	<b>\$304,890</b>	<b>\$297,795</b>	<b>\$294,718</b>
<b>Water Fund Loan</b>	<b>\$95,000</b>	<b>\$95,000</b>	<b>\$95,000</b>	<b>\$95,000</b>	<b>\$95,000</b>
<b>Copier Leases</b>	<b>\$37,500</b>	<b>\$37,500</b>	<b>\$37,500</b>	<b>\$37,500</b>	<b>\$37,500</b>
<b>1st &amp; Main Building Note Payable</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>
<b>Total Contractual Obligations</b>	<b>\$530,295</b>	<b>\$537,390</b>	<b>\$537,390</b>	<b>\$530,295</b>	<b>\$527,218</b>
<b>Technology Purchases:</b>					
Day Lodge Audio Upgrade	Cost	Cost	Cost	Cost	Cost
Server Infrastructure Enhancement	\$20,000	\$50,000	\$50,000	\$50,000	\$50,000
Cloud-based Migration	\$12,200				
	<b>\$122,200</b>				
<b>Equipment Purchases:</b>					
Repl 2010 Tymco Sweeper (PW)	275,000	35,000	250,000	15,000	51,000
Repl 2014 Ford Interceptor (PD)	47,000	35,000	49,000	38,000	51,000
Repl 2013 Cat 930K Loader (PW)	265,000	35,000	23,000	41,000	41,000
Rent Material Screener-Boneyard	75,000	35,000	130,000	41,000	41,000
Repl Haul Trailer	18,000	52,000	12,000	8,000	41,000
Outside Fuel	45,000	75,000	23,000	38,000	41,000
Ebikes for Trail Maintenance	5,500	25,000	28,000	265,000	42,000
Repl Cat 420F Backhoe	155,000	10,000	10,000	49,000	10,000
Nordic Rental Equipment	20,000	40,000	18,000	18,000	18,000
Skid Steer	40,000	40,000	18,000	18,000	18,000
Range (net of trade-in)	10,000	40,000	18,000	18,000	18,000
	<b>\$955,500</b>	<b>\$342,000</b>	<b>\$525,000</b>	<b>\$893,000</b>	<b>\$277,000</b>



---

---

# Historic Preservation Fund

**This special revenue fund is used to account 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.

	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Projected</u></b>	<b><u>Budget</u></b>
<b><u>Revenues</u></b>					
Donations	\$0	\$0	\$1,000	\$1,000	\$0
Investment Income	0	0	0	10	10
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>1,010</b>	<b>10</b>
<b><u>Expenditures</u></b>					
Capital Projects	0	0	0	0	0
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Other Sources (Uses)</u></b>					
Net Change in Fund Balance	0	0	1,000	1,010	10
<b>Fund Balance - January 1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,010</b>
<b>Fund Balance - December 31</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000</b>	<b>\$1,010</b>	<b>\$1,020</b>

Historic Preservation Fund

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
<b>REVENUES:</b>					
25-2500-3101	Interest on Investments	\$0	\$0	\$10	\$10
25-2500-3725	Donations	\$0	\$1,000	\$1,000	\$0
<b>TOTAL REVENUES</b>		<b>\$0</b>	<b>\$1,000</b>	<b>\$1,010</b>	<b>\$10</b>
<b>EXPENDITURES:</b>					
25-2500-4262	Capital Projects	\$0	\$0	\$0	\$0
<b>TOTAL EXPENDITURES</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

This Page Intentionally Left Blank



---

---

# 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.

	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Projected</u></b>	<b><u>Budget</u></b>
<b><u>Revenues</u></b>					
Lottery Proceeds	\$29,006	\$29,677	\$29,000	\$29,000	\$29,000
Investment Income	278	619	300	1,500	1,000
<b>Total Revenues</b>	<b>29,284</b>	<b>30,296</b>	<b>29,300</b>	<b>30,500</b>	<b>30,000</b>
<b><u>Expenditures</u></b>					
Culture and Recreation	53,382	2,993	39,600	45,000	45,000
<b>Total Expenditures</b>	<b>53,382</b>	<b>2,993</b>	<b>39,600</b>	<b>45,000</b>	<b>45,000</b>
<b><u>Other Sources (Uses)</u></b>					
Net Change in Fund Balance	-24,098	27,303	-10,300	-14,500	-15,000
<b>Fund Balance - January 1</b>	<b>47,692</b>	<b>23,594</b>	<b>47,894</b>	<b>50,897</b>	<b>36,397</b>
<b>Fund Balance - December 31</b>	<b>\$23,594</b>	<b>\$50,897</b>	<b>\$37,594</b>	<b>\$36,397</b>	<b>\$21,397</b>

CONSERVATION TRUST

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
<b><u>REVENUES:</u></b>					
30-3000-3101	Interest on Investments-CTF portion of allocation	\$619	\$300	\$1,500	\$1,000
30-3000-3555	State Lottery Funds	\$29,677	\$29,000	\$29,000	\$29,000
<b>TOTAL REVENUES</b>		<b>\$30,296</b>	<b>\$29,300</b>	<b>\$30,500</b>	<b>\$30,000</b>
<b><u>EXPENDITURES:</u></b>					
30-3000-4262	Five Year Capital Plan Projects	\$2,993	\$39,600	\$45,000	\$45,000
<b>TOTAL EXPENDITURES</b>		<b>\$2,993</b>	<b>\$39,600</b>	<b>\$45,000</b>	<b>\$45,000</b>

## Conservation Trust Fund Capital Equipment Five Year Timeline

	2020	2021	2022	2023	2024
<b>Project</b>					
Landscape equipment	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Park Maintenance	37,000				
<b>Est. Cost</b>	<b>\$45,000</b>				
<b>Project Total</b>	<b>\$45,000</b>	<b>\$8,000</b>	<b>\$8,000</b>	<b>\$8,000</b>	<b>\$8,000</b>
<b>Project</b>					
Landscape equipment					
<b>Est. Cost</b>					
<b>Project Total</b>					



---

---

# 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. In 2019, a water rate study was conducted and new rates and tier structure were implemented effective in the 3<sup>rd</sup> quarter of 2019. This fund has a four month required reserve; the projected 2020 fund balance far surpasses that requirement.

<b>Revenues</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Budget</b>
User Charges	\$903,193	\$964,017	\$900,000	\$960,000	\$1,355,000
Water Meter Sales	2,833	23,841	5,000	5,000	5,000
Plant Investment Fees	224,942	169,244	75,000	160,000	170,000
Sale of Assets	7,900	6,775	4,000	4,000	4,000
Investment Income	49,211	79,896	45,000	45,000	50,000
Grant Revenue	106,681	12,531	0	0	0
Other Revenues	670	1,684	0	0	0
<b>Total Revenues</b>	<b>1,295,430</b>	<b>1,257,988</b>	<b>1,029,000</b>	<b>1,174,000</b>	<b>1,584,000</b>
<b>Expenditures</b>					
Salaries and Benefits	302,417	353,367	380,631	385,631	372,854
Administrative Fees	42,500	42,500	42,500	42,500	42,500
Professional Fees	43,717	80,095	85,000	85,000	90,000
Supplies and Chemicals	71,180	20,515	49,000	49,000	52,000
Utilities	52,632	55,823	70,000	70,000	70,000
Repair and Maintenance	41,258	51,058	62,000	80,000	90,000
General Expenses	156,104	83,660	83,800	67,300	77,500
Capital Outlay	1,159,546	889,329	437,000	437,000	1,281,500
Water Meter Replacements	11,582	14,830	40,000	40,000	50,000
<b>Total Expenditures</b>	<b>1,880,936</b>	<b>1,591,177</b>	<b>1,249,931</b>	<b>1,256,431</b>	<b>2,126,354</b>
<b>Other Sources (Uses)</b>					
Loan Repayment from Marina Fund	0	0	0		0
Loan Repayment from Capital Improvement Fund	0	0	30,000	30,000	95,000
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	-585,506	-333,189	-190,931	-52,431	-447,354
<b>Fund Balance - January 1</b>	<b>4,418,473</b>	<b>3,832,967</b>	<b>3,477,711</b>	<b>3,499,778</b>	<b>3,447,347</b>
<b>Fund Balance - December 31</b>	<b>\$3,832,967</b>	<b>\$3,499,778</b>	<b>\$3,286,780</b>	<b>\$3,447,347</b>	<b>\$2,999,993</b>

WATER FUND

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
<b><u>REVENUES:</u></b>					
40-4000-3005	Contributed to Capital	\$0	\$0		
40-4000-3101	Interest on Investments-WF Portion of allocation	\$79,896	\$45,000	\$45,000	\$50,000
40-4000-3222	Miscellaneous Revenue	\$1,684	\$0	\$0	\$0
40-4000-3225	Interfund Transfer - Int/Prin	\$0	\$30,000	\$30,000	\$95,000
40-4000-3350	Water User Fees - Quarterly Billing	\$964,017	\$900,000	\$960,000	\$1,355,000
40-4000-3360	Plant Investment Fees - Water Tap Fees	\$169,244	\$75,000	\$160,000	\$170,000
40-4000-3550	Grant Revenue	\$12,531	\$0	\$0	\$0
40-4000-3610	Water Meter Sales - New/replacement meters	\$23,841	\$5,000	\$5,000	\$5,000
40-4000-3630	Sales of Assets	\$6,775	\$4,000	\$4,000	\$4,000
<b>TOTAL REVENUES</b>		<b>\$1,257,988</b>	<b>\$1,059,000</b>	<b>\$1,204,000</b>	<b>\$1,679,000</b>
<b><u>EXPENDITURES:</u></b>					
40-4000-4001	Water Salaries	\$299,420	\$315,619	\$315,619	\$308,998
40-4000-4002	Overtime	\$12,464	\$10,000	\$15,000	\$10,000
40-4000-4010	Benefits	\$24,732	\$27,997	\$27,997	\$27,470
40-4000-4021	Worker's Comp Insurance	\$0	\$6,500	\$6,500	\$6,500
40-4000-4050	Retirement Benefits	\$16,751	\$20,515	\$20,515	\$19,886
<b>SUBTOTAL SALARIES AND BENEFITS</b>		<b>\$353,367</b>	<b>\$380,631</b>	<b>\$385,631</b>	<b>\$372,854</b>
40-4000-4200	Office Supplies	\$358	\$800	\$800	\$1,000
40-4000-4201	Supplies	\$13,799	\$32,000	\$32,000	\$32,000
40-4000-4202	Postage - Department share	\$4,852	\$4,500	\$4,500	\$4,500
40-4000-4203	Telephone	\$7,243	\$8,000	\$8,000	\$9,000
40-4000-4206	Vehicle Repairs & Maintenance	\$353	\$2,000	\$2,000	\$2,000
40-4000-4210	Professional Dues and Subscriptions	\$1,450	\$2,000	\$2,000	\$3,000
40-4000-4227	Reg. Fees, Education	\$3,762	\$8,000	\$8,000	\$12,000
40-4000-4250	Professional Services	\$80,095	\$85,000	\$85,000	\$90,000
40-4000-4260	Gas/Oil - Department share for vehicles	\$7,947	\$8,000	\$8,000	\$10,000
40-4000-4265	Advertising	\$4,163	\$1,500	\$2,000	\$3,000
40-4000-4270	Uniforms/Safety Equipment - Department share	\$527	\$2,000	\$2,000	\$3,000
40-4000-4275	System Repairs	\$38,160	\$60,000	\$60,000	\$70,000
40-4000-4277	Chemicals for Water Treatment	\$6,716	\$17,000	\$17,000	\$20,000
40-4000-4280	Pumping Equipment for Plants & Wells	\$12,545	\$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	\$1,857	\$2,000	\$2,000	\$2,000
40-4000-4365	Administration Fees - General Fund	\$42,500	\$42,500	\$42,500	\$42,500
40-4000-4370	Grant Expenses	\$22,514	\$0	\$0	\$0
40-4000-4401	Utilities for Wells and Treatment Plant	\$55,823	\$70,000	\$70,000	\$70,000
40-4000-4425	Water Meter Replacement	\$14,830	\$40,000	\$40,000	\$50,000
40-4000-4444	Capital Improvements	\$0	\$387,500	\$387,500	\$1,232,000
40-4000-4455	Leases & Special Use Permits	\$18,502	\$18,000	\$19,000	\$19,000
40-4000-4460	Capital Equipment	\$0	\$49,500	\$49,500	\$49,500
40-4000-4790	Depreciation	\$304,454	\$0	\$0	\$0
<b>SUBTOTAL OPERATING EXPENSES</b>		<b>\$652,935</b>	<b>\$869,300</b>	<b>\$870,800</b>	<b>\$1,753,500</b>
<b>TOTAL EXPENSES</b>		<b>\$1,006,302</b>	<b>\$1,249,931</b>	<b>\$1,256,431</b>	<b>\$2,126,354</b>

## Water Fund Capital Equipment Five Year Timeline

	2020	2021	2022	2023	2024
<b>Project</b>	<b>Cost</b>	<b>Project</b>	<b>Cost</b>	<b>Project</b>	<b>Cost</b>
Demo and abandon wells 1&2	150,000	Replace Filter modules skid A	150,000	Replace CL2 gas whypochlorite Well #5	325,000
Abandon Fire Hydrant-GAP Project	35,000	Water Main Leak Survey - 1/3	15,000	Replace filter modules Skid B	300,000
FH & Valve-10 Mile Dr. and Dam Road	50,000	Abandon Well #4	150,000	Water Main Leak Survey - 1/3	150,000
Fixed Base Meter Reading System	175,000	Slow the Flow - Efficiency Program	10,000	Slow the Flow - Efficiency Program	15,000
Water Smart Implementation/Support	12,000	Water Smart Implementation/Support	7,000	Water Smart Implementation/Support	10,000
Lead/Copper Treatment-Placeholder	500,000	Start at the Tap-Efficiency Program	300,000	Start at the Tap-Efficiency Program	7,000
Start at the Tap-Efficiency Program	300,000	River Pines Water Main Replacement	750,000	Hawn Drive Water Main Replacement	300,000
Slow the Flow- Efficiency Program	10,000			Water Storage Tanks Exterior Repairs	500,000
					400,000
<b>Capital Project Total</b>	<b>\$1,232,000</b>	<b>Capital Project Total</b>	<b>\$1,382,000</b>	<b>Capital Project Total</b>	<b>\$1,797,000</b>
Beginning Fund Balance	\$3,447,347	Beginning Fund Balance	\$2,539,242	Beginning Fund Balance	\$1,729,256
Revenues-User Fees	1,355,000	Revenues-User Fees	1,500,000	Revenues-User Fees	1,600,000
Debt Repayment-CIP	95,000	Debt Repayment-CIP	95,000	Debt Repayment-CIP	95,000
Tap Fees	170,000	Tap Fees	188,000	Tap Fees	227,000
Grant Revenue	0	Grant Revenue	0	Grant Revenue	0
Other Revenues	59,000	Other Revenues	60,000	Other Revenues	60,000
Operating Expenditures	844,854	Operating Expenditures	861,751	Operating Expenditures	896,566
Capital	1,281,500	Capital	1,382,000	Capital	1,707,000
Ending Fund Balance	\$2,999,993	Ending Fund Balance	\$2,539,242	Ending Fund Balance	\$1,011,690
<b>Capital Project Total</b>	<b>\$1,707,000</b>	<b>Capital Project Total</b>	<b>\$1,797,000</b>	<b>Capital Project Total</b>	<b>\$1,707,000</b>
Beginning Fund Balance	\$1,011,690	Beginning Fund Balance	\$1,011,690	Beginning Fund Balance	\$1,011,690
Revenues-User Fees	1,690,000	Revenues-User Fees	1,690,000	Revenues-User Fees	1,690,000
Debt Repayment-CIP	95,000	Debt Repayment-CIP	95,000	Debt Repayment-CIP	95,000
Tap Fees	260,000	Tap Fees	210,000	Tap Fees	227,000
Grant Revenue	0	Grant Revenue	0	Grant Revenue	0
Other Revenues	60,000	Other Revenues	60,000	Other Revenues	60,000
Operating Expenditures	914,457	Operating Expenditures	878,986	Operating Expenditures	896,566
Capital	383,000	Capital	1,707,000	Capital	1,707,000
Ending Fund Balance	\$1,724,183	Ending Fund Balance	\$1,729,256	Ending Fund Balance	\$1,011,690
<b>Capital Project Total</b>	<b>\$383,000</b>	<b>Capital Project Total</b>	<b>\$1,797,000</b>	<b>Capital Project Total</b>	<b>\$383,000</b>



---

---

# 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.

	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Projected</u></b>	<b><u>Budget</u></b>
<b><u>Revenues</u></b>					
Investment Income	\$94	\$267	\$175	\$300	\$250
<b>Total Revenues</b>	<b>94</b>	<b>267</b>	<b>175</b>	<b>300</b>	<b>250</b>
<b><u>Expenditures</u></b>					
Culture and Recreation	0	0	0	0	0
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Other Sources (Uses)</u></b>					
Transfers In	0	0	0	0	0
Transfers Out-Capital Improvement Fund	0	0	0	0	0
Net Change in Fund Balance	94	267	175	300	250
<b>Fund Balance - January 1</b>	<b>11,752</b>	<b>11,846</b>	<b>12,021</b>	<b>12,113</b>	<b>12,413</b>
<b>Fund Balance - December 31</b>	<b>\$11,846</b>	<b>\$12,113</b>	<b>\$12,196</b>	<b>\$12,413</b>	<b>\$12,663</b>

OPEN SPACE FUND

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
<b>REVENUES:</b>					
50-5000-3101	Interest on Investments-OSF Portion of Allocation	\$267	\$175	\$300	\$250
<b>TOTAL OPEN SPACE FUND</b>		<b>\$267</b>	<b>\$175</b>	<b>\$300</b>	<b>\$250</b>
<b>EXPENDITURES</b>					
50-5000-4005	Interfund Transfers	\$0	\$0	\$0	\$0
<b>TOTAL EXPENDITURES</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

This Page Intentionally Left Blank



---

---

# 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.

	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Projected</u>	<u>Budget</u>
<b>Revenues</b>					
Sales Tax	\$1,285,174	\$1,393,760	\$1,100,000	\$1,300,000	\$1,350,000
Building Permits/Development Impact Fees	36,745	118,316	115,000	115,000	115,000
Investment Income	13,209	33,324	9,000	80,000	50,000
Other Income	0	6,938	70,320	70,320	70,320
<b>Total Revenues</b>	<b>1,335,128</b>	<b>1,552,338</b>	<b>1,294,320</b>	<b>1,565,320</b>	<b>1,585,320</b>
<b>Expenditures</b>					
Salaries and Benefits	0	0	0	0	72,118
Administration Fees	49,510	45,463	68,250	78,250	82,740
Projects	120,704	1,842,836	2,000,000	500,000	2,400,000
Rental Expenses	0	0	14,490	15,000	20,000
Buy-Down Program	0	0	0	0	300,000
Business Housing Support Fund	0	0	0	0	90,000
Community Outreach	10,888	84	10,000	10,000	10,000
<b>Total Expenditures</b>	<b>181,102</b>	<b>1,888,383</b>	<b>2,092,740</b>	<b>603,250</b>	<b>2,974,858</b>
<b>Other Sources (Uses)</b>					
Sale of Assets	0	1,358,385	0	0	0
Transfers In	0	0	0	0	0
Transfers Out	0	0	0	0	0
Net Change in Fund Balance	1,154,026	1,022,340	-798,420	962,070	-1,389,538
<b>Fund Balance - January 1</b>	<b>1,235,987</b>	<b>2,390,013</b>	<b>2,903,636</b>	<b>3,412,353</b>	<b>4,374,423</b>
<b>Fund Balance - December 31</b>	<b>\$2,390,013</b>	<b>\$3,412,353</b>	<b>\$2,105,216</b>	<b>\$4,374,423</b>	<b>\$2,984,885</b>

SUMMIT COUNTY HOUSING AUTHORITY 5A FUND

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
<b>REVENUES:</b>					
55-5500-3007	County Sales Tax	\$1,393,760	\$1,100,000	\$1,300,000	\$1,350,000
55-5500-3101	Interest on Investments - 5A Portion of Allocation	\$33,324	\$9,000	\$80,000	\$50,000
55-5500-3110	Sale of Town property - Staley House/Galena Units	\$1,358,385	\$0	\$0	\$0
55-5500-3115	Rental Income	\$6,938	\$70,320	\$70,320	\$70,320
55-5500-3222	Miscellaneous Income	\$0	\$0	\$0	\$0
55-5500-3310	Building Permits and Fees	\$118,316	\$115,000	\$115,000	\$115,000
<b>TOTAL REVENUES</b>		<b>\$2,910,723</b>	<b>\$1,294,320</b>	<b>\$1,565,320</b>	<b>\$1,585,320</b>
<b>EXPENDITURES</b>					
<b>Salaries &amp; Benefits</b>					
55-5500-4001	Salaries & Benefits	\$0	\$0	\$0	\$65,000
55-5500-4010	Benefits	\$0	\$0	\$0	\$5,168
55-5500-4050	Retirement Benefits	\$0	\$0	\$0	\$1,950
<b>Subtotal Salaries &amp; Benefits</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$72,118</b>
55-5500-4262	Capital Projects	\$851,582	\$2,000,000	\$500,000	\$2,400,000
55-5500-4263	Mary Ruth Place Project	\$991,254	\$0	\$0	\$0
55-5500-4264	113 Granite Project	\$0	\$0	\$0	\$0
55-5500-4265	3rd Avenue Project	\$0	\$0	\$0	\$0
55-5500-4266	Buy-Down Programs	\$0	\$0	\$0	\$300,000
55-5500-4267	Business Housing Support Fund	\$0	\$0	\$0	\$90,000
55-5500-4270	Rental Expenses	\$0	\$14,490	\$15,000	\$20,000
55-5500-4276	Community Outreach	\$84	\$10,000	\$10,000	\$10,000
55-5500-4365	Administration Expense	\$45,463	\$68,250	\$78,250	\$82,740
<b>Subtotal Operating Expenditures</b>		<b>\$1,888,383</b>	<b>\$2,092,740</b>	<b>\$603,250</b>	<b>\$2,902,740</b>
<b>TOTAL EXPENDITURES</b>		<b>\$1,888,383</b>	<b>\$2,092,740</b>	<b>\$603,250</b>	<b>\$2,974,858</b>

## SCHA (A) Fund Capital Equipment Five Year Timeline

	2020	2021	2022	2023	2024
Project New Project					
Est. Cost	\$2,400,000	\$2,400,000	\$2,000,000	\$0	\$3,000,000
Project Total	\$2,400,000	\$0	\$2,000,000	\$0	\$3,000,000
Beginning Balance	\$4,374,423	\$2,984,485	\$4,009,352	\$3,047,963	\$4,100,860
Revenues	1,855,320	1,601,173	1,617,185	1,633,357	1,649,680
Administrative	184,858	186,707	188,574	190,459	192,364
Housing Programs	390,000	390,000	390,000	390,000	390,000
Capital	2,400,000	2,400,000	2,000,000	0	3,000,000
Ending Fund Balance	<u>\$2,894,882</u>	<u>\$4,099,352</u>	<u>\$3,047,963</u>	<u>\$4,100,860</u>	<u>\$2,898,167</u>



---

---

# 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 2020. There is no required reserve for this fund.

	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Projected</u></b>	<b><u>Budget</u></b>
<b><u>Revenues</u></b>					
Investment Income	1,587	3,380	1,800	5,000	3,500
<b>Total Revenues</b>	<b>\$1,587</b>	<b>\$3,380</b>	<b>\$1,800</b>	<b>\$5,000</b>	<b>\$3,500</b>
<b><u>Expenditures</u></b>					
Claims Liability	0	0	65,000	0	65,000
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>65,000</b>	<b>0</b>	<b>65,000</b>
<b><u>Other Sources (Uses)</u></b>					
Transfers In	0	0	0	0	0
Transfers Out	0	0	0	0	0
Net Change in Fund Balance	1,587	3,380	-63,200	5,000	-61,500
<b>Fund Balance - January 1</b>	<b>200,225</b>	<b>201,812</b>	<b>203,612</b>	<b>205,192</b>	<b>210,192</b>
<b>Fund Balance - December 31</b>	<b>\$201,812</b>	<b>\$205,192</b>	<b>\$140,412</b>	<b>\$210,192</b>	<b>\$148,692</b>

INSURANCE RESERVE FUND

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
<b><u>REVENUES:</u></b>					
60-6000-3101	Interest on Investments - IRF Portion of Allocation	\$3,380	\$1,800	\$5,000	\$3,500
	<b>TOTAL REVENUES</b>	<b>\$3,380</b>	<b>\$1,800</b>	<b>\$5,000</b>	<b>\$3,500</b>
<b><u>EXPENDITURES:</u></b>					
60-6000-4010	Benefits	\$0	\$65,000	\$0	\$65,000
	<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$65,000</b>	<b>\$0</b>	<b>\$65,000</b>

This Page Intentionally Left Blank



---

---

# 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.

	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
<b><u>Revenues</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Projected</u></b>	<b><u>Budget</u></b>
Lodging Tax	\$490,541	\$534,342	\$525,000	\$550,000	\$550,000
Investment Income	3,772	9,465	5,000	14,000	14,000
Intergovernmental Revenue	30,000	30,000	30,000	30,000	30,000
Information Center Revenues	8,629	10,347	8,000	7,700	7,700
<b>Total Revenues</b>	<b>532,942</b>	<b>584,154</b>	<b>568,000</b>	<b>601,700</b>	<b>601,700</b>
<b><u>Expenditures</u></b>					
Information Center	189,705	218,222	242,865	232,265	243,155
Operations and Maintenance	42,713	97,220	85,000	85,000	145,000
Recreation	97,508	174,663	139,500	63,600	77,000
Special Events/Marketing	96,175	80,693	105,000	182,500	130,000
<b>Total Expenditures</b>	<b>426,101</b>	<b>570,798</b>	<b>572,365</b>	<b>563,365</b>	<b>595,155</b>
<b><u>Other Sources (Uses)</u></b>					
Transfers In	0	0	0	0	0
Transfers Out	0	0	0	0	0
Net Change in Fund Balance	106,841	13,356	-4,365	38,335	6,545
<b>Fund Balance - January 1</b>	<b>438,708</b>	<b>545,549</b>	<b>559,455</b>	<b>558,905</b>	<b>597,240</b>
<b>Fund Balance - December 31</b>	<b>\$545,549</b>	<b>\$558,905</b>	<b>\$555,090</b>	<b>\$597,240</b>	<b>\$603,785</b>

LODGING TAX FUND - INFO CENTER

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
<b>REVENUES:</b>					
80-8000-3004	Lodging Tax	\$240,454	\$231,250	\$247,500	\$247,500
80-8000-3075	Sales Tax	\$0	\$0	\$0	\$0
80-8000-3101	Interest on Investments	\$9,465	\$5,000	\$14,000	\$14,000
80-8000-3222	Miscellaneous Revenue	\$1,681	\$0	\$0	\$0
80-8000-3250	Tax Exempt Merchandise Sales	\$254	\$200	\$200	\$200
80-8000-3405	Retail Sales	\$7,788	\$7,000	\$7,000	\$7,000
80-8000-3410	Ski Pass Sales	\$190	\$300	\$0	\$0
80-8000-3411	Copper Adventure Pass	\$72	\$0	\$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	\$362	\$500	\$500	\$500
<b>TOTAL REVENUES</b>		<b>\$290,266</b>	<b>\$274,250</b>	<b>\$299,200</b>	<b>\$299,200</b>
<b>EXPENDITURES:</b>					
80-8000-4001	Info Center Salaries	\$123,153	\$125,836	\$125,836	\$134,741
80-8000-4002	Overtime	\$101	\$500	\$500	\$500
80-8000-4005	Part-time Salaries	\$18,667	\$20,000	\$20,000	\$20,000
80-8000-4010	Benefits	\$12,017	\$12,844	\$12,844	\$13,552
80-8000-4050	Retirement Benefits	\$3,162	\$5,985	\$5,985	\$6,362
<b>SUBTOTAL SALARIES AND BENEFITS</b>		<b>\$157,100</b>	<b>\$165,165</b>	<b>\$165,165</b>	<b>\$175,155</b>
80-8000-4202	Postage - Department Share	\$2,791	\$5,000	\$3,500	\$3,500
80-8000-4203	Telephone	\$10,981	\$11,500	\$11,500	\$11,500
80-8000-4207	Building repair	\$0	\$4,500	\$0	\$0
80-8000-4227	Reg. Fees, Lodging, Travel and Meals	\$5,430	\$7,500	\$7,500	\$7,500
80-8000-4233	Supplies	\$7,780	\$10,000	\$10,000	\$10,000
80-8000-4268	Promo Materials	\$1,764	\$1,000	\$1,200	\$1,500
80-8000-4270	Uniforms	\$0	\$0	\$0	\$0
80-8000-4401	Utilities	\$3,031	\$5,000	\$5,000	\$5,000
80-8000-4418	Merchandise	\$6,230	\$11,000	\$6,500	\$6,500
80-8000-4477	Cleaning	\$16,404	\$17,700	\$17,700	\$18,000
80-8000-4590	Public Relations Consultant	\$0	\$0	\$0	\$0
80-8000-4703	Infor Center Furniture	\$1,184	\$1,500	\$1,200	\$1,500
80-8000-4704	Technical Purchases	\$5,527	\$3,000	\$3,000	\$3,000
<b>SUBTOTAL OPERATING EXPENSES</b>		<b>\$61,122</b>	<b>\$77,700</b>	<b>\$67,100</b>	<b>\$68,000</b>
<b>TOTAL EXPENSES</b>		<b>\$218,222</b>	<b>\$242,865</b>	<b>\$232,265</b>	<b>\$243,155</b>
<b>Fund Balance - January 1</b>		<b>\$312,567</b>	<b>\$363,973</b>	<b>\$384,611</b>	<b>\$451,546</b>
<b>Fund Balance - December 31</b>		<b>\$384,611</b>	<b>\$395,358</b>	<b>\$451,546</b>	<b>\$507,591</b>

LODGING TAX FUND - RECREATION

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
<b><u>REVENUES:</u></b>					
80-8000-3004	Lodging Tax	\$106,868	\$106,250	\$110,000	\$110,000
	<b>TOTAL REVENUES</b>	<b>\$106,868</b>	<b>\$106,250</b>	<b>\$110,000</b>	<b>\$110,000</b>
<b><u>EXPENDITURES:</u></b>					
80-8000-4583	Skate Park	\$0	\$5,000	\$2,000	\$2,000
80-8000-4588	Special Projects - Recreation	\$109,905	\$57,000	\$61,600	\$75,000
80-8000-4589	Grounds Projects	\$64,758	\$77,500	\$0	\$0
	<b>TOTAL EXPENDITURES</b>	<b>\$174,663</b>	<b>\$139,500</b>	<b>\$63,600</b>	<b>\$77,000</b>
	<b>Fund Balance - January 1</b>	<b>\$69,959</b>	<b>\$54,959</b>	<b>\$2,164</b>	<b>\$48,564</b>
	<b>Fund Balance - December 31</b>	<b>\$2,164</b>	<b>\$21,709</b>	<b>\$48,564</b>	<b>\$81,564</b>

LODGING TAX FUND - OPERATIONS AND MAINTENANCE

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
<b>REVENUES:</b>					
80-8000-3004	Lodging Tax	\$80,152	\$81,250	\$82,500	\$82,500
	<b>TOTAL REVENUES</b>	<b>\$80,152</b>	<b>\$81,250</b>	<b>\$82,500</b>	<b>\$82,500</b>
<b>EXPENDITURES:</b>					
80-8000-4585	Playground Repair, Equipment Rental, Disc Golf	\$62,114	\$16,000	\$16,000	\$76,000
80-8000-4586	FAP Operations and Maintenance	\$35,106	\$19,000	\$19,000	\$19,000
80-8000-4592	Town-wide Forestry Management	\$0	\$25,000	\$25,000	\$25,000
80-8000-4593	Weed Control	\$0	\$25,000	\$25,000	\$25,000
	<b>TOTAL EXPENDITURES</b>	<b>\$97,220</b>	<b>\$85,000</b>	<b>\$85,000</b>	<b>\$145,000</b>
	<b>Fund Balance - January 1</b>	<b>\$89,643</b>	<b>\$65,143</b>	<b>\$72,575</b>	<b>\$70,075</b>
	<b>Fund Balance - December 31</b>	<b>\$72,575</b>	<b>\$61,393</b>	<b>\$70,075</b>	<b>\$7,575</b>

LODGING TAX FUND - SPECIAL EVENTS/MARKETING

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
<b>REVENUES:</b>					
80-8000-3004	Lodging Tax	\$106,868	\$106,250	\$110,000	\$110,000
	<b>TOTAL REVENUES</b>	<b>\$106,868</b>	<b>\$106,250</b>	<b>\$110,000</b>	<b>\$110,000</b>
<b>EXPENDITURES:</b>					
80-8000-4589	Grounds Projects	\$0	\$0	\$77,500	\$25,000
80-8000-4266	Marketing	\$46,953	\$60,000	\$60,000	\$60,000
80-8000-4579	Internet Improvements	\$33,740	\$45,000	\$45,000	\$45,000
	<b>TOTAL EXPENDITURES</b>	<b>\$80,693</b>	<b>\$105,000</b>	<b>\$182,500</b>	<b>\$130,000</b>
	<b>Fund Balance - January 1</b>	<b>\$73,382</b>	<b>\$75,382</b>	<b>\$99,557</b>	<b>\$27,057</b>
	<b>Fund Balance - December 31</b>	<b>\$99,557</b>	<b>\$76,632</b>	<b>\$27,057</b>	<b>\$7,057</b>

# Lodging Tax Fund Capital Equipment Five Year Timeline

Lodging Tax Fund  
Special Projects Five Year Timeline

2020		2021		2022		2023		2024	
Project	Est. Cost								
O&M		O&M		O&M		O&M		O&M	
Bike Park Maintenance	10,000								
P&A Landscaping	8,000	P&A Landscaping	28,700	P&A Landscaping	10,000	P&A Landscaping	9,000	P&A Landscaping	9,000
<b>Total O&amp;M (4586)</b>	<b>\$18,000</b>	<b>Total O&amp;M (4586)</b>	<b>\$47,700</b>	<b>Total O&amp;M (4586)</b>	<b>\$19,000</b>	<b>Total O&amp;M (4586)</b>	<b>\$19,000</b>	<b>Total O&amp;M (4586)</b>	<b>\$19,000</b>
Playground & Equipment Repair, Disc Golf (4585)	76,000	Playground & Equipment Repair, Disc Golf (4585)	16,000	Playground & Equipment Repair, Disc Golf (4585)	16,000	Playground & Equipment Repair, Disc Golf (4585)	16,000	Playground & Equipment Repair, Disc Golf (4585)	16,000
Town-wide Forestry Management (4592)	25,000								
Weed Control (4593)	25,000								
<b>Total O&amp;M</b>	<b>\$126,000</b>	<b>Total O&amp;M</b>	<b>\$66,000</b>						
<b>Recreation</b>		<b>Recreation</b>		<b>Recreation</b>		<b>Recreation</b>		<b>Recreation</b>	
Skate Park	2,000								
<b>Total Recreation (4583)</b>	<b>\$2,000</b>								
Disc Golf Course	2,000								
Gold Rush	5,000	Gold Rush	5,250	Gold Rush	5,513	Gold Rush	5,788	Gold Rush	6,078
Bacon Burner	8,000	Bacon Burner	8,400	Bacon Burner	8,820	Bacon Burner	9,261	Bacon Burner	9,724
Run the Rockies series	23,000	Run the Rockies series	24,150	Run the Rockies series	25,358	Run the Rockies series	26,625	Run the Rockies series	27,957
New Events	5,000	New Events	5,250	New Events	5,513	New Events	5,788	New Events	6,078
Frisco Triathlon	6,500	Frisco Triathlon	6,825	Frisco Triathlon	7,166	Frisco Triathlon	7,525	Frisco Triathlon	7,901
Turkey Day 5K	15,000	Turkey Day 5K	15,750	Turkey Day 5K	16,538	Turkey Day 5K	17,364	Turkey Day 5K	18,233
Girls on the Run	1,000	Girls on the Run	1,050	Girls on the Run	1,103	Girls on the Run	1,158	Girls on the Run	1,216
Mountain Goat Kids	5,000	Mountain Goat Kids	5,250	Mountain Goat Kids	5,513	Mountain Goat Kids	5,788	Mountain Goat Kids	6,078
Brewski	4,500	Brewski	4,725	Brewski	4,961	Brewski	5,209	Brewski	5,470
<b>Total Recreation (4588)</b>	<b>\$75,000</b>	<b>Total Recreation (4588)</b>	<b>\$78,650</b>	<b>Total Recreation (4588)</b>	<b>\$82,485</b>	<b>Total Recreation (4588)</b>	<b>\$86,506</b>	<b>Total Recreation (4588)</b>	<b>\$90,735</b>
<b>Grounds Projects (4589)</b>	<b>\$25,000</b>	<b>Grounds Projects (4589)</b>	<b>\$85,000</b>						
<b>Project Total</b>	<b>\$247,000</b>	<b>Project Total</b>	<b>\$279,350</b>	<b>Project Total</b>	<b>\$254,485</b>	<b>Project Total</b>	<b>\$286,506</b>	<b>Project Total</b>	<b>\$282,735</b>
Beginning Fund Balance	\$597,240	Beginning Fund Balance	\$603,795	Beginning Fund Balance	\$566,198	Beginning Fund Balance	\$597,048	Beginning Fund Balance	\$577,988
Revenues - All Divisions	601,700	Revenues - All Divisions	619,751	Revenues - All Divisions	638,344	Revenues - All Divisions	657,494	Revenues - All Divisions	677,219
Expenditures-Info Ctr	243,155	Expenditures-Info Ctr	248,018	Expenditures-Info Ctr	252,978	Expenditures-Info Ctr	258,038	Expenditures-Info Ctr	263,196
Expenditures - O&M	145,000	Expenditures - O&M	113,700	Expenditures - O&M	85,000	Expenditures - O&M	85,000	Expenditures - O&M	85,000
Expenditures - Rec	77,000	Expenditures - Rec	165,650	Expenditures - Rec	169,485	Expenditures - Rec	173,506	Expenditures - Rec	177,735
Expenditures - Mtg	130,000								
Ending Fund Balance	\$693,785	Ending Fund Balance	\$661,188	Ending Fund Balance	\$597,048	Ending Fund Balance	\$577,988	Ending Fund Balance	\$599,288

This Page Intentionally Left Blank



---

---

# 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.

	2017	2018	2019	2019	2020
<u>Revenues</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Projected</u>	<u>Budget</u>
User Charges	\$1,535,817	\$1,565,693	\$1,326,400	\$1,281,900	\$1,432,000
<b>Total Revenues</b>	<b>1,535,817</b>	<b>1,565,693</b>	<b>1,326,400</b>	<b>1,281,900</b>	<b>1,432,000</b>
<u>Expenditures</u>					
Salaries and Benefits	466,067	542,550	565,764	473,968	597,702
Administrative Fees	20,000	20,000	20,000	20,000	20,000
Professional Fees	30,732	22,467	25,000	15,000	25,000
Supplies	35,787	75,307	144,000	95,000	124,000
Utilities	14,531	17,983	30,000	20,000	30,000
Repair and Maintenance	54,184	29,592	66,000	30,500	58,000
General Expenses	261,569	271,791	274,600	258,565	274,100
Capital Outlay	132,209	540,227	4,012,700	4,325,012	1,565,500
<b>Total Expenditures</b>	<b>1,015,079</b>	<b>1,519,917</b>	<b>5,138,064</b>	<b>5,238,045</b>	<b>2,694,302</b>
<u>Other Sources (Uses)</u>					
Reimbursements from Denver Water (ZM)	32,622	27,570	27,000	27,000	32,000
Water Agreement Settlement	0	466,057	0	0	0
Investment Income	5,160	20,868	10,000	90,000	70,000
Sale of Assets	64,473	18,147	6,600	24,200	46,200
Loan Repayment to Water Fund	-5,287	0	0	0	0
Bond Repayment	0	0	-300,000	-208,160	-272,500
Loan Proceeds	0	0	5,000,000	5,046,154	0
Transfers In	0	0	0	0	0
Transfers Out	0	0	0	0	0
<b>Net Change in Fund Balance</b>	<b>617,706</b>	<b>578,418</b>	<b>931,936</b>	<b>1,023,049</b>	<b>-1,386,602</b>
<b>Fund Balance - January 1</b>	<b>1,791,851</b>	<b>2,409,557</b>	<b>2,606,074</b>	<b>2,987,975</b>	<b>4,011,024</b>
<b>Fund Balance - December 31</b>	<b>\$2,409,557</b>	<b>\$2,987,975</b>	<b>\$3,538,010</b>	<b>\$4,011,024</b>	<b>\$2,624,422</b>

## MARINA FUND

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
<b>REVENUES:</b>					
90-9000-3085	Water Agreement Settlement	\$466,057	\$0	\$0	\$0
90-9000-3090	Loan Proceeds	\$0	\$5,000,000	\$5,046,154	\$0
90-9000-3101	Interest on Investments	\$20,868	\$10,000	\$90,000	\$70,000
90-9000-3222	Miscellaneous Revenue	\$1,079	\$0	\$100	\$0
90-9000-3450	Slip Rental	\$222,429	\$175,000	\$240,000	\$240,000
90-9000-3455	Mooring Rental	\$32,177	\$25,000	\$38,000	\$30,000
90-9000-3457	Season Kayak Rack Rental	\$105,043	\$90,000	\$90,000	\$90,000
90-9000-3460	Boat and Kayak Rentals	\$672,722	\$600,000	\$500,000	\$625,000
90-9000-3463	Paddleboard Rentals	\$95,820	\$90,000	\$80,000	\$90,000
90-9000-3465	Retail Sales	\$75,988	\$25,000	\$25,000	\$25,000
90-9000-3466	Fishing Licenses	\$315	\$500	\$300	\$500
90-9000-3470	Fees for Services	\$85,192	\$75,000	\$80,000	\$80,000
90-9000-3474	Stand Up Paddle Concessionaire	\$3,056	\$2,500	\$2,500	\$2,500
90-9000-3475	Retail Fuel Sales	\$75,856	\$78,000	\$50,000	\$60,000
90-9000-3476	Concessionaire Revenue - Rowing	\$2,500	\$2,500	\$2,500	\$2,500
90-9000-3477	Concessionaire Revenue - Water Taxi	\$451	\$0	\$400	\$400
90-9000-3478	Concessionaire Revenue - Sailing School	\$5,500	\$5,500	\$5,500	\$5,500
90-9000-3479	Concessionaire Revenue - Food and Beverage	\$50,661	\$45,000	\$40,000	\$45,000
90-9000-3480	Winter Storage	\$63,884	\$50,000	\$60,000	\$60,000
90-9000-3482	Sale of Used Boats	\$14,588	\$5,400	\$23,000	\$45,000
90-9000-3483	Sale of Paddleboards	\$2,800	\$1,200	\$1,200	\$1,200
90-9000-3485	Parts Retail Sales	\$31,856	\$30,000	\$25,000	\$30,000
90-9000-3486	Dry Storage	\$26,024	\$17,000	\$25,000	\$25,000
90-9000-3487	Trailer Storage	\$14,840	\$15,000	\$17,000	\$20,000
90-9000-3491	Park Rentals	\$300	\$400	\$0	\$0
90-9000-3492	Concessionaire Revenue - Bike	\$0	\$0	\$600	\$600
90-9000-3495	Zebra Mussel Reimbursement Income	\$27,570	\$27,000	\$27,000	\$32,000
90-9000-3630	Sale of Assets	\$759	\$0	\$0	\$0
<b>TOTAL REVENUES</b>		<b>\$2,098,335</b>	<b>\$6,370,000</b>	<b>\$6,469,254</b>	<b>\$1,580,200</b>

Account Number	Account Title	2018 Actual	2019 Budget	Estimated 2019 Year End	Proposed 2020 Budget
<b>EXPENDITURES:</b>					
90-9000-4001	Marina Salaries	\$214,563	\$351,796	\$260,000	\$301,000
90-9000-4002	Overtime	\$3,142	\$2,500	\$2,500	\$2,500
90-9000-4005	Seasonal Wages	\$279,145	\$151,612	\$151,612	\$228,000
90-9000-4010	Benefits	\$40,638	\$42,705	\$42,705	\$48,772
90-9000-4050	Retirement Benefits	\$5,062	\$17,151	\$17,151	\$17,430
<b>SUBTOTAL SALARIES AND BENEFITS</b>		<b>\$542,550</b>	<b>\$565,764</b>	<b>\$473,968</b>	<b>\$597,702</b>
90-9000-4200	Office Supplies	\$2,999	\$4,000	\$3,000	\$4,000
90-9000-4201	Supplies	\$35,648	\$40,000	\$38,000	\$40,000
90-9000-4202	Postage - Department share	\$65	\$100	\$65	\$100
90-9000-4203	Telephone	\$21,539	\$25,000	\$22,000	\$25,000
90-9000-4205	Equipment Repairs & Maintenance	\$3,993	\$15,000	\$5,000	\$15,000
90-9000-4206	Vehicle Repairs & Maintenance	\$343	\$1,000	\$500	\$1,000
90-9000-4207	Building Repair & Maintenance	\$2,849	\$20,000	\$3,000	\$20,000
90-9000-4208	Rental Fleet Repairs & Maintenance	\$19,359	\$20,000	\$12,000	\$12,000
90-9000-4210	Professional Dues & Subscriptions	\$1,728	\$3,000	\$2,000	\$3,000
90-9000-4221	Printing	\$2,445	\$3,000	\$2,500	\$0
90-9000-4227	Reg. Fees, Lodging, Travel, and Meals	\$9,704	\$10,000	\$5,000	\$10,000
90-9000-4244	Bank Service Charges	\$28,951	\$30,000	\$30,000	\$30,000
90-9000-4250	Professional Services	\$11,610	\$25,000	\$15,000	\$25,000
90-9000-4259	Gasoline and Oil (Retail)	\$45,527	\$55,000	\$50,000	\$55,000
90-9000-4260	Gasoline and Oil (Maintenance)	\$7,542	\$10,000	\$7,000	\$10,000
90-9000-4265	Advertising	\$45,294	\$40,000	\$40,000	\$40,000
90-9000-4270	Uniforms	\$5,514	\$5,000	\$3,000	\$5,000
90-9000-4333	Debt Service - Interest	\$0	\$0	\$208,160	\$272,500
90-9000-4334	Debt Service - Principal	\$0	\$300,000		
90-9000-4365	Administration Fees	\$20,000	\$20,000	\$20,000	\$20,000
90-9000-4401	Utilities	\$17,983	\$30,000	\$20,000	\$30,000
90-9000-4444	Capital Improvements	\$1,740	\$3,996,700	\$4,300,000	\$1,100,000
90-9000-4460	Capital Equipment	\$0	\$16,000	\$25,012	\$465,500
90-9000-4477	Cleaning/Janitorial	\$10,018	\$20,000	\$11,000	\$20,000
90-9000-4555	DRREC	\$75,348	\$50,000	\$75,000	\$50,000
90-9000-4704	Technical Purchases	\$10,857	\$20,000	\$8,000	\$22,500
90-9000-4790	Depreciation	\$251,432	\$0	\$0	\$0
90-9000-4890	Special Events	\$3,050	\$3,000	\$3,000	\$3,000
90-9000-4891	Retail Sales Inventory	\$36,595	\$70,000	\$40,000	\$50,000
90-9000-4892	Retail Service Parts	\$13,391	\$30,000	\$14,000	\$30,000
90-9000-4895	Dock Maintenance	\$3,048	\$10,000	\$10,000	\$10,000
90-9000-4900	Fishing Pole Expense	\$0	\$500	\$0	\$500
<b>SUBTOTAL OPERATING EXPENSES</b>		<b>\$688,572</b>	<b>\$4,872,300</b>	<b>\$4,972,237</b>	<b>\$2,369,100</b>
<b>TOTAL EXPENDITURES</b>		<b>\$1,231,122</b>	<b>\$5,438,064</b>	<b>\$5,446,205</b>	<b>\$2,966,802</b>



This Page Intentionally Left Blank



# **Discretionary Fund Nonprofit Grant Applications 2020**



**TO: TOWN COUNCIL**  
**FROM: JESSICA BURLEY, COUNCIL MEMBER; RICK IHNKEN, COUNCIL MEMBER, NANCY KERRY, TOWN MANAGER; DIANE McBRIDE, ASSISTANT TOWN MANAGER; BONNIE MOINET, FINANCE DIRECTOR; DEBORAH WOHLMUTH, TOWN CLERK**  
**RE: DISCRETIONARY FUND REQUESTS FOR BUDGET YEAR 2020**  
**DATE: SEPTEMBER 24, 2019**

Attached is a packet of information for the 2020 Discretionary Fund, including a list of fifty organizations requesting grant funding, respective Discretionary Fund subcommittee funding recommendations and brief descriptions of each project or program for which organizations are seeking funds. The committee recommends limiting discretionary fund allocations to a combined total of \$69,400 excluding in-kind contributions for the 2020 budget. Additionally, the committee recommends \$17,386 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.
- Alignment with Town of Frisco Strategic Goals.

In the past, Council has received requests for amounts larger than those permitted through the County-wide grant process. These requests have come from entities that Council feels provide important health, welfare and community services. For these purposes, Council directed staff to include the following amounts in the 2020 budget:

Summit County Preschool	\$65,000
Building Hope Foundation	\$10,000
Community Care Clinic	\$25,000
Child Advocacy Center	\$ 5,000
Energy Smart (HC3)	\$20,900
Resource Wise (HC3)	<u>\$15,000</u>
<b>Total</b>	<b>\$140,900</b>

<b>ORGANIZATION</b>	<b>FUNDED 2018</b>	<b>FUNDED 2019</b>	<b>REQUESTED 2020</b>	<b>PROPOSED 2020</b>
Advocates for Victims of Assault	INKIND	INKIND	INKIND	INKIND
Advocates for Victims of Assault	\$2,500	\$2,500	\$5,000	\$4,000
After Prom	n/a	\$500	\$1,000	\$1,000
Bethany Immigration Services	\$500	\$1,000	\$4,000	\$2,000
Blue River Horse Center	\$1,000	\$1,500	\$5,000	\$0
Breckenridge Film Festival	INKIND	INKIND	INKIND	INKIND
Breckenridge Film Festival	\$500	\$500	\$3,500	\$0
Breckenridge Montessori School	n/a	n/a	INKIND	INKIND
Breckenridge Outdoor Education Center	\$1,200	\$1,200	\$1,200	\$1,200
CASA of the Continental Divide	n/a	n/a	INKIND	INKIND
CASA of the Continental Divide	\$1,000	\$1,000	\$1,500	\$1,200
Colorado Fourteeners Initiative	\$500	\$500	\$500	\$500
Colorado Mountain College Foundation	\$1,000	\$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	\$3,500	\$3,500	\$3,500
Friends of the Colorado Avalanche Info Center	\$1,000	\$1,000	\$5,000	\$5,000
Friends of the Dillon Ranger District	INKIND	INKIND	INKIND	INKIND
Friends of the Dillon Ranger District	\$5,000	\$5,000	\$5,000	\$5,000
Girl Scouts of Colorado	\$500	\$500	\$500	\$500
High Country Conservation Center	n/a	n/a	INKIND	INKIND
High Country Conservation Center	\$2,500	\$3,000	\$5,000	\$5,000
High Country Soccer Association	INKIND	INKIND	INKIND	INKIND
High Country Veterans Adventures	n/a	n/a	\$2,500	INKIND
Keystone Science School	\$2,500	\$3,000	\$5,000	INKIND
Lake Dillon Preschool	n/a	\$1,000	\$5,000	\$1,000
Mind Springs Health	n/a	n/a	\$3,000	\$0
Mountain Mentors	\$1,000	\$1,000	\$5,000	\$1,000
National Repertory Orchestra	n/a	n/a	INKIND	INKIND
National Repertory Orchestra	\$500	\$500	\$1,730	\$0
Project Bike Tech	n/a	\$0	\$5,000	\$2,000
Rotary Club of Summit County	\$1,000	\$1,000	\$1,500	\$1,500
SOS Outreach	n/a	\$1,000	\$3,500	\$1,000
Summit Colorado Interfaith Council	n/a	INKIND	INKIND	\$0
Summit Community Care Clinic	\$5,000	\$5,000	\$5,000	\$5,000
Summit County Senior Center	n/a	INKIND	INKIND	INKIND
Summit County Youth	n/a	\$500	\$3,000	\$0
Summit County Youth Baseball	INKIND	INKIND	INKIND	INKIND

<b>ORGANIZATION</b>	<b>FUNDED 2018</b>	<b>FUNDED 2019</b>	<b>REQUESTED 2020</b>	<b>PROPOSED 2020</b>
Summit Habitat for Humanity	n/a	n/a	\$500	\$500
Summit High School	INKIND	INKIND	INKIND	INKIND
Summit High School Scholarships	\$10,000	\$10,000	n/a	\$10,000
Summit Medical Center Health Foundation	n/a	n/a	INKIND	INKIND
Summit Medical Center Health Foundation - Injury Prevention	n/a	n/a	\$2,500	\$0
Summit Medical Center Health Foundation - Bristlecone	\$2,000	n/a	\$2,500	\$2,500
Summit Nordic Ski Club	INKIND	INKIND	INKIND	INKIND
Summit Nordic Ski Club	n/a	\$1,000	\$3,850	\$1,000
Summit Public Radio and TV - Capital	\$3,500	\$3,000	\$3,500	\$3,500
Summit Public Radio and TV - Operating	\$500	\$500	\$1,500	\$0
Summit School District - Middle School	\$520	\$1,000	\$2,000	\$1,000
Summit Tigers American Legion Baseball	INKIND	INKIND	INKIND	INKIND
Summit Youth Orchestra	INKIND	INKIND	INKIND	INKIND
Synagogue of the Summit	INKIND	INKIND	INKIND	INKIND
Team Summit	\$1,000	\$1,000	\$1,500	\$1,000
The Cycle Effect	\$1,000	\$1,000	\$3,000	\$1,000
The Peak School	n/a	n/a	INKIND	INKIND
The Peak School	n/a	n/a	\$500	\$0
The Summit Foundation	INKIND	INKIND	INKIND	INKIND
Timberline Adult Day	\$3,000	\$3,000	\$5,000	\$5,000
Timberline Learning Center	INKIND	INKIND	INKIND	INKIND
Women's Resource Center of the Rockies	n/a	INKIND	INKIND	\$0
Women's Resource Center of the Rockies	\$1,000	\$1,000	\$2,000	\$0
Youth Entity	\$500	\$500	\$2,500	\$2,500
<b>TOTAL</b>	<b>\$56,220</b>	<b>\$60,700</b>	<b>\$113,780</b>	<b>\$69,400</b>

**TOWN OF FRISCO 2020 IN-KIND GRANT REQUESTS**

<b>Organization</b>	<b>Physical Address</b>	<b>Request</b>	<b>Value</b>	<b>Notes</b>
Advocates for Victims of Assault	Dillon	Silent Auction Package	\$627.00	
		<b>TOTAL</b>	<b>\$627.00</b>	
Breckenridge Film Festival	Breckenridge	Silent Auction Package	\$627.00	
		<b>TOTAL</b>	<b>\$627.00</b>	
Breckenridge Montessori	Breckenridge	Silent Auction Package	\$627.00	
		<b>TOTAL</b>	<b>\$627.00</b>	
CASA of the Continental Divide	Dillon	Silent Auction Package	\$627.00	
		<b>TOTAL</b>	<b>\$627.00</b>	
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 2019/2020 Season Only
		<b>TOTAL</b>	<b>\$616.00</b>	
Family and Intercultural Resource Center	Silverthorne	Silent Auction Package	\$627.00	
		<b>TOTAL</b>	<b>\$627.00</b>	

**Silent Auction Package (SAP):**

- (4) One hour tubing tickets (value \$112)
- (4) Nordic day passes w/rentals (value \$45 for one day pass and rental x 4 = \$180)
- (4) Paddle sport rentals (SUP or Kayak) (value \$40 for two hour rental x 4 = \$160)
- (1) Pontoon boat rental (value \$175 for 20" pontoon for two hour rental)

Organization	Physical Address	Request	Value	Notes
Friends of the Dillon Ranger District	Silverthorne	Use of Day Lodge for September 2020 Event	\$600.00	Must coordinate date with TOF Rec and Culture Department Guest Services Manager Cleaning Fee required of \$60 NP Rate of \$600/day
		<b>TOTAL</b>	<b>\$ 600.00</b>	
High Country Conservation Center	Frisco	Silent Auction Package	\$627.00	
		<b>TOTAL</b>	<b>\$627.00</b>	
High Country Soccer Association	Breckenridge	Frisco Peninsula MP Field Usage for 2 weeks - Summer 2020	\$2000.00	Must coordinate dates with TOF Rec and Culture Department Guest Services Manager \$200/day NP rate *10 days
		Use of Day Lodge for August 2020 Event	\$600.00	Must coordinate date with TOF Rec and Culture Department Guest Services Manager Cleaning Fee required of \$60 NP Rate of \$600/day
		Frisco Peninsula MP Field Usage for August 2020 Event	\$200.00	Must coordinate dates with TOF Rec and Culture Department Guest Services Manager \$200/day NP rate *1 days *Must be scheduled far in advance!
		<b>TOTAL</b>	<b>\$2800.00</b>	
High Country Veterans	Dillon	(25) 1hr tubing passes at County Rate or (25) SUP rentals	\$700.00	Passes will have blackout dates on them Passes will be mailed to High Country Veterans Passes valid for the 2019/2020 Season Only
		<b>TOTAL</b>	<b>\$700.00</b>	

**Silent Auction Package (SAP):**

- (4) One hour tubing tickets (value \$112)
- (4) Nordic day passes w/rentals (value \$45 for one day pass and rental x 4 = \$180)
- (4) Paddle sport rentals (SUP or Kayak) (value \$40 for two hour rental x 4 = \$160)
- (1) Pontoon boat rental (value \$175 for 20" pontoon for two hour rental)

Organization	Physical Address	Request	Value	Notes
Keystone Science School	Keystone	(50) 1hr tubing passes at County Rate for March 2020 event <b>TOTAL</b>	\$1400.00 <b>\$1400.00</b>	Passes will have blackout dates on them Passes will be mailed to Keystone Science School Passes valid for the 2019/20 Season Only
Lake Dillon Preschool	Dillon	Silent Auction Package <b>TOTAL</b>	\$627.00 <b>\$627.00</b>	
National Repertory Orchestra	Breckenridge	Silent Auction Package <b>TOTAL</b>	\$627.00 <b>\$627.00</b>	
Summit County Senior Center	Frisco	Use of the Nordic center for the race weekend. (\$75/hr x 6hrs) <b>TOTAL</b>	\$450.00 <b>\$450.00</b>	
Summit County 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 Department Guest Services Manager Fields prepped and lined for games only; schedule must be provided to GS Manager by June 1; subject to other rentals
		Silent Auction Package <b>TOTAL</b>	\$627.00 <b>\$1877.00</b>	

**Silent Auction Package (SAP):**

- (4) One hour tubing tickets (value \$112)
- (4) Nordic day passes w/rentals (value \$45 for one day pass and rental x 4 = \$180)
- (4) Paddle sport rentals (SUP or Kayak) (value \$40 for two hour rental x 4 = \$160)
- (1) Pontoon boat rental (value \$175 for 20" pontoon for two hour rental)

Organization	Physical Address	Request	Value	Notes
Summit High School	Farmer's Corner	Use of Day Lodge for December 11, 2020 Event 5:30-8:30pm  <b>WEEKDAY ONLY – REQUIRES NEW DATE</b>  <b>TOTAL</b>	\$600.00   <b>\$600.00</b>	Must coordinate date with TOF Rec and Culture Department Guest Services Manager Cleaning Fee required of \$60 NP Rate of \$600/day *Request must be outside busy December holidays.
Summit Medical Center Foundation	Frisco	Use of Day Lodge for August 15, 2020 Event 8am-4pm  <b>WEEKDAY ONLY – REQUIRES NEW DATE</b>  <b>TOTAL</b>	\$600.00   <b>\$600.00</b>	Must coordinate date with TOF Rec and Culture Department Guest Services Manager Cleaning Fee required of \$60 NP Rate of \$600/day
Summit Nordic Ski Club	Frisco	Day Lodge Usage - Meeting Space for 4-7 Evenings  Use of the Nordic center for the RSM race weekend. (\$75/hr x 6hrs) Use of Nordic Center for ESBM (\$75/hr x 6hrs) <b>TOTAL</b>	\$1200.00  \$450.00 \$450.00 <b>\$2,100.00</b>	2hr rental x 6 rentals x \$100/hr NP rate Must coordinate dates with TOF Rec and Culture Department Guest Services Manager

Organization	Physical Address	Request	Value	Notes
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 Department Guest Services Manager Fields prepped and lined for games only; schedule must be provided to GS Manager by June 1; subject to other rentals
		Silent Auction Package	\$627.00	
		<b>TOTAL</b>	<b>\$1877.00</b>	
Summit Youth Orchestra	Frisco	Use of Day Lodge for (2) Concert Performances  <b>WEEKDAY ONLY</b>	\$2400.00	Must coordinate date with TOF Rec and Culture Department Guest Services 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
		Use of Historic Park Gazebo for summer performances (\$600/4hrs x3)	\$1800.00	
		<b>WEEKDAY ONLY TOTAL</b>	<b>\$4200.00</b>	
The Peak School	Frisco	Silent Auction Package	\$627.00	
		<b>TOTAL</b>	<b>\$627.00</b>	
The Summit Foundation	Breckenridge	Use of Day Lodge for 2020 Event	\$1200.00	Must coordinate date with TOF Rec and Culture Department Guest Services Manager Cleaning Fee required of \$60 NP Rate of \$600/day - 2 days requested - 1 set- up; 1 for event
		Silent Auction Package	\$627.00	
		<b>TOTAL</b>	<b>\$1827.00</b>	

**Silent Auction Package (SAP):**

- (4) One hour tubing tickets (value \$112)
- (4) Nordic day passes w/rentals (value \$45 for one day pass and rental x 4 = \$180)
- (4) Paddle sport rentals (SUP or Kayak) (value \$40 for two hour rental x 4 = \$160)
- (1) Pontoon boat rental (value \$175 for 20" pontoon for two hour rental)

Organization	Physical Address	Request	Value	Notes
Timberline Learning Center	Breckenridge	Silent Auction Package	\$627.00	
		<b>TOTAL</b>	<b>\$627.00</b>	
		<b>GRAND TOTAL</b>	<b>\$17,386.00</b>	

**Silent Auction Package (SAP):**  
(4) One hour tubing tickets (value \$112)  
(4) Nordic day passes w/rentals (value \$45 for one day pass and rental x 4 = \$180)  
(4) Paddle sport rentals (SUP or Kayak) (value \$40 for two hour rental x 4 = \$160)  
(1) Pontoon boat rental (value \$175 for 20" pontoon for two hour rental)

**DISCRETIONARY FUNDING REQUEST DESCRIPTIONS 2020**

<b>Agency</b>	<b>Mission</b>	<b>Services</b>	<b>Purpose of Funding</b>
<b>Advocates for Victims of Assault</b>  <b>*INKIND and CASH</b>	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.	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.	General operating support. (4) Nordic punch passes for silent auction. Use of the Day Lodge for a 2020 summer/ fall fundraiser event (8 hour rental).
<b>After Prom</b>	After Prom provides a safe, entertaining, and substance free all-night event for junior/ seniors on the night of the SHS Prom.	81 students from SHS and Snowy Peaks participated in 2018 with goal of 125 in 2019. Safe, entertaining, and substance free all-night event.	General operating support of After Prom for Summit High School.
<b>Bethany Immigration Services</b>	Helping immigrants to become an integral part of our community by providing affordable legal immigration solutions.	240 (apx 75 in 2018) 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.	General operating expenses including salary for additional legal practitioner to serve local immigrants.
<b>Blue River Horse Center</b>	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.	Anticipating impacting 750 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.	Operate the Leadership Awareness with Horses for residents of Frisco and others, an experiential program that empowers youth as participants and adults as volunteers in leadership development.

Agency	Mission	Services	Purpose of Funding
<b>Breckenridge Film Festival</b>  <b>*INKIND and CASH</b>	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.	Partnerships with BreckCreate, NRO, Keystone Science School, Summit School District, Colorado Film Office, Bohemian Foundation, and Denver Film Society. Top 20 Festival USA Today.	Support expansion of Frisco events. Support guest costs. Use of the Day Lodge for one day in 2020. 4 Tubing Hill passes, (2) Nordic lesson/rental, (1) two hour pontoon rental, (2) SUP rental for silent auction. *Can't accommodate Two Below Zero or Kid Camp requests.
<b>Bristlecone Montessori</b>  <b>*INKIND</b>	Provide the highest quality educational experience for children aged 2 1/2 to 6 years through organic and healthy food, outdoor gardening and many cultural and recreational opportunities.	Montessori early childhood education for children, hosting family evenings, bi-yearly Parent/Teacher conferences, developmental assessments with the Ages & Stages questionnaires, and partnering Early Childhood Options with the Right Start Quality	General operating support of After Prom for Summit High School.
<b>Breckenridge Outdoor Education Center</b>	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.
<b>CASA of the Continental Divide</b>  <b>*INKIND and CASH</b>	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 provide 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. In-kind donations of (2) pontoon boat rentals for silent auction at annual golf tournament; and (10) tubing passes for volunteers to use with advocacy clients.

Agency	Mission	Services	Purpose of Funding
<b>Colorado Fourteeners Initiative</b>	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 Colorado Fourteeners Initiative time performing trail maintenance, volunteers for trail stewardship and hiker education, & collecting hiking use data on Quandary.
<b>Colorado Mountain College Foundation</b>	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 online 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.
<b>Domus Pacis *INKIND</b>	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.	Serving over 1100 families since 2008, planning for 165 respites in 2019. Two summit county families participated in 2018. 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 2019/20 season.

<b>Agency</b>	<b>Mission</b>	<b>Services</b>	<b>Purpose of Funding</b>
<b>Education Foundation of the Summit (EFS)</b>	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 and teachers.	Expansion of grants to teachers is a project that directly supports academic enrichment, innovation, literacy, and technology to better support Frisco Elementary.
<b>Family and Intercultural Resource Center *INKIND &amp; CASH</b>	FIRC empowers families with the education and support needed to thrive and remain living and working in Summit County.	Serve 4300 individuals. 9% Frisco families. 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.	General operating funds to empower families through education and support. Use of the Day Lodge, & (24) one hour tubing hill passes for the 2019/20 season. Use of Nordic Center. Lessons & equipment for (20). Use of Walter Byron Park for August staff bbq. Frisco resident status for camp registration for FIRC staff.
<b>Friends of the Colorado Avalanche Information Center</b>	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. Know Before You Go avalanche awareness program. 2019 Top of the Hill Award – Colorado Ski & Snowboard Hall of Fame.	Summit County backcountry avalanche forecasting operations and research around the March 2019 avalanche cycle.

<b>Agency</b>	<b>Mission</b>	<b>Services</b>	<b>Purpose of Funding</b>
<b>Friends of the Dillon Ranger District</b> <b>*INKIND &amp; CASH</b>	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.	Forest Stewards Program – 925 volunteers/ 45 trail maintenance projects, Youth Stewards Program – 670 youth/ 2,300 volunteer hours, Forest Monitoring Program – 52 volunteers, Ski with a Ranger Program – 17 volunteers contacted 585 visitors, Ranger Patrol Program – 82 rangers/ 322 hikes, patrolled 1800 miles of trail, contacted 6870 trail users, 1200 volunteer hours.	Completion of trail maintenance, wildlife habitat improvement and forest stewardship projects throughout the Frisco area with focus on the Frisco Peninsula, Masontown Trail, Rainbow Lake Trail, Zach’s Stop. Use of Day Lodge for September 2020 event.
<b>Girl Scouts of Colorado</b>	Builds girls of courage, confidence, and character, who make the world a better place.	Cookie Rally, Annual Water Fun Day, Mountain Communities Region 5 celebration, Summit County Volunteer Appreciation and troop bridging event. Programming provides: Team initiatives, communication skills, relationship-building, trust, decision-making, collaborative problem-solving and critical thinking.	Funding will be used to provide the Girl Scout Leadership Program to 210 girls and train 102 adult volunteers.
<b>High Country Conservation Center</b>	Promote practical solutions for waste reduction & resource conservation in our mountain community.	Serving Summit County for 40 years, focusing on waste reduction, sustainable food, energy efficiency, sustainable business, climate action, and water conservation. Climate Action Plan. Energy Smart Colorado. Grow to Share. Energy Explorers, Water Warriors & Rocky’s Recyclers.	General operating support for water conservation and recycling programs that benefit Frisco residents, second homeowners, and visitors. Two hour pontoon boat rental for silent auction.

Agency	Mission	Services	Purpose of Funding
<b>High Country Soccer Association</b> <b>*INKIND</b>	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. 250 Frisco youth participated.	Frisco Peninsula Multi-purpose Field Usage for two weeks – Summer 2020 to hold full day summer soccer camps in June and July. One day use of field and indoor space in August 2020.
<b>High Country Veterans Adventures</b>	Improve the overall quality of life of the U.S. Veteran by connecting them with the outdoors through physical and social adventures.	Host five winter trips each year. Plan to host three Stand Up Paddle board events. If fully funded, expect to engage 25-50 veterans.	HCVA seeks general funding to facilitate guided outdoor adventures providing nature therapy for US Veterans at no cost.
<b>Keystone Science School</b> <b>*INKIND &amp; CASH</b>	Inspire curiosity and critical thinking through the lens of science to change lives & strengthen communities, creating future leaders who can problem solve & work together.	Served 8,800 youth and adults through education programs, school-based programs, camp programs, and adventure programs. Recognized Silver Level Sustainable Business by HC3. Completed fundraising for administrative building and instructor housing.	General Operations assisting 179 Frisco youth served through outdoor education programs annually. (50) Tubing Hill tickets March 2020 for Legacy Camp youth participants.
<b>Lake Dillon Preschool</b>	Provide high quality early childhood education in a safe, nurturing, creative and earth friendly environment.	Colorado Shines level 4 status. Demonstration site for ECHO/NWF outdoor space. Nutritious organic/natural meals included in tuition. School wide in service day to attend Rocky Mountain Early Childhood Conference.	General operating support to help with sliding scale for employees and residents of Summit County.
<b>Mind Springs Health</b>	Rebuild lives and inspire hope by providing exceptional mental health and addiction recovery care, strengthening the health and vitality of our communities.	West Springs Hospital inpatient services. 12 locations of outpatient services and programs. Peer Support Services. Whole Health LLC. Women's Recovery Center. Summit Safe Haven. Oasis Clubhouse. Resiliency Program.	Funding for the Frisco outpatient clinic to purchase equipment for the 2nd year of operation of the horticultural therapy program.

Agency	Mission	Services	Purpose of Funding
<b>Mountain Mentors</b>	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 currently serves 70 youth, not including parents or siblings. 39 are on a waitlist. Drop Teen Center after school program. Healthy choices middle school drug prevention program.	General Operating support for Youth and Family Services Mountain Mentors Program and its prevention programming for youth.
<b>National Repertory Orchestra *INKIND &amp; CASH</b>	Equips young musicians for orchestral music careers while providing the highest-level of musical experience.	22 full orchestra concerts for 11,584 audience members. 98 free outreach events to 9,492 people including free chamber performances and open rehearsals.	Free Music Education and Community Engagement program. (3) Pontoon Boat rentals. (3) tubing hill punch passes for (3) silent auctions.
<b>Project Bike Tech</b>	Works to enhance lives, create opportunities and build sustainable communities through bicycle education.	34 students earned level 1 certification. 5 students placed in jobs. Acquire lifelong mechanical and troubleshooting skills, increase confidence.	Continue bicycle technician level 1 and 2 training program at Summit High School.
<b>Rotary Club of Summit County</b>	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. Community Dinner serving 145,000 since 2009.	Purchase food and to pay expenses in effort to feed the people of Summit County who attend the Community Dinner each week.

<b>Agency</b>	<b>Mission</b>	<b>Services</b>	<b>Purpose of Funding</b>
<b>SOS Outreach</b>	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. 147 Summit County participants.	Support 350 Summit County students in core value leadership development curriculum, giving students tools to make positive decisions for healthy and successful lives.
<b>Summit Colorado Interfaith Council</b>  <b>*INKIND</b>	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 the Historic Park gazebo area for second annual “Being Green” family activity, Saturday September 13, 2020 10:30am-1pm.
<b>Summit Community Care Clinic</b>	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.
<b>Summit County Senior Center</b>  <b>*INKIND</b>	Improve the quality of life for senior citizens of Summit County through recreation, physical activity, intellectual stimulation, volunteering, and sociability.	140 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 11, 2020. (4) tubing hill passes, (4) Nordic Punch Passes, (1) Pontoon Boat rental for silent auction.
<b>Summit County Youth - LATE</b>	Create an environment where students live big and love better through conversations about what it means to be a whole human.	Serves 40-60 elementary aged students weekly. Serves 50-70 middle and high school students through weekly breakfasts, monthly social activities, and annual trips and service projects.	General operating support.

Agency	Mission	Services	Purpose of Funding
<b>Summit County Youth Baseball</b> *INKIND	Promote baseball in a safe, fun, and affordable environment for boys and girls in Summit County ages 4-18.	Served 325 players during the 2019 summer recreational program, 80 players for the Spring Travel program and 80 players in the Fall Travel program. Sponsored two camps to further baseball skills to providing additional instruction players. Home Run Derby fundraiser.	Use of the Frisco Peninsula Ball Field for up to 50 hours (requested 123). Gift certificates to be used as prizes and silent auction at Second Annual Home Run Derby in the fall.
<b>Summit Cove Elementary School PTSA</b> *INKIND	Parent & community organization focused on promoting the welfare of students, supporting the Summit Cove Elementary through communication, organization, and fundraising.	Previous fundraising supported STEM lab. This year's fundraising is for playground enhancement. Fundraising provides transportation for field trips, multi-cultural assemblies, books and materials for classroom libraries, curriculum enhancements, STEM lab and technology.	(4) one hour tubing hill passes, (2) two hour pontoon rentals, (2) two hour kayak/ sup rentals for October Fall Carnival silent auction.
<b>Summit Habitat for Humanity</b>	Through collaboration we bring communities together to build strength, stability, and self-reliance through shelter.	The Brush with Kindness program preserves homeownership by helping to keep homes in a safe and livable condition, empowering local homeowners to age in place and sustain homeownership.	General operating support to strengthen capacity, refine direction, and engage in housing solutions.
<b>Summit High School</b> *INKIND	Create caring learners, committed to developing knowledge, skills and attitudes for life, higher education and work.	Measure success of holiday get-together by the high morale boost of staff during the last few stressful weeks of the first semester.	Use of the Day Lodge for December 11, 2020 staff appreciation/ holiday party.

Agency	Mission	Services	Purpose of Funding
<p><b>Summit Medical Center Health Foundation</b></p> <p><b>*THREE REQUESTS</b></p> <p><b>*INKIND &amp; CASH</b></p>	<p>Raise and allocate philanthropic funds, primarily for hospital programs and services that benefit underserved, elderly, &amp; community, focusing on issues that enhance the hospital's mission but do not fall within normal parameters of the hospital or its budget.</p>	<p>Serve 20,000 patients annually. Programs include Emergency Department, Peak Care Unit, The Birth Center, Radiology, Trauma Unit, Flight for Life Colorado, Cardiology/ Multi-Specialty Clinic, Infusion Cancer Center, Peak One Surgery Center, Panorama Summit Orthopedics, and Chaplaincy/Behavioral &amp; Mental Health and Bristlecone Hospice/ Home Care Services.</p>	<p>Support ThinkFirst programming in Summit County. Financial support for Bristlecone Home Health &amp; Hospice Services to uninsured, under-insured, and indigent in Summit County. Use of the Adventure Park/Day Lodge for August 15, 2020 8am-4pm.</p>

Agency	Mission	Services	Purpose of Funding
<p><b>Summit Nordic Ski Club</b> <b>*INKIND &amp; CASH</b></p>	<p>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.</p>	<p>Serve 200 athletes across 10 programs year round. 100 additional athletes through training camps and races. Provide transportation between training and school for middle and high school, including the Peak School. Added a roller ski treadmill. Scholarship program. Nine athletes qualified to Junior Nationals. Doubled capacity to 120 in Little Vikings program. Race programs grew by 25%. Started the SNSC Roller Ski Fest with over 100 racers for two days.</p>	<p>Support and expand scholarship program, providing \$250-500 scholarships to be applied to program fees or to support costs associated with races such as Junior Nationals, Senior Nationals and international races. Program support for Frisco Little Vikings as well as support for Eat, Ski and Be Merry. 4-8 nights use for events at the Day Lodge. Marketing for Eat, Ski and Be Merry. Grooming, use of Nordic Center, Staff support for ESBM. Trail grooming for three events. Transportation and equipment support for little Vikings learn to ski program. Early season grooming at PRA for the Snolof Invitational. Race course grooming for the 2-3 days leading up to the RMN schedule 2020 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.</p>

Agency	Mission	Services	Purpose of Funding
<b>Summit Public Radio and TV</b> <b>*TWO REQUESTS</b>	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.
<b>Summit School District - Middle School</b>	Create caring learners, committed to developing knowledge, skills and attitudes for life, higher education and work.	SMS performs at or above the state average in all subject areas. One2World initiative (one computer for every student). Design Thinking process curriculum.	Supports 7th grade 282 students (22 Frisco) to attend the Courage Retreat, a central event for character development.
<b>Summit Tigers American Legion Baseball</b> <b>*INKIND</b>	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.
<b>Summit Youth Orchestra</b> <b>*INKIND</b>	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 Frisco Peninsula Ball Field for up to 50 hours (requested 118).
<b>Synagogue of the Summit</b>	SOS is an active and diverse congregation that is dedicated to fostering a sense of Jewish identity and community through its spiritual, educational, social, cultural, and outdoor programs in Summit County. Our congregation is unaffiliated and welcomes individuals and families of all backgrounds.	Programs are open to all Jewish visitors to and residents of Summit County. Programs help to support the health and strength of the Jewish Community of Summit County and the needs of the needy in the community	Use of the Frisco Day Lodge to have services and educational programming for a period of four to five evening hours, one to two times per year.

Agency	Mission	Services	Purpose of Funding
<b>Team Summit</b>	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 500 athletes in Summit County and the surrounding communities. High School Academy athletes had an average 3.8 GPA.	Scholarship program for need based families in Summit County.
<b>The Cycle Effect</b>	Empowering young women through mountain biking to achieve brighter futures and build stronger communities.	Girls Mountain Bike Program 5th-12th grade girls. Summit County participants received over 400 contact days (2,386 hours) in 2019. 2020 goal to serve 200 participants (75-80 Summit County).	Funds to provide Spanish materials and translation services Summit South Team participants.
<b>The Peak School *INKIND &amp; CASH</b>	Ignite a passion for learning and to develop students' individual identities in order to become informed and engaged citizens, focusing on personalized education delivered through challenging curriculum and taught by talented, experienced teachers.	75 students, including full-time student athletes, and highly gifted children. 35% of student body is dyslexic. Smaller class sizes.	Tuition assistance towards families that live in Frisco. 8 tubing passes, (2) two hour pontoon boat rental, (2) two hour paddle board rental for silent auction. Use of the Historic Park May 29, 2020 10:30am-3pm. Grading of parking lot. Snowplowing for the winter season.
<b>The Summit Foundation *INKIND</b>	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 & scholarships.	Use of the Day Lodge for 2020 event. (8) tubing hill passes. (4) Nordic Center day passes.
<b>Timberline Adult Day</b>	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.

<b>Agency</b>	<b>Mission</b>	<b>Services</b>	<b>Purpose of Funding</b>
<b>Timberline Learning Center</b> <b>*INKIND</b>	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.	(1) Tubing Birthday Party Package; (2) two hour SUP rental; (2) SUP lessons; (2) two hour tandem kayak rental; (2) two hour fishing boat rental, (4) one hour tubing hill passes for silent auction.
<b>Women's Resource Center of the Rockies</b> <b>*INKIND &amp; CASH</b>	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.	2020 operating costs, providing health and human services to local Frisco area women and men facing unintended pregnancies. Use of the Day Lodge for 2020 Fundraising Event.
<b>Youth Entity</b>	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, career, and life ready.	Financial Literacy Programs for 5th and 8th graders, Career Development Programs grades 5-12, and General Employability Skills. I am Financial Knowledge and Banking in Your Future programing.	General operating support of personal financial literacy workshops to all 5th grade Summit County students. Expansion to 8th graders and high school students.



---

---

# 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 2020, 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.



## 2020 Salary Table

<b>ADMINISTRATION</b>		
POSITION	MINIMUM	MAXIMUM
ACCOUNTANT I	\$ 58,975	\$ 82,565
ACCOUNTANT II	\$ 71,332	\$ 99,861
EXECUTIVE ASSISTANT	\$ 57,326	\$ 79,473
FINANCE DIRECTOR	\$ 97,680	\$ 156,288
FINANCE SPECIALIST	\$ 49,804	\$ 69,726
FINANCE ADMINISTRATIVE ASSISTANT	\$ 44,347	\$ 57,651
HUMAN RESOURCES COORDINATOR	\$ 44,997	\$ 62,996
HUMAN RESOURCES MANAGER	\$ 86,266	\$ 129,399
REVENUE SPECIALIST I	\$ 60,531	\$ 84,743
REVENUE SPECIALIST II	\$ 69,874	\$ 97,824
TOWN CLERK	\$ 68,184	\$ 102,277
ENVIRONMENTAL PROGRAMS COORDINATOR	\$ 60,512	\$ 84,716
<b>MARKETING AND COMMUNICATION</b>		
POSITION	MINIMUM	MAXIMUM
EVENTS COORDINATOR I	\$ 43,040	\$ 55,952
EVENTS COORDINATOR II	\$ 47,344	\$ 56,243
EVENTS COORDINATOR III	\$ 52,079	\$ 67,703
EVENTS MANAGER	\$ 57,564	\$ 80,590
GUEST SERVICES AND MARKETING LEAD	\$ 34,603	\$ 44,984
INFORMATION CENTER MANAGER	\$ 52,581	\$ 73,613
MARKETING & COMMUNICATIONS DIRECTOR	\$ 86,764	\$ 138,822
MARKETING AND COMMUNICATIONS MANAGER	\$ 54,441	\$ 76,218
COMMUNICATIONS SPECIALIST I	\$ 49,586	\$ 69,421
COMMUNICATIONS SPECIALIST II	\$ 60,693	\$ 97,189
<b>COMMUNITY DEVELOPMENT</b>		
POSITION	MINIMUM	MAXIMUM
ASSISTANT COMMUNITY DEVELOPMENT DIRECTOR	\$ 75,723	\$ 113,585
BUILDING INSPECTOR	\$ 55,172	\$ 77,241
CHIEF BUILDING OFFICIAL	\$ 75,571	\$ 113,357
COMMUNITY DEVELOPMENT DIRECTOR	\$ 97,747	\$ 156,396
PERMIT TECHNICIAN	\$ 43,080	\$ 56,004
PLANNER	\$ 60,512	\$ 84,716
TOWN HALL ADMINISTRATIVE ASSISTANT	\$ 36,598	\$ 42,087
HOUSING COORDINATOR	\$ 60,512	\$ 84,716

<b>POLICE</b>		
<b>POSITION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
CHIEF OF POLICE	\$ 101,007	\$ 161,611
COMMUNITY SERVICES OFFICER	\$ 45,040	\$ 58,552
DETECTIVE	\$ 58,254	\$ 87,381
POLICE AND COURT ADMINISTRATIVE ASSISTANT	\$ 38,188	\$ 49,644
POLICE OFFICE AND RECORDS MANAGER	\$ 53,736	\$ 75,230
POLICE OFFICER - ACADEMY RECRUIT	\$ 50,158	
POLICE OFFICER	\$ 55,731	\$ 77,822
POLICE SERGEANT	\$ 67,503	\$ 101,255
<b>PUBLIC WORKS</b>		
<b>POSITION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
MAINTENANCE OPERATOR	\$ 46,492	\$ 60,439
MECHANIC	\$ 47,178	\$ 61,332
OFFICE MANAGER	\$ 38,153	\$ 49,598
WATER SYSTEM OPERATOR CLASS B	\$ 48,157	\$ 67,420
WATER SYSTEM OPERATOR CLASS C	\$ 42,832	\$ 59,965
WATER SYSTEM OPERATOR CLASS D	\$ 39,744	\$ 51,667
ASST. PUBLIC WORKS DIRECTOR	\$ 78,840	\$ 118,259
BUILDING FOREMAN	\$ 58,534	\$ 81,948
FLEET FOREMAN	\$ 64,805	\$ 86,527
GROUNDS FOREMAN	\$ 54,727	\$ 76,617
PUBLIC WORKS DIRECTOR	\$ 97,698	\$ 156,317
STREETS FOREMAN	\$ 61,416	\$ 85,982
WATER OPERATIONS FOREMAN	\$ 64,150	\$ 96,225

<b>RECREATION AND CULTURE</b>		
<b>POSITION</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
RECREATION AND CULTURAL DIRECTOR/ASST. TOWN MGR	\$ 97,353	\$ 155,765
ASSISTANT RECREATION AND CULTURAL DIRECTOR	\$ 76,854	\$ 120,294
<b>FRISCO ADVENTURE PARK</b>		
ADVENTURE PARK GENERAL MANAGER	\$ 68,166	\$ 102,249
GUEST SERVICES MANAGER	\$ 52,488	\$ 73,483
GUEST SERVICES LEAD	\$ 34,603	\$ 44,984
MAINTENANCE OPERATOR	\$ 31,188	\$ 40,544
OPERATIONS MANAGER	\$ 52,488	\$ 73,483
MAINTENANCE LEAD	\$ 39,667	\$ 51,567
RECREATION ATTENDANTS***	\$ 31,188	\$ 40,544
RECREATION SERVICE TECHNICIAN**	\$ 35,643	\$ 46,336
RECREATION GUEST SERVICES COORDINATOR**	\$ 43,040	\$ 55,952
<b>MARINA</b>		
MARINA GENERAL MANAGER	\$ 68,166	\$ 102,249
MARINA GUEST SERVICES MANAGER	\$ 52,488	\$ 73,483
MARINA SERVICE MANAGER	\$ 52,669	\$ 73,737
<b>MUSEUM</b>		
MUSEUM COORDINATOR	\$ 34,603	\$ 44,984
MUSEUM MANAGER	\$ 52,488	\$ 73,483
<b>NORDIC CENTER</b>		
NORDIC CENTER MANAGER	\$ 52,488	\$ 73,483
TRAIL MAINTENANCE LEAD ***	\$ 39,674	\$ 51,555
TRAIL MAINTENANCE OPERATOR ***	\$ 31,188	\$ 40,544
<b>PROGRAMS</b>		
RECREATION COORDINATOR I	\$ 46,251	\$ 55,952
RECREATION COORDINATOR II	\$ 53,189	\$ 74,464
RECREATION PROGRAMS LEAD ***	\$ 36,067	\$ 46,887
RECREATION PROGRAMS MANAGER	\$ 59,971	\$ 89,957

*\*\*Positions are split between Marina and Adventure Park*

*\*\*\*Positions are 10 months. Employees take 2 months off. Ranges are for 12 months of work.*



## 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 2019, the Town employed 147 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. 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.ork 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.

Program/Position	# Positions	2014 Average Hourly Wage	2015 Average Hourly Wage	2016 Average Hourly Wage	2017 Average Hourly Wage	2018 Average Hourly Wage	2019 Average Hourly Wage	Hours Worked Per Week Average Per Position
<b>Administration</b>								
Human Resources Assistant	0	\$16.56	N/A	N/A	N/A	N/A	N/A	Converted into Year Round Full Time
<b>Historic Park &amp; Museum</b>								
Museum Coordinator	1	\$13.00	\$13.00	\$14.17	\$14.17	\$16.92	\$15.00	16 hrs/wk year-round
Handyman	1	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	15 hrs/wk year-round
<b>Public Works Grounds</b>								
Park/Grounds Maintenance	4	\$11.92	\$11.67	\$12.26	\$12.45	\$12.66	\$13.72	40 hrs/wk 5 months
<b>Special Events</b>								
Special Events Lead	1	\$15.00	\$15.83	\$15.00	\$15.00	\$15.00	\$15.75	20-30 hrs/week 4 months
Special Events Staff	13	\$10.39	\$10.40	\$12.28	\$11.40	\$12.53	\$12.34	10-20 hrs/week 3 months
Special Events Junior Staff	11	N/A	\$9.00	\$10.29	\$10.00	\$11.00	\$11.10	10 hrs/week 2 months
<b>Recreation</b>								
Recreation Camp Lead	1	\$15.50	\$14.00	\$14.53	\$14.54	\$15.25	\$15.32	40 hrs/week 4 months
Recreation Coordinator	0	\$13.00	N/A	N/A	N/A	N/A	N/A	Converted into Year Round Full Time
Recreation Youth Attendants	9	\$11.62	\$11.96	\$12.55	\$12.36	\$12.84	\$13.52	40 hrs/week 3 months
Recreation Junior Youth Attendants	0	\$9.00	\$9.00	\$10.00	N/A	N/A	N/A	20 hrs/week 3 months
Therapeutic Aide	1	N/A	\$12.00	\$12.61	\$12.83	\$13.13	N/A	40 hrs/week 3 months
Sports Camp Lead	1.5	\$13.25	\$13.88	\$15.00	\$14.50	\$15.36	\$17.58	40 hrs/week 2.5 months
Summer Sports Instructor	8	\$13.25	\$12.61	\$13.62	\$13.83	\$14.01	\$13.86	20 hrs/week 3 months
Recreation Junior Sports Instructor	3	N/A	N/A	N/A	\$10.13	\$10.50	\$11.10	8 hrs/week 2.5 months
Recreation Intern	1	11.5	\$11.50	\$12.00	\$12.00	\$12.60	\$13.23	40hrs/week 3 months
<b>Peninsula Recreation Area</b>								
Summer Guest Services Attendant	1	\$11.50	\$11.50	\$12.00	\$13.36	\$13.47	\$13.83	15 hrs/week 4 months
Summer Bike Park Gst. Svc.	0	\$11.75	N/A	N/A	N/A	N/A	N/A	40 hrs/week 4 months
Summer Light Equip. Operator	4	\$13.00	\$13.00	\$14.00	\$14.13	\$16.05	\$15.00	40 hrs/week 5 months
Winter Guest Svcs/Tubing Hill	25	\$11.52	\$11.50	\$11.50	\$12.05	\$12.60	\$13.10	40 hrs/week 5 months
Winter Outdoor Operations Lead	2	N/A	N/A	\$14.21	Converted into Year Round Full Time	N/A	N/A	40 hrs/week 4 months
Winter EMT/Medical Responders	4	\$12.50	\$12.50	\$12.59	\$13.29	\$13.32	\$14.00	30 hrs/week 5 months
Winter Guest Services Lead	1	\$12.00	\$12.36	\$13.50	\$14.00	\$14.52	\$16.30	40hrs/week 5 months
Tubing Hill Designer	1			\$60.00	N/A	N/A	N/A	30 hours at the beginning of the season
Tubing Hill Snowmakers/Recreation Operator	5	\$12.16	\$12.00	\$12.00	\$14.17	\$14.25	\$14.25	40 hrs/week 3 months
<b>Visitor Information Center</b>								
Guest Services Attendant	2	\$11.75	\$11.50	\$11.67	\$12.81	\$12.96	\$13.50	8 hrs/week year-round
Summer Guest Services Attendant	1	\$11.50	\$11.50	\$12.00	\$12.50	\$13.10	\$12.60	40 hrs/week 4 months
<b>Nordic Center</b>								
Guest Services Attendant	1	N/A	N/A	N/A	\$12.50	\$12.73	\$12.73	40 hrs/week 6 months
Instructors/Rental Attendant	4	N/A	N/A	N/A	\$14.10	\$14.53	\$18.00	40 hrs/week 6 months
Guest Services Lead	2	N/A	N/A	N/A	\$17.50	\$19.11	\$19.11	40 hrs/week 6 months
Instructor Lead	1	N/A	N/A	N/A	\$17.50	\$17.50	\$19.11	40 hrs/week 6 months
Maintenance Operator/Groomer	0	N/A	N/A	N/A	\$17.50	\$16.17	Converted into Year Round 10 Month	40 hrs/week 6 months
<b>Marina</b>								
Operations Manager	1	\$18.75	\$19.78	\$23.11	\$24.00	\$25.94	\$25.94	40 hrs/week for 8 months
Marina Service Technician	1	\$14.50	\$15.30	\$16.00	\$16.72	Converted into Year Round Full Time	\$17.47	40 hrs/week for 7 months
Dock Attendant	13	\$11.88	\$12.23	\$12.33	\$12.45	\$13.14	\$13.30	40 hrs/week for 6 months
Guest Services Attendant	7	\$11.88	\$12.23	\$12.33	\$12.22	\$12.68	\$12.80	40 hrs/week for 6 months
Junior Dock/Guest Services Attendant	15	\$9.00	\$9.00	\$10.12	\$10.19	\$11.24	\$11.50	20 hrs/week for 2 months
Guest Services Lead	1	N/A	N/A	N/A	\$14.00	\$14.70	\$16.30	40 hrs/week for 6 months
Dock Lead	1	N/A	N/A	N/A	\$14.00	\$14.70	\$15.00	40 hrs/week for 6 months
Marina Maintenance Technician	2	N/A	\$14.00	\$15.65	\$14.00	\$16.80	\$15.75	40 hrs/week for 7 months
<b>TOTAL</b>	<b>150.5</b>							

This page intentionally left blank.



---

---

# 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 2020.

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 issued Marina Enterprise Revenue Bonds on February 26, 2019, in the amount of \$5,450,000, for the purpose of expanding the Marina. Interest rate is 5% with final maturity December 1, 2048. Payments in 2019 and 2020 are interest only, with principal payments beginning 12/1/21. Payments for this obligation are recorded in the Marina Fund, account numbers 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 224 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 149 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 12.8% 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)	\$2,403,728,590
Debt Limit: 3% of Actual Value	72,111,858
Amount of Outstanding Debt Applicable to Debt Limit: (Total Bonded Debt)	<u>8,163,100</u>
Legal Debt Margin	\$63,948,758
Total Net Debt Applicable to Limit as a % of Debt Limit	12.8%

**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 12/31/19	\$275,000.00	\$13,600.00	\$288,600.00
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 12/31/19	\$2,438,100.00	\$423,075.00	\$2,861,175.00
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 in 2023	\$243,000.00	\$52,395.00	\$295,395.00
Payments due 2024-2030	\$1,756,800.00	\$184,705.00	\$1,941,505.00

**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 12/31/19	\$904,312.93	\$240,940.65	\$1,145,253.58
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	71,797.24	28,202.76	100,000.00
Payments due in 2024-2031	633,271.82	111,981.76	745,253.58

**Revenue Bonds - \$5,450,000**

**Life Expectancy: 29 years**

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Total Due as of 12/31/19	\$5,450,000.00	\$5,227,750.00	\$10,677,750.00
Payments due in 2020	0.00	272,500.00	272,500.00
Payments due in 2021	75,000.00	272,500.00	347,500.00
Payments due in 2022	80,000.00	268,750.00	348,750.00
Payments due in 2023	85,000.00	264,750.00	349,750.00
Payments due in 2024-2048	5,210,000.00	4,149,250.00	9,359,250.00

**Total Lease Payments**

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Total Due as of 12/31/19	\$9,067,412.93	\$5,905,365.65	\$14,972,778.58
Total payments due 2020	295,627.48	383,550.52	679,178.00
Total payments due 2021	378,780.58	372,026.42	750,807.00
Total payments due 2022	393,135.81	358,504.19	751,640.00
Total payments due 2023	399,797.24	345,347.76	745,145.00
Total payments due 2024-2048	7,600,071.82	4,445,936.76	12,046,008.58



---

---

# 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 10/31/19. 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, 2019

CUSIP	Purchase Date	Rate/Coupon	Maturity/Call Date	Current Par/Original Par	Market Price	Market Value
<b>Cash and Equivalents</b>						
	10/31/2018	2.020%		12,520,233.12	100.000	12,520,233.12
	10/31/2018	1.970%		1,429,291.33	100.000	1,429,291.33
	10/31/2018	2.030%		2,183,918.89	100.000	2,183,918.89
	9/30/2018	0.450%		1,393,715.20	100.000	1,393,715.20
	10/31/2018	1.220%		483,812.61	100.000	483,812.61
	10/31/2018	0.940%		290.16	100.000	290.16
	10/31/2018	0.970%		55.87	100.000	55.87
<b>Total</b>				<b>18,011,317.18</b>		<b>18,011,317.18</b>
<b>US Treasury &amp; Instrumentality</b>						
	2/9/2017	1.550%	11/27/2019	240,000.00	1.000	239,990.40
	6/2/2017	1.540%	12/14/2020	240,000.00	0.996	239,080.80
	7/24/2018	2.600%	9/14/2020	250,000.00	1.009	252,177.50
	10/5/2017	1.500%	12/30/2019	250,000.00	1.000	249,925.00
	11/26/2018	3.125%	11/26/2021	250,000.00	1.001	250,202.50
	12/14/2018	2.625%	5/28/2020	250,000.00	1.006	251,430.00
	9/6/2019	2.030%	9/6/2022	250,000.00	1.000	250,000.00
	12/17/2018	1.710%	5/17/2021	250,000.00	1.000	250,120.00
	6/9/2019	1.500%	11/9/2021	250,000.00	0.995	248,867.50
	8/5/2019	1.940%	8/5/2021	240,000.00	1.001	240,146.40
	10/15/2019	1.360%	12/24/2020	250,000.00	0.997	249,315.00
	4/5/2019	2.230%	4/5/2021	240,000.00	1.008	241,956.00
<b>Total</b>				<b>2,960,000.00</b>		<b>2,963,211.10</b>
<b>CD Investments</b>						
	1/28/2019	0.500%	1/28/2021	271,965.45	100.000	271,965.45
	2/4/2019	1.510%	2/5/2020	270,561.81	100.000	270,561.81
	3/17/2019	0.200%	3/18/2020	2,533.41	100.000	2,533.41
	10/18/2018	2.270%	4/17/2020	240,000.00	100.000	240,000.00
	8/12/2019	2.300%	8/12/2022	240,000.00	100.000	240,000.00
	1/26/2019	2.050%	7/26/2021	250,000.00	100.000	250,000.00
	2/5/2019	2.750%	2/5/2021	240,000.00	100.000	240,000.00
	12/16/2016	1.450%	2/18/2020	240,000.00	0.999	239,920.80
	1/19/2018	2.250%	1/21/2020	240,000.00	1.002	240,374.40
	5/15/2018	2.650%	5/14/2021	245,000.00	1.014	248,393.25
	11/30/2018	2.100%	2/7/2020	240,000.00	1.004	241,024.80
	10/9/2019	1.900%	10/11/2022	240,000.00	1.000	240,048.00
	9/20/2018	3.000%	9/20/2021	240,000.00	1.023	245,500.80
<b>Total</b>				<b>2,960,060.67</b>		<b>2,970,322.72</b>
<b>Grand Total</b>				<b>\$ 23,931,377.85</b>		<b>\$ 23,944,851.00</b>

# **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.

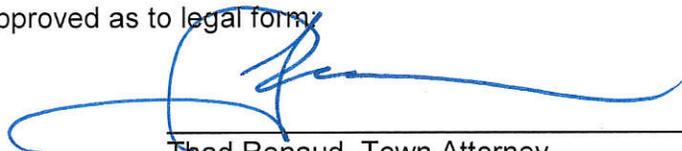
## POLICY REVISIONS

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

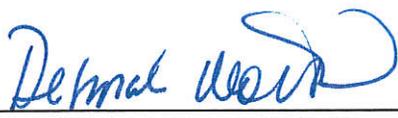
Approved as to legal form:

  
\_\_\_\_\_  
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 13.2% in 2018; expenditures were below budget, mostly as a result of staff vacancies and deferred capital projects. In 2019, revenues are projected to be over budget by 5.1%, largely due to increased tax collections. 2019 expenditures are expected to be under budget, mostly as a result of deferred capital projects. Budgeted 2020 revenues are projected to increase 2.3% over 2019 projections, due to changes to water usage fees. Expenditures are budgeted to increase by 26.8%, due to multiple major capital projects, staffing additions and changes to personnel structure planned for 2020. Correspondingly, the Town's fund balances are budgeted to decrease by \$8,126,795.

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 2019 actual sales tax revenues will surpass budgeted amounts by about 4.2%. Sales tax revenues for 2020 have been budgeted, however, with no increases over 2019 projected revenues. 2014 through 2018 saw significant increases in actual sales tax revenues, as a result of continued development within the town. While 2019 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 13% of total General Fund Revenues. Budgeted 2020 revenues over 2019 projected, however, are only slightly increased at 4%, 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 two years of data to support revenues and related expenditures, the Town is still developing the Center. Revenues have been budgeted conservatively and expenditures have been budgeted to significantly increase, primarily as a result of needed staff increases and a further understanding of the costs associated to operate this new amenity.

Projected 2019 lodging taxes, which are restricted to economic development, special events, recreation, etc., continue to show some increases at 5.9% over 2019 budgeted revenues; likewise, 2020 revenues have been budgeted at 5.9% over 2019 budgeted revenues and 0.0% over 2019 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 had a significant amount budgeted for 2019. While no projects were completed in 2019, a significant amount has been budgeted for 2020 to staff a housing coordinator, housing assistance programs and projects as they become identified.

Wages and benefits are 57.74 percent of Town expenditures in the General Fund. The Town has given 0-5 percent annual merit salary increases for the past few years; 2020 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 three full time positions and one part time position. 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. In 2020, the Town has budgeted no increase in administrative services and claims, primarily as a result of ongoing staff shortages.

The Town continues to take a conservative and creative approach in its budgeting for 2020, 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 2020 are \$15,327,368 and the beginning 2020 fund balance is projected at \$6,581,902 for a combined total of \$21,909,270. General Fund expenditures are budgeted at \$14,650,383 - \$13,757,036 for operating expenditures and an \$893,347 transfer to the Capital Improvement Fund. Comparing 2019 projected fund balance to 2020 budgeted, an increase of \$676,985 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 2016, \$4,716,665 was transferred, in 2017, \$4,716,665 was transferred, in 2017, \$3,350,000 was transferred and, in 2018, \$2,191,510 was transferred. It is estimated that \$3,304,674 will be transferred in 2019 and \$893,347 is budgeted for transfer in 2020. 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 2020, the Town is proposing \$2,500,000 for property acquisition, \$1,000,000 for potential expansion at the Frisco Adventure Park, \$750,000 for parks and playground improvements, and \$400,000 for beautification/landscaping of the median and roundabout in conjunction with Colorado Department of Transportation's State High 9 project. The remaining portion of \$3,660,768 is to be expended for street improvements, debt service, technology purchases and asset replacement/maintenance. Combined revenues and beginning 2020 fund balance are projected at \$10,293,931, resulting in a \$5,510,591 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, in addition to adding a full time staff person to implement housing solutions. Combined revenues and beginning 2020 fund balance are projected at \$5,969,743, expenditures are budgeted at \$2,974,858, resulting in a decrease of \$1,389,538 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. As a result of a water rate study, rates will be adjusted in the 4th quarter of 2019 and ongoing through 2024. Total budgeted 2020 revenues are \$1,584,000, a 53.9% increase from 2019 budgeted revenues. Expenditures for 2020 are expected to total \$2,126,354, a 70.1% increase over 2019 budgeted expenditures. This increase is a result of significantly more capital projects budgeted for 2020.

The Marina Fund's major source of revenues is slip, mooring, boat, kayak and paddleboard rentals and boat and trailer storage, comprising 74.67 percent of the total revenues projected for 2020. Total projected revenues for 2020 equal \$1,432,000, a \$105,600 increase over 2019 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 additional disbursement is uncertain and that amount has not been budgeted in 2020. Additionally, in 2019 the Marina Fund issued revenue bonds to complete significant capital projects, in accordance with the 2018 Marina Master Plan. The 2019 capital improvements are expected to increase revenues in future years. In the 2020 budget, the Marina has appropriated funding for further design of the Marina, which will be budgeted in future years; there is, however, a placeholder of \$1,000,000 in the 2020 budget, in the event a project can be identified and completed in that year. Budgeted expenditures for 2020 equal \$2,694,302, a 47.56 percent decrease over 2019 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 2020 totals \$306,678. The balance due (principal and interest) at 12/31/19 is \$3,149,775.

As mentioned above in the discussion regarding the Marina Fund, in 2019, the Marina issued \$5,450,000 revenue bonds for capital projects. There was substantial demand for these bonds and offers exceeded supply by 2.5 times, which allowed tighter spreads on the offerings. The bonds were issued in \$25,000 denominations, with a 5% coupon rate and final maturity in December of 2048.

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, 2019. (See the Investment tab in this document, immediately preceding this section.)

Town of Frisco  
2018 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
<b>Revenues</b>										
Taxes	\$10,498,855	\$1,415,715					\$1,393,760	\$534,342		\$13,842,672
Licenses & Permits	627,894						118,316			\$746,210
Intergovernmental	273,797							30,000		\$303,797
Charges for Services	3,521,017			964,017					1,565,693	\$6,050,727
Investment Income	126,495	116,072	619	79,896	267	3,380	33,324	9,465	20,868	\$390,386
Lottery Proceeds			29,677							\$29,677
Other Revenues	56,673			207,300	267		6,938	10,347	466,057	\$747,315
<b>Total Revenues</b>	<b>15,104,731</b>	<b>1,531,787</b>	<b>30,296</b>	<b>1,251,213</b>	<b>267</b>	<b>3,380</b>	<b>1,552,338</b>	<b>584,154</b>	<b>2,052,618</b>	<b>\$22,110,784</b>
<b>Expenditures</b>										
General Government	3,715,707						45,547			\$3,761,254
Public Safety	1,404,537									\$1,404,537
Community Development	1,522,306							298,915		\$1,821,221
Public Works	1,891,301									\$1,891,301
Culture and Recreation	2,749,410		2,993	889,329			1,842,836	271,883	540,227	\$3,024,286
Capital Outlay		5,400,413								\$8,672,805
Debt Service		421,582								\$421,582
Other Expenditures				701,848					979,690	\$1,681,538
<b>Total Expenditures</b>	<b>11,283,261</b>	<b>5,821,995</b>	<b>2,993</b>	<b>1,591,177</b>	<b>0</b>	<b>0</b>	<b>1,888,383</b>	<b>570,798</b>	<b>1,519,917</b>	<b>\$22,678,524</b>
<b>Other Sources (Uses)</b>										
Reimbursement-DW (ZM)									27,570	\$27,570
State and Federal Grants										
Sale of Assets		769,292		6,775			1,358,385		18,147	\$2,152,599
Capital Interest Subsidy										
Loan Proceeds										
Refund Bonds										
Loan Repayment from Marina										
Transfers In		2,191,510								\$2,191,510
Transfers Out	-2,191,510									-\$2,191,510
Net Change in Fund Balance	1,629,960	-1,329,406	27,303	-333,189	267	3,380	1,022,340	13,356	578,418	\$1,612,429
<b>Fund Balance - January 1</b>	<b>5,662,756</b>	<b>7,188,942</b>	<b>23,594</b>	<b>3,832,967</b>	<b>11,846</b>	<b>201,812</b>	<b>2,390,013</b>	<b>545,549</b>	<b>2,409,557</b>	<b>\$22,267,036</b>
<b>Fund Balance - December 31</b>	<b>\$7,292,716</b>	<b>\$5,859,536</b>	<b>\$50,897</b>	<b>\$3,499,778</b>	<b>\$12,113</b>	<b>\$205,192</b>	<b>\$3,412,353</b>	<b>\$558,905</b>	<b>\$2,987,975</b>	<b>\$23,879,465</b>

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 Projected Revenues and Expenditures

	General Fund	Capital Improvement Fund	Historic Preservation Fund	Conservation Trust Fund	Water Fund	Open Space Fund	Insurance Reserve Fund	SCHA (SA) Fund	Lodging Tax Fund	Marina Fund	Grand Total
<b>Revenues</b>											
Taxes	\$10,660,018	\$1,400,000						\$1,300,000	\$550,000		\$13,910,018
Licenses & Permits	490,800							115,000	30,000		\$605,800
Intergovernmental	275,000	404,496								1,281,900	\$709,496
Charges for Services	3,463,425				960,000						\$5,705,325
Investment Income	200,000	100,000	10	1,500	45,000	300	5,000	80,000	14,000	90,000	\$535,810
Lottery Proceeds				29,000							\$29,000
Other Revenues	54,578		1,000		165,000			70,320	7,700		\$298,598
<b>Total Revenues</b>	<b>15,143,821</b>	<b>1,904,496</b>	<b>1,010</b>	<b>30,500</b>	<b>1,170,000</b>	<b>300</b>	<b>5,000</b>	<b>1,565,320</b>	<b>601,700</b>	<b>1,371,900</b>	<b>\$21,794,047</b>
<b>Expenditures</b>											
General Government	4,206,290							103,250			\$4,309,540
Public Safety	1,582,987										\$1,582,987
Community Development	1,274,138								414,765		\$1,688,903
Public Works	2,133,665										\$2,133,665
Culture and Recreation	3,352,881			45,000	437,000			500,000	148,600	4,325,012	\$8,649,270
Capital Outlay		3,387,258									\$406,134
Debt Service		406,134									\$406,134
Other Expenditures					819,431					913,033	\$1,732,464
<b>Total Expenditures</b>	<b>12,549,961</b>	<b>3,793,392</b>	<b>0</b>	<b>45,000</b>	<b>1,256,431</b>	<b>0</b>	<b>0</b>	<b>603,250</b>	<b>563,365</b>	<b>5,238,045</b>	<b>\$24,049,444</b>
<b>Other Sources (Uses)</b>											
Reimbursement-DW (ZM)										27,000	\$27,000
Sale of Assets		175,000			4,000					24,200	\$203,200
Capital Interest Subsidy											
Miscellaneous/Rental Income										5,046,154	\$5,046,154
Loan Proceeds										-208,160	-\$208,160
Loan Payment											
Loan - Water to Capital Impr.		-30,000			30,000						\$0
Miscellaneous/Rental Income		73,440									\$73,440
Water Agreement Settlement											
Transfers In		3,304,674									\$3,304,674
Transfers Out											-\$3,304,674
Net Change in Fund Balance	-710,814	1,634,218	1,010	-14,500	-52,431	300	5,000	962,070	38,335	1,023,049	\$2,886,237
<b>Fund Balance - January 1</b>	<b>7,292,716</b>	<b>5,859,536</b>	<b>0</b>	<b>50,897</b>	<b>3,499,778</b>	<b>12,113</b>	<b>205,192</b>	<b>3,412,353</b>	<b>558,905</b>	<b>2,987,975</b>	<b>\$23,879,465</b>
<b>Fund Balance - December 31</b>	<b>\$6,581,902</b>	<b>\$7,493,754</b>	<b>\$1,010</b>	<b>\$36,397</b>	<b>\$3,447,347</b>	<b>\$12,413</b>	<b>\$210,192</b>	<b>\$4,374,423</b>	<b>\$597,240</b>	<b>\$4,011,024</b>	<b>\$26,765,702</b>

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  
2020 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
<b>Revenues</b>											
Taxes	\$10,679,968	\$1,400,000						\$1,350,000	\$550,000		\$13,979,968
Licenses & Permits	653,800							115,000			\$768,800
Intergovernmental	245,000	168,390							30,000		\$443,390
Charges for Services	3,546,100				1,355,000					1,432,000	\$6,333,100
Investment Income	150,000	90,000	10	1,000	50,000	250	3,500	50,000	14,000	70,000	\$428,760
Lottery Proceeds				29,000							\$29,000
Other Revenues	52,500				175,000			70,320	7,700		\$305,520
<b>Total Revenues</b>	<b>15,327,368</b>	<b>1,658,390</b>	<b>10</b>	<b>30,000</b>	<b>1,580,000</b>	<b>250</b>	<b>3,500</b>	<b>1,585,320</b>	<b>601,700</b>	<b>1,502,000</b>	<b>\$22,288,538</b>
<b>Expenditures</b>											
General Government	4,325,706							184,858			\$4,510,564
Public Safety	1,846,276										\$1,846,276
Community Development	1,417,946								373,155		\$1,791,101
Public Works	2,326,288										\$2,326,288
Culture and Recreation	3,840,820			45,000					222,000		\$4,107,820
Capital Outlay		7,807,090			1,232,000			2,790,000		1,565,500	\$13,394,590
Debt Service		408,678									\$408,678
Other Expenditures					894,354		65,000			1,128,802	\$2,088,156
<b>Total Expenditures</b>	<b>13,757,036</b>	<b>8,215,768</b>	<b>0</b>	<b>45,000</b>	<b>2,126,354</b>	<b>0</b>	<b>65,000</b>	<b>2,974,858</b>	<b>595,155</b>	<b>2,694,302</b>	<b>\$30,473,473</b>
<b>Other Sources (Uses)</b>											
Reimbursement-DW (ZM)										32,000	\$32,000
Sale of Assets		175,000			4,000					46,200	\$225,200
Capital Interest Subsidy											
Miscellaneous/Rental Income											
Loan Proceeds											
Loan Payment											
Loan - Water to Capital Impr.		-95,000			95,000					-272,500	-\$272,500
Miscellaneous/Rental Income		73,440									\$73,440
Water Agreement Settlement											
Transfers In		893,347									\$893,347
Transfers Out	-893,347										-\$893,347
Net Change in Fund Balance	676,985	-5,510,591	10	-15,000	-447,354	250	-61,500	-1,389,538	6,545	-1,386,602	-\$8,126,795
<b>Fund Balance - January 1</b>	<b>6,581,902</b>	<b>7,493,754</b>	<b>1,010</b>	<b>36,397</b>	<b>3,447,347</b>	<b>12,413</b>	<b>210,192</b>	<b>4,374,423</b>	<b>597,240</b>	<b>4,011,024</b>	<b>\$26,765,702</b>
<b>Fund Balance - December 31</b>	<b>\$7,258,887</b>	<b>\$1,983,163</b>	<b>\$1,020</b>	<b>\$21,397</b>	<b>\$2,999,993</b>	<b>\$12,663</b>	<b>\$148,692</b>	<b>\$2,984,885</b>	<b>\$603,785</b>	<b>\$2,624,422</b>	<b>\$18,638,907</b>

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

<b><u>Revenues</u></b>	<b><u>2017 Actual</u></b>	<b><u>2018 Actual</u></b>	<b><u>2019 Budget</u></b>	<b><u>2019 Projected</u></b>	<b><u>2020 Budget</u></b>
Taxes	\$12,943,932	\$13,842,672	\$13,176,000	\$13,910,018	\$13,979,968
Licenses & Permits	482,663	746,210	755,800	605,800	768,800
Intergovernmental	296,401	303,797	232,000	709,496	443,390
Charges for Services	5,965,165	6,050,727	5,501,750	5,705,325	6,333,100
Investment Income	170,085	390,386	186,275	535,810	428,760
Lottery Proceeds	29,006	29,677	29,000	29,000	29,000
Other Revenues	279,265	747,315	662,316	298,598	305,520
<b>Total Revenues</b>	<b>20,166,517</b>	<b>22,110,784</b>	<b>20,543,141</b>	<b>21,794,047</b>	<b>22,288,538</b>
<b><u>Expenditures</u></b>					
General Government	3,171,309	3,761,254	4,293,892	4,309,540	4,510,564
Public Safety	1,473,245	1,404,537	1,712,888	1,582,987	1,846,276
Community Development	1,614,258	1,821,221	1,649,240	1,688,903	1,791,101
Public Works	1,832,232	1,891,301	2,177,902	2,133,665	2,326,288
Culture and Recreation	2,907,825	3,024,286	3,977,356	3,546,481	4,107,820
Capital Outlay	2,660,353	8,672,805	11,433,657	8,649,270	13,394,590
Debt Service	651,399	421,582	443,634	406,134	408,678
Other Expenditures	1,678,819	1,681,538	2,003,295	1,732,464	2,088,156
<b>Total Expenditures</b>	<b>15,989,440</b>	<b>22,678,524</b>	<b>27,691,864</b>	<b>24,049,444</b>	<b>30,473,473</b>
<b><u>Other Sources (Uses)</u></b>					
Reimbursement-DW(ZM)	32,622	27,570	27,000	27,000	32,000
State and Federal Grants	106,681				
Sale of Assets	118,346	2,152,599	181,600	203,200	225,200
Capital Interest Subsidy	35,668				
Miscellaneous/Rental Income			73,440	73,440	73,440
Loan Proceeds	2,487,000		5,000,000	5,046,154	
Refund Bonds	-2,500,000				
Loan Payments	-5,287		-300,000	-208,160	-272,500
Loan - Water to Capital Impr.			-30,000		
Loan - Water to Capital Impr.			30,000		
Water Agreement Settlement					
Transfers In	3,350,000	2,191,510	651,071	3,304,674	893,347
Transfers Out	-3,350,000	-2,191,510	-651,071	-3,304,674	-893,347
<b>Net Change in Fund Balance</b>	<b>4,452,108</b>	<b>1,612,429</b>	<b>-2,166,683</b>	<b>2,886,237</b>	<b>-8,126,795</b>
<b>Fund Balance - January 1</b>	<b>17,814,928</b>	<b>22,267,036</b>	<b>20,218,556</b>	<b>23,879,465</b>	<b>26,765,702</b>
<b>Fund Balance - December 31</b>	<b>\$22,267,036</b>	<b>\$23,879,465</b>	<b>\$18,051,873</b>	<b>\$26,765,702</b>	<b>\$18,638,907</b>

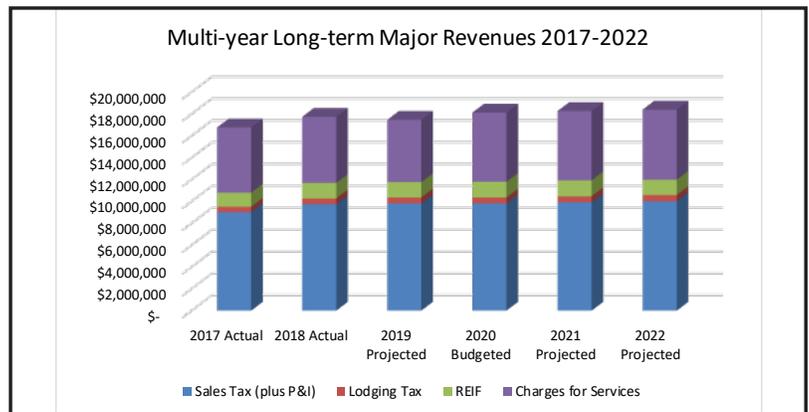
**TOWN OF FRISCO**  
**LONG-TERM FUND BALANCE, REVENUE AND EXPENDITURE PROJECTIONS**

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 2022. The goal of these preliminary forecasts is to provide staff's best estimates of critical revenue streams 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								
	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected	2020 Budgeted	2021 Projected	2022 Projected
Taxes	\$ 10,600,007	\$ 11,410,162	\$ 12,943,932	\$ 13,842,672	\$ 13,910,018	\$ 13,979,968	\$ 14,105,267	\$ 14,246,320
Charges for Services	\$ 5,185,424	\$ 5,869,587	\$ 5,965,165	\$ 6,050,989	\$ 5,705,325	\$ 6,333,100	\$ 6,347,420	\$ 6,410,894
All Other (Inc Other Sources)	\$ 3,776,474	\$ 1,073,179	\$ 4,037,738	\$ 4,397,292	\$ 7,558,498	\$ 2,306,110	\$ 8,182,121	\$ 8,263,942
	<b>19,561,905</b>	<b>18,352,928</b>	<b>22,946,835</b>	<b>24,290,953</b>	<b>27,173,841</b>	<b>22,619,178</b>	<b>28,634,808</b>	<b>28,921,156</b>
Salaries/Benefits	\$ 5,551,878	\$ 6,725,154	\$ 7,273,276	\$ 6,848,157	\$ 7,299,955	\$ 8,270,413	\$ 8,601,230	\$ 8,945,279
Operating	\$ 5,412,207	\$ 4,810,212	\$ 7,909,699	\$ 6,735,896	\$ 7,244,085	\$ 8,353,292	\$ 8,603,891	\$ 8,862,007
Capital Outlay	\$ 5,864,138	\$ 3,661,280	\$ 2,660,353	\$ 8,672,889	\$ 9,099,270	\$ 13,346,090	\$ 5,468,000	\$ 5,653,000
Debt Service	\$ 1,024,581	\$ 825,480	\$ 651,399	\$ 421,582	\$ 644,294	\$ 776,178	\$ 747,807	\$ 748,640
	<b>17,852,804</b>	<b>16,022,126</b>	<b>18,494,727</b>	<b>22,678,524</b>	<b>24,287,604</b>	<b>30,745,973</b>	<b>23,420,927</b>	<b>24,208,926</b>
Net Change in Fund Balance	<b>1,705,629</b>	<b>2,330,802</b>	<b>4,452,108</b>	<b>1,612,429</b>	<b>2,886,237</b>	<b>-8,126,795</b>	<b>5,213,881</b>	<b>4,712,230</b>
Fund Balance - January 1	<b>13,778,497</b>	<b>15,484,126</b>	<b>17,814,928</b>	<b>22,267,036</b>	<b>23,879,465</b>	<b>26,765,702</b>	<b>18,638,907</b>	<b>23,852,788</b>
Fund Balance - December 31	<b>15,484,126</b>	<b>17,814,928</b>	<b>22,267,036</b>	<b>23,879,465</b>	<b>26,765,702</b>	<b>18,638,907</b>	<b>23,852,788</b>	<b>28,565,018</b>

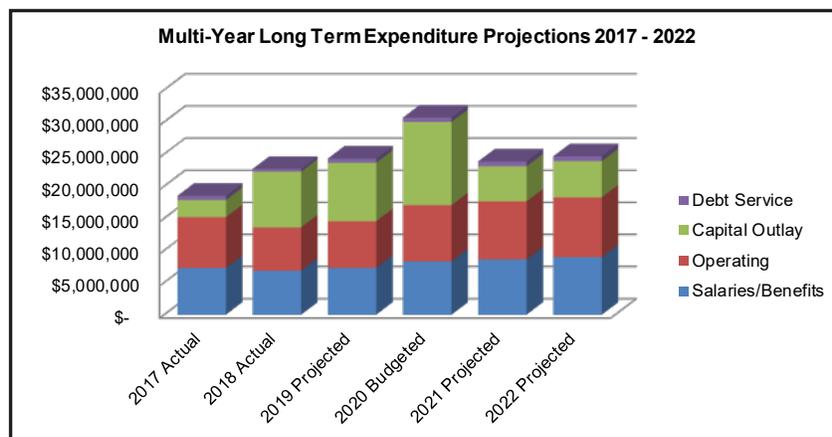
**Long-term Revenues**

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 seven straight years of unprecedented growth, revenues are projected to grow at a minimum of 0.5 percent for 2020 over the 2019 budget, and a slightly higher projection of growth (1.0 percent) across all revenue streams for 2021 over 2020 excluding real estate investment fees with a zero percent growth. Looking out to 2022 staff gave a basic 1.0 percent increase in revenues across the board. Economic cyclicality 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 2021 and 2022. There is an even larger increase budgeted in 2020 over 2019 in hopes of being fully staffed throughout the Town. 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 2022, the Town of Frisco anticipates an increase in overall Fund Balance of approximately 36.95 percent from year-end 2020 through year-end 2022. The abnormally large percentage increase between 2020 and 2022 is a direct function of the numerous approved capital projects scheduled for 2020 and a dramatic decrease in capital projects the following years. Overall fund balance is expected to experience decreases in 2020 compared to 2019 year-end because of the many capital projects. Although the anticipated decline from year-end 2019 through year-end 2020 still leaves the Town in a strong financial position, it is always possible that rising construction costs, emergency expenditures, economic cyclicity or climatic volatility result in even further 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 19-19**

AN ORDINANCE LEVYING GENERAL PROPERTY TAXES FOR THE YEAR 2019 TO HELP DEFRAY THE COST OF GOVERNMENT FOR THE TOWN OF FRISCO, COLORADO FOR THE 2020 BUDGET YEAR.

WHEREAS, the Town Council of the Town of Frisco received the annual budget, on September 16, 2019 in accordance with the Town's Home Rule Charter; and

WHEREAS, the Town Council will hold a First Reading on October 8, 2019 and a Second Reading and Public Hearing on October 22, 2019 setting the mill levy for 2020; and

WHEREAS, the 2019 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 8, 2019, 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:

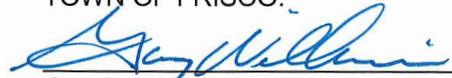
Section 1. For the purpose of meeting all general operating expenses of the Town of Frisco during the 2020 budget year, there is hereby levied a tax of .798 mills upon each dollar of the total valuation for assessment of all taxable property within the Town of Frisco for the year 2020.

Section 2. That Bonnie Moinet, Finance Director, is hereby authorized and directed to certify to the County Commissioners of Summit County, Colorado, by December 9, 2019 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 8th DAY OF OCTOBER, 2019.

APPROVED ON SECOND AND FINAL READING AND PUBLICATION BY TITLE ORDERED THIS 22nd DAY OF OCTOBER, 2019.

TOWN OF FRISCO:

  
\_\_\_\_\_  
Gary Wilkinson, Mayor

ATTEST:

  
\_\_\_\_\_  
Deborah Wohlmut, CMC  
Town Clerk

**TOWN OF FRISCO  
COUNTY OF SUMMIT  
STATE OF COLORADO  
ORDINANCE 19-20**

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 2020 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	\$ 893,347
Current Operating Expenses	<u>\$ 13,757,036</u>
Total General Fund Expenses	<b>\$ 14,650,383</b>

**Water Fund**

Current Operating Expenses	\$ 894,354
Capital Outlay	<u>\$ 1,232,000</u>
Total Water Fund Expenses	<b>\$ 2,126,354</b>

**Conservation Trust Fund**

Capital Outlay	<u>\$ 45,000</u>
Total Cons Trust Fund Expenses	<b>\$ 45,000</b>

**Capital Fund**

Capital Outlay	\$ 7,769,590
Debt Service-L/P Agreements	<u>\$ 541,178</u>
Total Capital Fund Expenses	<b>\$ 8,310,768</b>

**Open Space Fund**

Transfers Out	<u>\$ 0</u>
Total Open Space Fund Expenses	<b>\$ 0</b>

**Historic Preservation Fund**

Current Operating Expenses	\$	<u>0</u>
Total Historic Preservation Fund Revenues	\$	<u>0</u>

**Insurance Reserve Fund**

Current Operating Expenses	\$	<u>65,000</u>
Total Insurance Reserve Fund	\$	<u>65,000</u>

**SCHA 5A Fund**

Current Operating Expenses	\$	<u>184,858</u>
Capital Outlay	\$	<u>2,790,000</u>
Total SCHA (5A) Fund	\$	<u>2,974,858</u>

**Lodging Tax Fund**

Current Operating Expenses	\$	<u>595,155</u>
Total Lodging Tax Fund Expenses	\$	<u>595,155</u>

**Marina Fund**

Current Operating Expenses	\$	<u>1,128,802</u>
Debt Service	\$	<u>272,500</u>
Capital Outlay	\$	<u>1,565,500</u>
Total Marina Fund Expenses	\$	<u>2,966,802</u>

INTRODUCED, READ AND ORDERED PUBLISHED AND POSTED ON ITS FIRST READING THIS 8<sup>TH</sup> DAY OF OCTOBER 2019.

APPROVED, AS AMENDED, ON SECOND AND FINAL READING AND PUBLICATION BY TITLE ORDERED THIS 22ND DAY OF OCTOBER, 2019.

TOWN OF FRISCO:

  
\_\_\_\_\_  
Gary Wilkinson, Mayor

ATTEST:

  
\_\_\_\_\_  
Deborah Wohlmut, CMC  
Town Clerk

**TOWN OF FRISCO  
COUNTY OF SUMMIT  
STATE OF COLORADO  
RESOLUTION 19-34**

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, 2020 AND ENDING DECEMBER 31, 2020

WHEREAS, the Town Council of the Town of Frisco received a proposed budget on September 16, 2019, 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 22, 2019; 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	\$14,650,383
Capital Fund	\$ 8,310,768
Historic Preservation Fund	\$ 0
Conservation Trust Fund	\$ 45,000
Water Fund	\$ 2,126,354
Open Space Fund	\$ 0
Insurance Reserve Fund	\$ 65,000
SCHA (5A) Fund	\$ 2,974,858
Lodging Tax Fund	\$ 595,155
Marina Fund	<u>\$ 2,966,802</u>
<b>Total Expenditures</b>	<b><u>\$31,734,320</u></b>

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

<b>General Fund</b>	
Unappropriated surplus (reserves)	\$ 6,581,902
Sources other than property taxes	\$15,168,400
General property tax levy	<u>\$ 158,968</u>
Total General Fund Revenues	<b><u>\$21,909,270</u></b>
<b>Capital Fund</b>	
Unappropriated surplus (reserves)	\$ 7,493,754
Transfers In	\$ 893,347
Sources other than property taxes	<u>\$ 1,906,830</u>
Total Capital Fund revenues	<b><u>\$10,293,931</u></b>
<b>Historic Preservation Fund</b>	
Unappropriated surplus (reserves)	\$ 1,010
Sources other than property taxes	<u>\$ 10</u>

Total Historic Preservation Fund Revenues	\$	1,020
<b>Conservation Trust Fund</b>		
Unappropriated surplus (reserves)	\$	36,397
Sources other than property taxes	\$	<u>30,000</u>
Total Conservation Trust Fund revenues	\$	<b>66,397</b>
<b>Water Fund</b>		
Unappropriated surplus (reserves)	\$	3,447,347
Sources other than property taxes	\$	<u>1,679,000</u>
Total Water Fund revenues	\$	<b>5,126,347</b>
<b>Open Space Fund</b>		
Unappropriated surplus (reserves)	\$	12,413
Sources other than property taxes	\$	<u>250</u>
Total Open Space Fund Revenues	\$	<b>12,663</b>
<b>Insurance Reserve Fund</b>		
Sources other than property taxes	\$	210,192
Total Insurance Reserve Fund revenues	\$	<u>3,500</u>
	\$	<b>213,692</b>
<b>SCHA (5A) Fund</b>		
Unappropriated surplus (reserves)	\$	4,374,423
Sources other than property taxes	\$	<u>1,585,320</u>
Total SCHA (5A) Fund revenues	\$	<b>5,959,743</b>
<b>Lodging Tax Fund</b>		
Unappropriated surplus (reserves)	\$	597,240
Sources other than property taxes	\$	<u>601,700</u>
Total Lodging Tax Fund revenues	\$	<b>1,198,940</b>
<b>Marina Fund</b>		
Unappropriated surplus (reserves)	\$	4,011,024
Sources other than property taxes	\$	<u>1,580,200</u>
Total Rev & Sales & Use Tax Capital rev	\$	<b>5,591,224</b>
<b>Total Revenues &amp; Reserves</b>	\$	<b>50,373,227</b>

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 2020.

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 22<sup>ND</sup> DAY OF OCTOBER 2019.

TOWN OF FRISCO:

  
 Gary Wilkinson, Mayor

ATTEST:

  
 Deborah Wohlmuth, CMC  
 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,

7-25-07

## 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.

This Page Intentionally Left Blank



---

---

# 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.

### **EQR**

That amount of capacity necessary to serve an average single-family residential water customer or its equivalent.

### **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.

### **FULL-TIME EQUIVALENT**

The full time equivalent is a measure that allows the Town to calculate the equivalent number of full time employees it would have in a given period of time.

### **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 Principals (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.

**NON-MAJOR FUND**

Those funds that are not significant activities of the Town and whose revenues or expenditures do not constitute more than 10% of the revenues or expenditures of the appropriated budget.

**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

<b>AED</b>	Automatic External Defibrillator
<b>A/N</b>	Account Number
<b>CAFR</b>	Comprehensive Annual Financial Report
<b>CDD</b>	Community Development Department
<b>CDPHE</b>	Colorado Department of Public Health and Environment
<b>CDOT</b>	Colorado Department of Transportation
<b>CIF</b>	Capital Improvement Fund
<b>CIRSA</b>	Colorado Intergovernmental Risk Sharing Agency
<b>CML</b>	Colorado Municipal League
<b>CPR</b>	Cardiopulmonary Resuscitation
<b>COP</b>	Certificates of Participation
<b>CTF</b>	Conservation Trust Fund
<b>D.A.R.E.</b>	Drug Abuse Resistance Education
<b>DOLA</b>	Department of Local Affairs (State of Colorado)
<b>DRA</b>	Development Review Application
<b>EQR</b>	Equivalent Residential Unit
<b>ES2</b>	Environmental Sustainability and Stewardship Framework Plan
<b>FAM</b>	Familiarization Marketing Trips
<b>FAP</b>	Frisco Adventure Park
<b>FBM</b>	Frisco Bay Marina
<b>FHPM</b>	Frisco Historic Park and Museum
<b>FTE</b>	Full Time Equivalent
<b>GEO</b>	Governor's Energy Office
<b>GF</b>	General Fund
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographic Information Systems
<b>GOCO</b>	Great Outdoors Colorado
<b>HR</b>	Human Resources
<b>HPF</b>	Historic Preservation Fund
<b>IRF</b>	Insurance Reserve Fund
<b>LOS</b>	Level of Service
<b>LTF</b>	Lodging Tax Fund
<b>MF</b>	Marina Fund
<b>MSEC</b>	Mountain States Employers Council
<b>NABE</b>	National Association for Business Economics
<b>NPE</b>	Non-personnel Expenditure
<b>OSF</b>	Open Space Fund
<b>PD</b>	Police Department
<b>PE</b>	Personnel Expenditure
<b>PFD</b>	Personal Flotation Device
<b>PIO</b>	Public Information Officer
<b>PRA</b>	Peninsula Recreation Area
<b>PSIA</b>	Professional Ski Instructors of America
<b>PW</b>	Public Works
<b>REIF</b>	Real Estate Investment Fee
<b>RMN</b>	Rocky Mountain Nordic
<b>SCHA</b>	Summit Combined Housing Authority
<b>SCP</b>	Summit County Preschool
<b>S.W.A.T.</b>	Special Weapons and Tactics
<b>VIC</b>	Visitor Information Center
<b>WF</b>	Water Fund