



2020

ANNUAL OPERATING AND CAPITAL IMPROVEMENT

BUDGET



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Reader's Guide

This budget document is prepared in a format that strives to reduce the level of difficulty for readers not familiar with public budgeting systems, yet still provide comprehensive information useful in communicating the overall financial direction and policy of the Town. Each section of the budget document and its contents are described below:

Introduction – Provides a profile and brief history of the Town including information regarding the local population, climate, and economy. In addition, this section describes the operating structure of the local government, identifies key municipal facilities, and provides a list of current Town Officials, as well as a Town-wide organizational chart.

Budget Summary – Describes the budget process, fund structure, and basis of accounting used in the budget document. It also provides information regarding the goals and challenges facing the organization, an assessment of the major revenues and expenditures, and various Town-wide budgetary statements.

Fund Summaries – The Town operates a number of individual funds, each with its own appropriated budget. This section provides a budgetary statement for each of the Town's funds and when applicable provides summary statements of the restricted funding elements within those funds.

Department Summaries – The Town is organized by department, and as such each department has an authorized expenditure budget, which it must follow. A department funding matrix, as well as, detail regarding each department including departmental statements, descriptive narratives, goals, activity measures, and Full Time Equivalency (FTE) levels are presented in this section.

Capital Improvements – This section provides a detailed account of each capital improvement project including a program summary, descriptions, estimated costs, and information regarding the impacts of the projects on future operations and maintenance.

Appendix – This section contains miscellaneous information that may be of interest to readers and includes financial policies, personnel summaries, the Town's adopted pay plan, and a glossary of terms. The resolution adopting/appropriating the budget and certifying the mill levy are included at the end of this section.

Community Profile

Living in Firestone

With spectacular views of Colorado’s Rocky Mountains, Firestone is located on the northern edge of the Denver-Boulder metropolitan area along Interstate 25, midway between Denver and Fort Collins, just east of Longmont in Weld County.

Regional amenities, public services and community events are among the few pleasures residents enjoy in Firestone. It has a rich history that underpins community development and continues to build from it. Not only is Firestone a great community to call home, it is also a community that prepares for the future and advances towards it.

Firestone offers numerous neighborhood, community and regional parks, including a regional sports complex. Miles of trails make up the Firestone Trail system, which is part of the regional Colorado Front Range Trail system. The trails offer great recreation opportunities for residents and visitors to enjoy the great outdoors and connect to various parks and community amenities. The community is also home to Saddleback Golf Club and St. Vrain State Park.

History

St. Vrain State Park, near present-day Firestone, was originally the location where Fort Junction, a sod fortress, was built. Between 1863 and 1865 Fort Junction was constructed for use during the Colorado War (also known as the Indian War) by the Lower Boulder St. Vrain Valley Home Guard – a volunteer militia organized to protect local settlers from Native American attacks.



Weld County brothers John, William and Thomas McKissick were in the St. Vrain Valley Home Guard. John was elected Weld County Sheriff in 1865 and Thomas succeeded him in 1867. William discovered coal in southwestern Weld County, leading to the McKissick brothers purchasing railroad land to establish a coal mine. In 1872, they opened the McKissick, Colorado’s first production coal mine (a mine requiring tunnels, mining equipment, and employees), located where today’s Saddleback Golf Course is in Firestone.

In 1907, the Denslow Coal & Land Company purchased 160 acres of Thomas McKissick’s land from his widow. Later that same year, Ohio investors bought Denslow out and started the Firestone Coal Company, establishing Firestone coal mine. They platted a town next to the mine named Firestone in 1908; all were named for Jacob Firestone, one of the Ohio investors. Firestone was the third coal mining town of a trio of towns northeast of Erie, along with Frederick and Dacono, commonly referred to as the Tri-Towns or the Carbon Valley.





Five coal mines operated in Firestone until 1947 when the coal mines closed. During its production, Firestone’s Grant Mine produced 2,070,686 tons of coal, enough to fill a coal train 200 miles long. The Firestone Trail is now where the old train track bed was located. More than 12 miles long, the Firestone Trail connects a variety of neighborhood and regional parks, the St. Vrain Legacy Trail, and the Colorado Front Range Trail.

Firestone remained a small town until its boom began in 2000. Between 200-2010, the population soared from 1,908 to 10,147. According to the 2010 U.S. Census, the Town of Firestone had a growth rate of 431 percent, making it the fastest growing community in Colorado.

Climate

The climate of Firestone is considered semi-arid with very low humidity and relatively little precipitation. The area is well-known for its abundant sunshine, as it averages over 275 sunny days per year. During the summer it is not uncommon to have temperatures in excess of 90°; however days for which temperatures reach 100° are unusual. Thunderstorms are common during the growing season between April and September and supply approximately 75% of the annual precipitation to the area. Winters are normally mild, however snowstorms measured in feet, do occur on occasion. The information below, as compiled by the Western Regional Climate Center, provides additional information regarding the Town’s climate:

Average High/Low Temperature in January	46.6°F/19.3°C
Average High/Low Temperature in July	89.8°F/57.8°C
Average Annual Precipitation	14.15”
Average Annual Snowfall	42.9”
Average Wind Speed	9.8 mph

Population & Demographics

According to the US Census Bureau, the estimated population of the Town of Firestone is 15,300. In addition, there were an estimated 5,200 housing units within the Town and an average household size of 3.08 individuals. Approximately 97.9% of the housing units in Firestone are occupied, and of those, 13% are categorized as renter-occupied. Additional information regarding the demographics of the Town compared to that of Weld County and the State is provided in the following table:

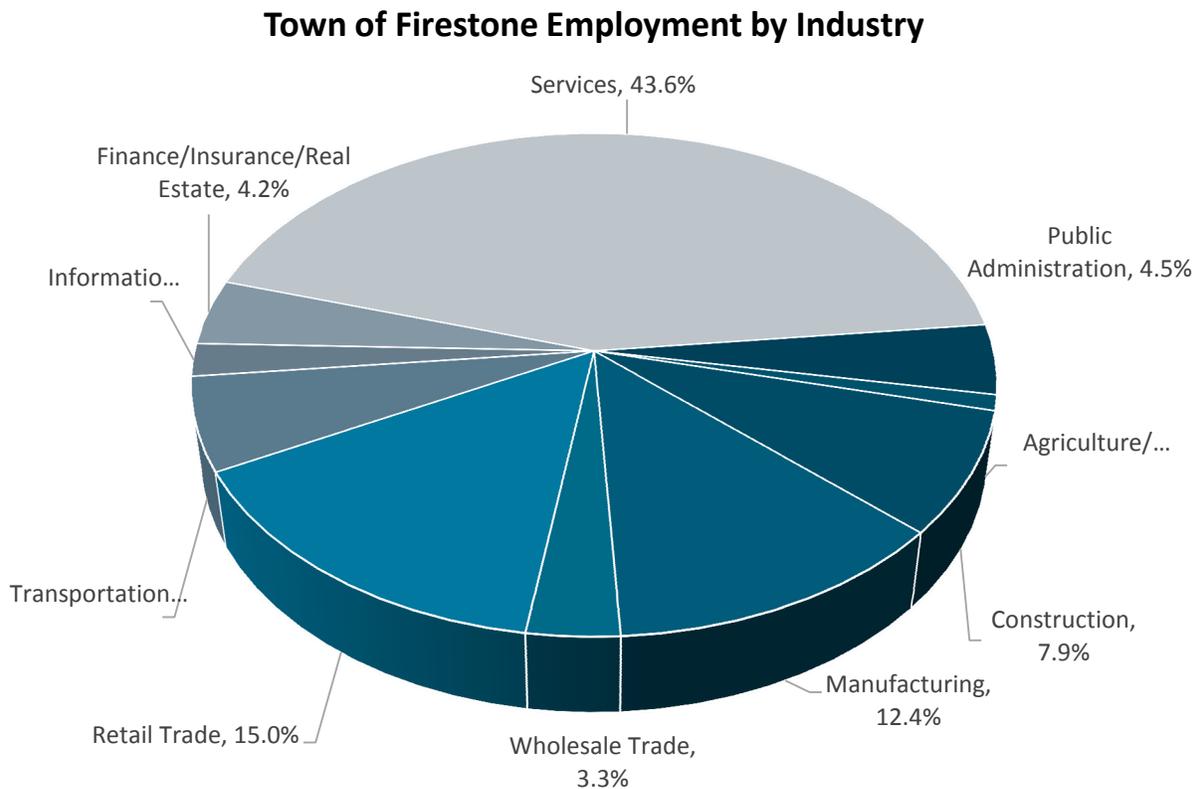
	<u>Firestone</u>	<u>Weld County</u>	<u>Colorado</u>
Male	49.4%	50.4%	50.4%
Female	50.6%	49.6%	49.6%
Median Age	34.3	34.1	36.4
Under 18 Years	30.8%	26.2%	22.2%
Between 18-64 Years	60.9%	61.6%	63.6%
Over 65 Years	8.3%	12.2%	14.2%
High School Graduate or higher	96.7%	87.7%	91.1%
Bachelor’s degree or higher	35.4%	27.0%	39.4%
Graduate degree	9.5%	8.4%	14.6%

Labor & Employment

According to the U.S. Census Bureau, 97.3% Firestone's workforce aged 16 and over is employed. Occupations in professional positions make up the largest category, followed by management, administrative support, services and sales. The Town's average household income is estimated at \$113,698.

Approximately 150 store-front businesses operate in the Town offering a variety of goods and services. The largest employers in Firestone include American Furniture Warehouse, Home Depot, King Soopers, and the Town of Firestone. The largest retail development is the Firestone City Centre comprised of nearly 15 retailers over 100 acres has a variety of pad sites available for additional commercial development.

The chart below provides additional information regarding local employment by industry:



Growth & Development

The Town of Firestone is a growing community, primed for commercial development to support its growing number of residents, businesses and visitors. In 2009, the Firestone Urban Renewal Authority (FURA) was formed to actively eliminate blight, assist with redevelopment, as well as, plan and develop public improvements in an effort to cultivate and maintain a sustainable economy.

Numerous opportunities for new commercial development exists along the primary commercial arterial roadway, Firestone Boulevard, supplementing the existing commercial development alongside Interstate 25. A future bus rapid transit (BRT) stop and expanded park-n-ride is planned at the Firestone Boulevard exit offering access to bus services along the I-25 corridor between Fort Collins and Denver. Additional commercial opportunities are planned along Colorado Boulevard and reinvestment through infill and redevelopment within Historic Firestone.

Governing Body and Town Management

The Town of Firestone was incorporated in 1908 as a statutory Town. The Town remains a statutory Town operating under the rules of the State of Colorado. Many municipalities operate under “home rule” charters in comparison. Under the State of Colorado, the current form of government consists of a mayor and six Board of Trustee members, all of whom are elected “*at-large*,” and a Town Manager, who is appointed by the board and works under the general direction of the Board of Trustees. The mayor is elected at large for a two-year term, while the six trustees are elected at large for staggered four-year terms. It is within the board-manager framework that the elected officials serve as the Town’s leaders and policy makers while the Town Manager serves at the pleasure of the Board of Trustees to carry out policy and ensure that all residents are being equitably served.

As the chief operating and administrative officer of the Town, the Town Manager’s office strives to provide professional leadership in the administration and execution of policies set by the Board of Trustees and in the operations of the Town as a whole. Accordingly, the Board of Trustees and town manager work together in an effort to preserve a sustainable and prosperous community.

The Town provides a full range of services including police protection, municipal court services, maintenance of streets, parks, trails and open space, stormwater and water utilities, planning and development, as well as, general administration. Other utility services such as sewer, electricity, natural gas and trash are provided by companies not affiliated with the Town.

Town Facilities

Town Hall
151 Grant Avenue
Firestone, CO 80520

Police Facility
2 Park Avenue
Firestone, CO 80520

Community Development
8308 Colorado Blvd. Ste. 200,
Firestone, CO 80504

Public Works
7500 Pine Cone Avenue
Firestone, CO 80504

LIST OF PRINCIPAL OFFICIALS

Elected Officials

Mayor..... Bobbi Sindelar
Mayor Pro-tem..... Drew Peterson
Trustee Don Conyac
Trustee George Heath
Trustee Frank Jimenez
Trustee Samantha Meiring
Trustee Doug Sharp

Appointed Officials

Town Manager AJ Krieger
Town Clerk Leah Vanarsdall
Town Treasurer..... Jessica Clanton, CPA
Town Attorney..... William Hayashi, Williamson & Hayashi, LLC
Town Engineer..... Dave Lindsay, CCG, Inc.
Municipal Judge..... Paul Basso

Department Directors

Chief of Police David Montgomery
Economic Development and FURA Director Paula Mehle
Finance Director..... Jessica Clanton
Human Resource Director..... Janet Sloat
Marketing and Communications Director..... Katie Hansen
Planning Director Todd Bjerkaas
Public Works Director Julie Pasillas



TOWN OF FIRESTONE ORGANIZATIONAL CHART

Budget Overview

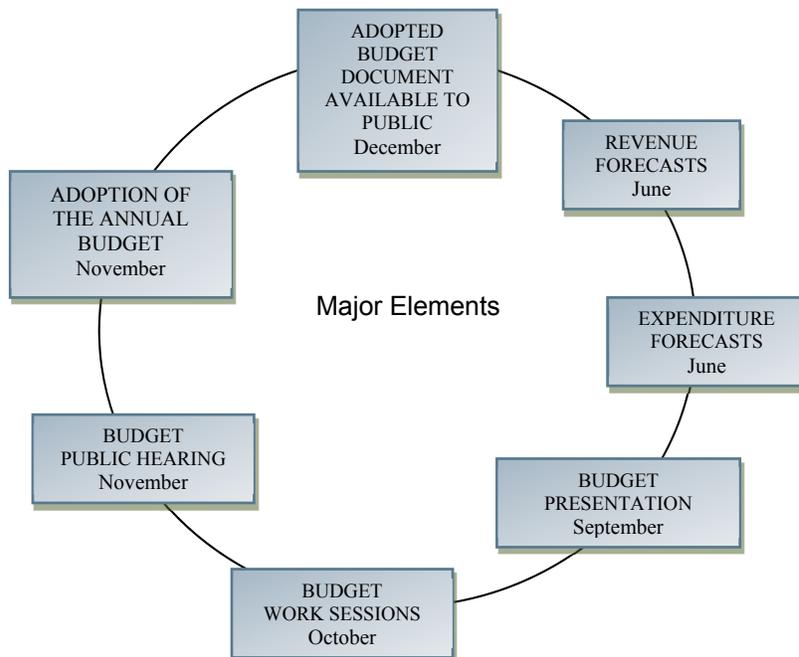
Pursuant to Chapter 3.04.020 of the Town Municipal Code, I am pleased to present the 2020 Annual Operating Budget & 2020-2024 Capital Improvement Plan for the Town of Firestone. The budget will demonstrate the allocation of available resources and serves as an operations guide in an effort to meet the service needs of the community.

Budget Process

The Town's fiscal year begins January 1st and ends December 31st of each year. Although the Town legally appropriates its budget on an annual basis, the budgeting process includes discussions regarding multi-year financial planning, specifically as it relates to the Town's five-year Capital Improvement Program.

Each department prepares their budget using a line-item method, providing detailed documentation for revenues and expenditures. Service levels, as approved by the Town Board during the annual budget review, assist the departments in determining projected expenditures. In order to present a balanced budget, the Town Manager works closely with departments to coordinate funding levels. During the public hearing, the Town Board may adopt the budget with or without amendment. If the Town Board fails to adopt the budget by December 31st, the amounts appropriated for the current fiscal year shall be deemed adopted for the ensuing fiscal year on a month-to-month basis. Adoption of the budget by the Town Board shall constitute appropriations in the amount specified at the fund and department level. The Town encourages citizen participation and publishes notice of the hearing in local newspapers, on the Town's website, and at official Town posting places. Copies of the budget are available for citizen review.

Budget Flowchart



Budgetary Control

Once adopted, it becomes the responsibility of the Finance Department to monitor and report on the financial activity of the organization and condition of the annual budget. The Town incorporates the use of financial software, policies, and procedures to provide an adequate level of control over expenditures. Each department is responsible for controlling expenditures within budgetary allowances; however, ultimate budgetary responsibility is retained at the legislative level. As allowed by the Town's Municipal Code, requests for amended, supplemental, or reduction appropriations to the budget will be subject to the approval of the Town board by ordinance.

Budgetary Basis of Accounting

Basis of Accounting refers to the specific time at which revenues and expenditures are recognized in the accounts and reported in our financial statements. The method of accounting used often depends on the purpose for which the fund has been established. Proprietary funds utilize full accrual basis of accounting while all other funds utilize a modified accrual basis.

In the budgetary process however, all funds are prepared on the modified accrual basis of accounting. Thus, capital expenditures, debt and lease payments, as well as, interfund loan repayments are recorded as expenditures in the year in which they occur. Furthermore, depreciation and amortization costs are not budgeted since these costs represent non-cash transactions.

Fund Structure

The Town of Firestone, like other local governments, utilizes funds to account for the activity of specific operations, programs, and/or functions. Each fund maintains an independent, self-balancing ledger and budget subject to appropriation. In accordance with State statute, no fund may overspend the appropriation established by the Town Board of Trustees. The funds established by the Town Board and appropriated in this budget are as follows:

General Fund – This fund is used to account for resources traditionally associated with government, which are not required legally or by sound financial management to be accounted for in another fund. The functions accounted for in this fund account for most of the day-to-day operations of the Town that are financed via sales tax, property tax, and other general revenues. Activities in the General Fund include general administration, economic development, public safety, development review, parks, and public works.

Special Revenue Funds – These funds are used to account for the proceeds of specific revenue sources that are legally or otherwise restricted to expenditures for specified purposes and which therefore cannot be diverted to other uses. The Town of Firestone currently operates two Special Revenue Funds.

Debt Service Fund – This fund is used to account for the accumulation of resources for, and the payment of general long-term debt principal, interest, and related costs. Colorado State Statute limits the total amount of General Obligation debt to three percent of the jurisdiction's actual value of all the taxable property in the Town, as determined by the County Assessor. The Town of Firestone currently does not carry any general obligation debt.

Capital Projects Fund – This fund is used to account for the construction of major capital projects other than those financed by Enterprise. The Town of Firestone currently operates one Capital Projects Fund. The revenues in the Capital Projects Fund are derived from various restricted and non-restricted sources including county-shared sales tax revenues, grants, and transfers from the General Fund.

Enterprise Funds – Such funds are used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs of providing these services to the general public on a continuing basis be financed or recovered primarily through user charges. All activities necessary to provide such services are accounted for in this fund, including administration, operations, maintenance, finance, and related debt service. The Town of Firestone currently operates two enterprise funds.

- *Water Fund* – The Town of Firestone provides water services to approximately 4,800 residential and commercial customers, and supplies over 650 million gallons of water annually. Revenues are derived primarily from user charges; however, committed raw water impact fees are used to support capital improvements within the water fund.
- *Stormwater Fund* – The fund is used to account for the resources generated and costs associated with providing stormwater services. Revenues are collected through user charges collected in the utility billing process.

Priorities

The Town of Firestone is committed to providing its residents, businesses, and visitors with dependable municipal services while ensuring the financial health of the community. The organization is focused on the long-term direction and development of the community while remaining attentive to changes in the local economy.

The Town has several key initiatives identified as priorities for the years 2020-2024. The overriding objective for the Town is to create vitalization throughout the Town. This initiative is meant to lay the foundation for future planning, development, and redevelopment. Staff changes have been made that allows the Town to focus on updating the zoning code, marketing the Town to potential businesses, and evaluating the sustainability of providing services given the current land-use and fiscal policies. While an emphasis has been placed on planning for the future, the Town has also committed to delivering services at current levels and to find ways to continuously improve the delivery of those services.

The 2020 budget continues to control operating expenditures, while making significant commitments to the community's assets and infrastructure. Town-wide, the 2020 revenue forecasts represent an increase of 11% over 2019 year-end estimates. Projects such as the construction of a new reservoir for Town water needs and remodeling of the Town Hall and Public Works buildings are the major capital improvement projects planned for 2020.

Services for residents have been maintained at current levels and the Town has been moving forward on many strategic fronts in economic development and infrastructure improvements. Investments and grants from the Town and its Urban Renewal Authority are key in maintaining and expanding the tax base.

To control operating expenditures to the greatest extent possible, the Town has placed significant emphasis on improved efficiencies and value-based operations. Formal requests to increase operating budgets over the prior year are required. An emphasis in the budget for 2020 has been placed on staff retention, strategic evaluations of the Town's planning documents, including the Zoning Code and an Impact Fee Assessment.

The 2020 budget includes a 5% market adjustment for salaries to meet market standards, as well as step increases for all sworn police personnel.

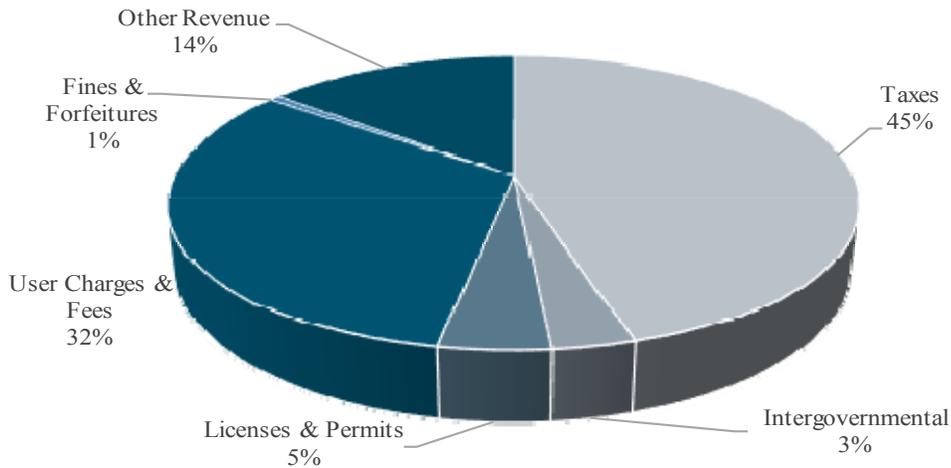
Revenue Assessment

Town-Wide Revenues

In an effort to simplify financial reporting, the Town of Firestone has organized its revenues into six categories: Taxes, Intergovernmental, Licenses & Permits, User Charges & Fees, Fines & Forfeitures, and Other Revenue. The table and chart below illustrate the Town’s total revenue (all funds, not including Other Sources or use of fund balance).

Revenue:	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Taxes	\$ 11,235,450	\$ 11,215,759	\$ 13,175,878	\$ 14,402,936
Intergovernmental	1,424,530	1,477,363	1,139,984	1,052,005
Licenses & Permits	860,923	598,050	658,258	1,400,269
User Charges & Fees	22,856,707	9,939,356	8,127,477	10,274,370
Fines & Forfeitures	243,821	225,490	184,716	190,257
Other Revenue	1,192,554	1,749,191	5,421,795	4,523,195
Total Revenue	\$ 37,813,985	\$ 25,205,209	\$ 28,708,108	\$ 31,843,032

Operating Revenue Budget by Category



As shown in the table above, Town-wide 2020 budgeted revenue is estimated at \$31,843,032 compared to 2019 forecasted collections of \$28,708,108. The increase in user charges and fees is due to an increase in impact fees of 169.6%. The Town has experienced significant residential growth and that is reflected in these fees. This has also created an increase in licenses & permits of 112.7%. Tax revenue is projected to increase by 9.3% due to increased property values and increased sales. There were no tax rate increases expected to occur in 2019 or 2020. Additional detail regarding the forecasting methods for several of the major revenue sources of the Town, as well as the associated impacts of the current economic environment is presented in the following sections.

Tax Revenue Category

Taxes represent the largest revenue category of the 2020 budgeted revenues, accounting for approximately 45% of the Town's total revenue. Property, specific ownership, sales, use, and occupational taxes comprise this category. Due to the material nature of the property, sales, and use tax collections, each revenue source is discussed in more detail below.

Property Tax – Property taxes are generated through a 6.805 mill levy on the assessed real and personal property valuation of \$249,979,587. In 2020, the Town has estimated property tax collections of \$3,869,650, which makes up 12% of the Town's total revenue.

While property tax remains one of the most dependable revenue streams for the Town, it also remains one of the most regulated under State law.

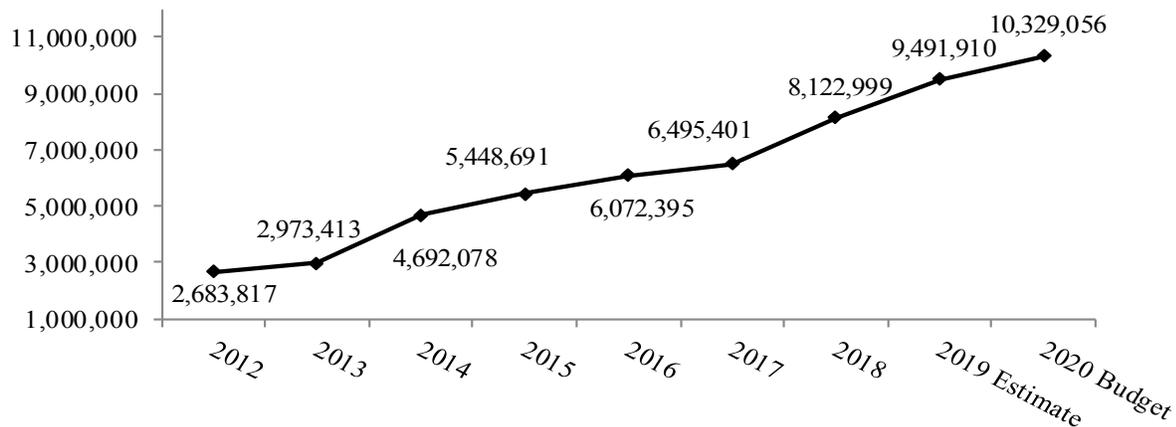
The residential assessment rate is adjusted during years of reappraisal to maintain a consistent ratio between the total statewide assessed values of residential and non-residential property. The assessment rate is based on a statewide calculation. The assessment rate for nonresidential properties is fixed at 29% of market value, while residential rates remain variable. Pursuant to the requirements of the Gallagher Amendment to the State Constitution, the State of Colorado established the residential assessment rate for 2019-2020 at 7.15%. The table below shows the assessed valuation of the Town of Firestone and percent changes from year to year.

Year	Assessed Valuation	% Change
2010	116,694,880	-12.02%
2011	131,980,920	13.10%
2012	142,320,680	7.83%
2013	135,196,793	-5.01%
2014	137,099,290	1.41%
2015	163,612,460	19.34%
2016	202,135,144	23.55%
2017	205,870,587	1.85%
2018	217,538,150	5.67%
Estimated 2019	249,979,587	14.91%

Sales/Use Taxes – The Town of Firestone currently levies a 3.6% sales/use tax on the purchase price of non-food goods and materials. While non-food sales taxes are primarily used to support the general operations of the Town, 22% of the collections (which is equal to a 1.0% tax rate) have been restricted exclusively for the purposes of funding of streets and parks projects. The town voters also approved a temporary 0.6% tax rate for the purpose of financing the construction of the new police facility which accounts for approximately 16% of the total sales tax.

For 2020, sales and use tax collections comprise approximately 32% of the Town's annual revenue, making it the largest single source of income for the Town. The sales tax is collected by the state because the Town is organized under state statute while the use tax is collected by the Town. Projections of sales and use taxes are based on detailed analysis of historical trends, economic forecasts, and anticipated changes in the local commercial environment as well as consumer spending, and development activity. The following chart illustrates the historical sales/use tax trends and forecasts.

Sales & Use Tax Trends



On 1/1/2014, sales tax increased by 1.0% and then on 1/1/2018 sales and use tax was increased by 0.6%. These two increases brought the sales tax up to 3.6% and use tax up to 2.6%. These voter-approved increases have allowed the town to make capital improvements via financing and tax revenues for infrastructure to both streets and parks and to finance and construct a new police facility for the Town. The 2018 increase is a temporary increase that will sunset after 25 years.

Intergovernmental Revenue Category

The intergovernmental revenue category represents approximately 3% of the 2020 budget revenues. The category is made up of revenues which are collected on behalf of the Town by other governments. Revenues which fall under this category typically represent share backs or grants from the Federal, State, or local governments and include motor vehicle registrations, highway user taxes, road and bridge taxes, and state lottery proceeds.

Licenses & Permits Revenue Category

The Town issues various licenses and permits which grant the holder specific use privileges (i.e. the ability to sell liquor within the Town, etc.). The fees, which account for approximately 4% of the 2020 budgeted revenues, are intended to offset some of the administration, recording, and regulation costs associated with those activities. Currently the Town issues and collects fees for business and liquor licenses, as well as building, electrical, sign, special use, and park use permits.

User Charges & Fees Revenue Category

User charges and fees are intended to offset some or all of the costs associated with specific services provided to identifiable recipients. This revenue category represents approximately 32% of the 2020 organization-wide revenue, making it the second largest revenue category for the Town. Approximately 64% of the dollars collected through user charges are associated with water and stormwater services. Due to the material nature of these revenue sources additional information has been provided below.

Water Usage Charges – Charges for water services are based on a tiered rate structure and offset the operating costs associated with providing clean and safe drinking water to the Town’s residents. In 2020, the estimated collections associated with such services account for approximately 19% of the Town’s total annual revenue. A rate increase of 8% was approved for 2019. Subsequent increases of approximately 8% is anticipated for 2020. Revenue forecasts are based on customer trends, changes to the rate structure, and estimates regarding annual precipitation.

Stormwater Usage Charges – The Town currently provides stormwater utility services to its residents. Charges for stormwater services are based on scheduled rate structures and offset the operating costs associated with providing the services. In 2020, the estimated collections associated with these services comprise approximately 2% of the Town’s total annual revenue. In 2017, the Town approved a rate increase and slight modification of the stormwater rate schedule of 6%, to begin in 2018.

Fines & Forfeits Revenue Category

Fines and forfeits include court costs, violation fines, and police surcharges and comprise less than 1% of the Town’s total 2020 anticipated revenue. The funds received are intended as a financial punishment for the commission of minor crimes, code violations, or the settlement of a claim. Monies are used to help offset the day-to-day operations of various patrolling, enforcement, and municipal court activities.

Other Revenue

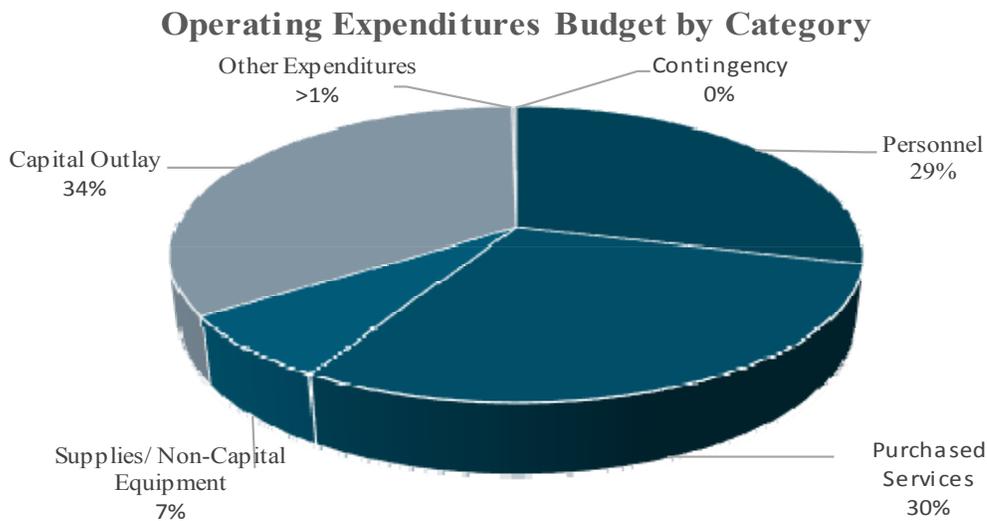
Revenue sources categorized as other revenue include the interest earnings, miscellaneous reimbursements and a loan from Colorado Water Conservation Board and account for approximately 14% of the Town’s total revenue for 2020.

Expenditure Assessment

Town-Wide Expenditures

In an effort to simplify financial reporting, the Town of Firestone has organized its expenditures into six categories: Personnel, Purchased Services, Supplies/Non-Capital Equipment, Capital Outlay, Miscellaneous, and Contingencies. The following table and chart illustrate the Town’s total expenditures (all funds, not including Other Uses or internal fund transfers).

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Expenditures:				
Personnel	\$ 6,608,437	\$ 8,840,144	\$ 6,309,565	\$ 9,840,198
Purchased Services	7,379,143	8,987,099	8,262,994	10,131,802
Supplies/Non-Capital Equipment	1,321,084	2,359,012	1,557,062	2,397,353
Capital Outlay	23,943,632	18,782,011	15,435,312	11,645,245
Other Expenditures	41,016	80,375	53,950	89,925
Contingency	-	-	-	-
Total Expenditures	\$ 39,293,312	\$ 39,048,641	\$ 31,618,883	\$ 34,104,523



The Town controls operating costs while continuing to deliver services at their expected levels while focusing on increasing reinvestment within the community via capital improvement projects. The expenditure categories, as well as some of the more significant changes in spending authorization are discussed in more detail below.

Personnel Category

Salaries, wages, and benefits represent approximately 29% of the 2020 Town-wide budgeted expenditures. The category includes all costs associated with personnel including regular and seasonal staff, payroll taxes, and all clothing, tool, or vehicle allowances. Significant changes include:

- The 2020 budget includes market adjustments for all positions of approximately 5%, as well as step increases for all sworn police personnel.
- 9 full-time equivalents (FTE) were added to the budget: 2 Water Techs, 2 Police Officers, 1 Fleet Mechanic, 1 Administrative Assistant, 1 Ed Specialist, 1 Stormwater Coordinator, and 2 part-time seasonal positions for Streets/Parks.

Purchased Services Category

The purchased services category represents approximately 30% of the 2020 budgeted expenditures. This category is made up of expenditures which by their nature are performed by persons or firms external to the organization. While a product may or may not result from the transaction, the primary reason for the purchase is the service provided. Expenditures which fall under this category include administrative services, legal services, technical services, property maintenance, and non-personnel related insurance premiums. Significant changes for 2020 include:

- The Town has identified several key areas to study, evaluate, and update to assist in vitalizing the Town. The Engineering Division will be re-writing the Town's Engineering Standards and Specifications for Design and Construction. The Planning Department is updating the Development Code and performing an impact fee study.

Supplies/Non-Capital Equipment Category

The supplies and non-capital equipment category accounts for approximately 7% of the 2020 budgeted expenditures. Expenditures in this category are for items that are consumed, worn out, or deteriorated through use, and do not meet the requirements of the Town's definition of capital assets. Supplies, natural gas, fuel, as well as non-capital equipment such as file cabinets, desks, and personal computers are included in this category.

Capital Outlay Category

The capital outlay category makes up close to 34% of the 2020 budgeted expenditures. This category includes capital assets and capital improvement projects such as the acquisition of land, water rights acquisitions, buildings construction/maintenance, infrastructure and other capital spending. Expenditures in this category tend to vary from year to year based on the needs of the organization and community. A listing of the planned capital equipment purchases for 2020 is shown on the next page:

Capital Equipment Item List

Item Description	2020 Adopted Budget
General Fund	
HVAC	\$ 12,000
Server Node	25,000
Bobcat Pull Behind Compressor	20,000
Toro SandPro 5040	30,000
Police Vehicle - Chevy Tahoe	69,744
Police Vehicle - Chevy Tahoe	69,744
Fleet Truck	31,074
Compact Track Loader - Skid Steer	119,940
<hr/>	
Subtotal	377,502
Water Fund	
Utility Body for F56	8,700
2020 Chevy Silverado 2500HD w/Utility Body	39,774
2020 Chevy Silverado 3500HD CC w/Utility Body	58,024
<hr/>	
Subtotal	106,498
<hr/>	
Town-Wide Total	\$ 484,000

At \$11 million, capital projects, including improvements, replacement, and construction of new assets have a significant one-time impact on the budget in 2020.

Additional detail regarding the capital improvement projects can be found in the “Capital Improvements” section of the budget document. On the project pages, there is information regarding on-going or one-time costs for projects.

Other Expenditures Category

The other expenditures category accounts for less than 1% of the 2020 budgeted expenditures. Expenditures in this category include a Conservation Program, Sponsorships, and Grants/Donations. The Grants/Donations and the Conservation Program make up a significant portion of this category and includes incentive programs such as those associated with the water conservation and education program, as well as a contribution to the Firestone Historical Preservation Commission. This category changes each year based on the needs of the community and financial ability of the organization.

Contingency Category

For 2020, no contingency items were identified. Therefore, there is no budget reserved for contingencies. This category is provided for budget purposes only as actual expenditures are to be charged to the appropriate program and object classification. The allocation provides for unforeseen expenditures or overruns in other categories throughout the year.

Other Sources/Uses

Interfund Transfers

In order to accommodate the changing needs of the community, the Town is often required to transfer non-restricted revenues from one fund to another. In 2020, the General Fund will transfer \$636,832 to the Capital Projects Fund to ensure fund availability for debt payments on the 2019 Certificates of Participation (COP) and \$150,250 to Firestone Finance Authority for debt payments on the 2005 COPs. The General Fund will receive a transfer of \$1,535,000 from the Capital Improvement Fund in order to cover the expenditures related to streets and parks improvements and maintenance.

Debt Proceeds & Payments

Colorado State Statute limits the total amount of General Obligation debt to three percent of the actual value of the taxable property within the Town, as determined by the County Assessor. The Town's current legal debt limit and debt margin are as follows:

Calculation of Legal Debt Limit & Debt Margin	
2018 Net Assessed Value	\$ 1,743,703,006
Debt Limit - 3% of Net Assessed Value	52,311,090
Outstanding Debt Applicable to Debt Limit	-
Available Debt Margin	\$ 52,311,090

While the Town currently does not carry any debt which is applicable to the debt limit, other obligations do exist. The following tables highlight the Town's current debt obligations as identified in the 2020 budget:

	As of December 31, 2018		2019 Activity			Maturity Date
	Outstanding Interest	Principal Balance	Interest Payment	Principal Payments	Ending Balance	
2005 COP - purchase Central Park Land	\$ 138,950	\$ 945,000	\$ 33,075	\$ 115,000	\$ 830,000	12/1/2025
2014 Revenue Bonds - streets and parks improvements	963,132	3,010,000	103,618	160,000	2,850,000	48,914
2018 COP - Police Facility	9,670,950	13,860,000	997,600	360,000	13,490,000	52,185
Leases - Vehicles and Equipment	141,417	1,192,568	56,897	300,461	892,105	45,291
Colorado Water Conservation Board						
Loan - Reservoir	-	1,580,000	190,000	-	5,419,095	20 years
Total	\$ 10,914,449	\$ 20,587,568	\$ 1,381,190	\$ 935,461	\$ 23,481,200	

Given the fund balance and debt positions of the Town, long-term financial planning discussions have remained project specific. There are significant capital expenditures in the 2020 budget for roads projects that will be cash funded. COPs were issued to finance approximately \$5.5 million of the Town Hall and Public Works remodel projects in the spring of 2019.

Economic Incentives

Economic development is imperative to establishing and maintaining a sustainable local economy. As such, the Town of Firestone provides economic incentives (often in the form of sales tax rebates) to attract development and/or redevelopment by private enterprise with the intent to provide beneficial impacts on the local economy and enhance the services and products available to citizens.

Fund Balance Analysis

Changes in Fund Balance

Following sound financial management, the Town confines the use of fund balance to items which are commonly regarded as one-time or limited-duration expenditures. By maintaining appropriate fund balances in each of its funds, the Town is able to adapt to changing market conditions, take advantage of unforeseen opportunities, and maintain adequate cash balances given the cyclical nature of the local retail economy. In addition, several of the Town's funds are designed to accumulate fund balances in order to finance future projects and/or purchases. In 2020, the Town-wide fund balance is anticipated to decrease approximately 6% or \$2,188,249. A listing of changes in fund balances for fiscal year 2020 is presented below:

	2020 Beginning Fund Balance	2020 Revenues & Other Sources	2020 Exps & Other Uses	2020 Surplus/ (Deficit)	2020 Projected Ending Fund Balance
General Fund	\$ 15,975,287	\$ 16,869,319	\$ 16,843,891	\$ 25,428	\$ 16,000,715
Capital Projects Fund	5,235,031	2,664,488	7,827,751	(5,163,263)	71,768
Debt Service Fund	4,050,439	1,447,729	993,200	454,529	4,504,968
Firestone Finance Authority Fund	-	150,250	150,250	-	-
FURA	1,461,078	2,404,303	2,325,979	78,324	1,539,402
Water	7,781,978	10,034,332	7,657,568	2,376,764	10,158,742
Stormwater	1,284,036	624,693	584,724	39,969	1,324,005
Total	\$ 35,787,849	\$ 34,195,114	\$ 36,383,363	\$ (2,188,249)	\$ 33,599,600

General Fund – Fund balance is expected to remain unchanged. The General Fund is responsible for supporting the majority of the ongoing operating costs of the government.

Capital Projects Fund – Fund balance is expected to decrease by approximately 98%. This is due to the fact that the 2019 Certificates of Participation were received in 2019 but will be expended in 2020. The fund accounts for revenue sources restricted for improvements to streets and parks.

Debt Service Fund – Fund balance is expected to increase by approximately 11%. This fund is responsible for the construction and ongoing costs of a new police facility.

Firestone Finance Authority Fund – Fund balance is forecasted to remain unchanged. The fund is used for the debt payments on the 2005 Certificates of Participation.

Firestone Urban Renewal Authority Funds – Fund balance is anticipated to increase approximately 5%.

Water Fund – Fund balance is anticipated to increase approximately 30%.

Stormwater Fund – Fund balance is expected to increase by 3%.

Fund Balance Restrictions, Commitments, & Assignments

Due to limitations placed on the purposes for which all or portions of the Town’s financial resources may be used, it is necessary to classify various components of fund balance. The components are developed in such a manner as to identify the extent to which the Town is bound to the constraints and specific purposes for which amounts in the fund can be spent.

	2020 Beginning Fund Balance	2020 Revenues & Other Sources	2020 Exps & Other Uses	2020 Restrictions, Commitments, & Assignments	2020 Unassigned Fund Balance
General Fund	\$ 15,975,287	\$ 16,869,319	\$ 16,843,891	\$ 14,756,397	\$ 1,244,318
Capital Projects Fund	5,235,031	2,664,488	7,827,751	71,768	-
Debt Service Fund	4,050,439	1,447,729	993,200	4,504,968	-
Firestone Finance Authority Fund	-	150,250	150,250	-	-
FURA	1,461,078	2,404,303	2,325,979	1,584,812	(45,410)
Water	7,781,978	10,034,332	7,657,568	7,024,380	3,134,362
Stormwater	1,284,036	624,693	584,724	-	1,324,005
Total	\$ 35,787,849	\$ 34,195,114	\$ 36,383,363	\$ 27,942,325	\$ 5,657,275

Restricted Fund Balance – Describes the portion of fund balance which reflects resources that are subject to externally enforceable legal restrictions. Such restrictions are typically imposed by parties outside of the Town. Examples include the 3% emergency reserve established by the Taxpayers’ Bill of Rights (TABOR).

Committed Fund Balance – Describes the portion of fund balance which represents resources that are constrained by self-imposed limitations. Commitments of this type are made at the highest level of decision-making (normally the governing body) and can only be removed in the same manner. Examples include the 25% minimum working reserve in the General Fund.

Assigned Fund Balance – Describes the portion of fund balance which reflects the governments intended use of resources. Assignments are often made by the governing body, committee, or executive of the organization.

Unassigned Fund Balance – If funds are not restricted, committed, or assigned, they could not properly be reported in a fund other than the General Fund. Therefore, only the General Fund can technically report a positive amount of unassigned fund balance. However, to simplify the decision-making process and fund summary statements within the budget document, the enterprise funds (Water and Stormwater) report an unassigned fund balance. It is important to note that resources deemed “unassigned” in the statements other than those reported in the General Fund are in fact assigned in conjunction with the overall, non-specific purposes of the funds themselves.

I would like to recognize and thank Town staff for their work and commitment to the 2020 budget. I also want to express my appreciation to the Town Board for their vision and leadership throughout the budget process.

Respectfully Submitted,



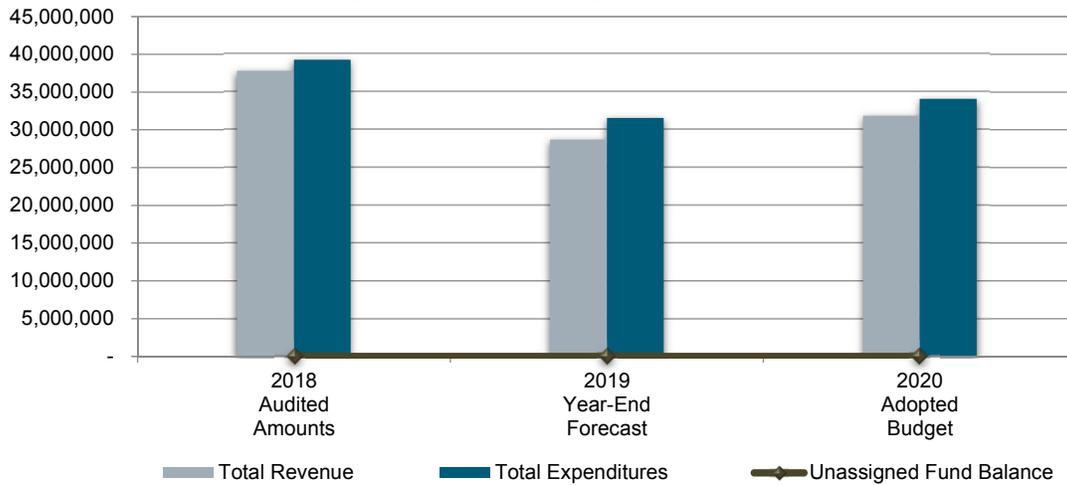
A.J. Krieger
Town Manager



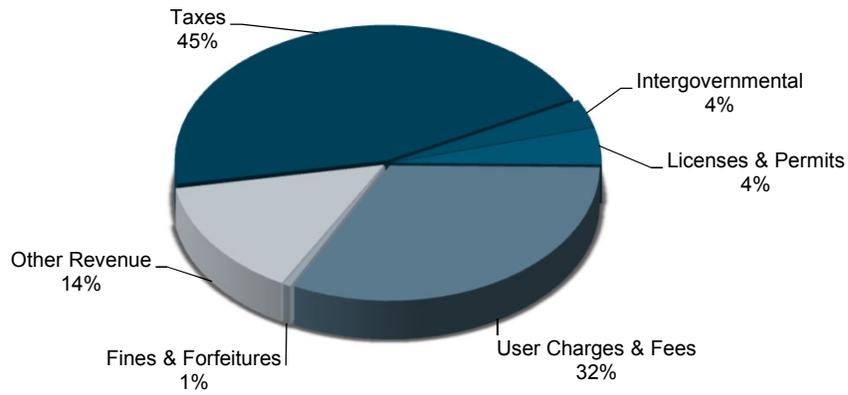
Town-Wide Summary

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Revenue:				
Taxes	\$ 11,235,450	\$ 11,215,759	\$ 13,175,878	\$ 14,402,936
Intergovernmental	1,424,530	1,477,363	1,139,984	1,082,005
Licenses & Permits	860,923	598,050	658,258	1,400,269
User Charges & Fees	22,856,707	9,939,356	8,127,477	10,274,370
Fines & Forfeitures	243,821	225,490	184,716	190,257
Other Revenue	1,192,554	1,749,191	5,421,795	4,523,195
Total Revenue	37,813,985	25,205,209	28,708,108	31,873,032
Expenditures:				
Personnel	\$ 6,608,437	\$ 8,840,144	\$ 6,309,565	\$ 9,840,198
Purchased Services	7,379,143	8,987,099	8,227,347	10,131,802
Supplies/Non-Capital Equipment	1,321,084	2,359,012	1,557,062	2,397,353
Capital Outlay	23,943,632	18,782,011	15,435,312	11,645,245
Other Expenditures	41,016	80,375	53,950	89,925
Total Expenditures	39,293,312	39,048,641	31,583,236	34,104,523
Excess/(Deficiency) of Revenues Over Expenditures	(1,479,327)	(13,843,432)	(2,875,128)	(2,231,491)
Other Financing Sources/(Uses):				
Transfers In	5,894,059	10,843,549	10,379,410	2,322,082
Transfers (Out)	(5,894,059)	(10,843,549)	(10,379,410)	(2,322,082)
Debt Issuance	14,983,287	-	5,500,000	-
Debt (Payments)	(450,178)	(1,410,843)	(1,664,106)	(2,325,701)
Sale of Assets	(1,050)	-	-	-
Total Other Financing Sources/(Uses)	14,532,059	(1,410,843)	3,835,894	(2,325,701)
Net Change In Fund Balance:	13,052,732	(15,254,275)	960,766	(4,557,192)
Cumulative Fund Balance				
Beginning Fund Balance	25,650,243	37,463,230	38,702,975	39,662,591
Ending Fund Balance	38,702,975	22,208,955	39,663,741	35,105,399
Less Restrictions, Commitments, & Assignments:				
Fund Balance Non-spendable	116,814	-	-	-
Fund Balance Restrictions	13,840,721	1,944,039	5,124,026	5,776,056
Fund Balance Commitments	7,487,077	7,599,252	10,510,730	11,334,812
Fund Balance Assignments	9,027,327	9,145,572	9,036,655	10,784,789
Unassigned Fund Balance	\$ 8,231,036	\$ 3,520,092	\$ 14,992,331	\$ 7,209,742

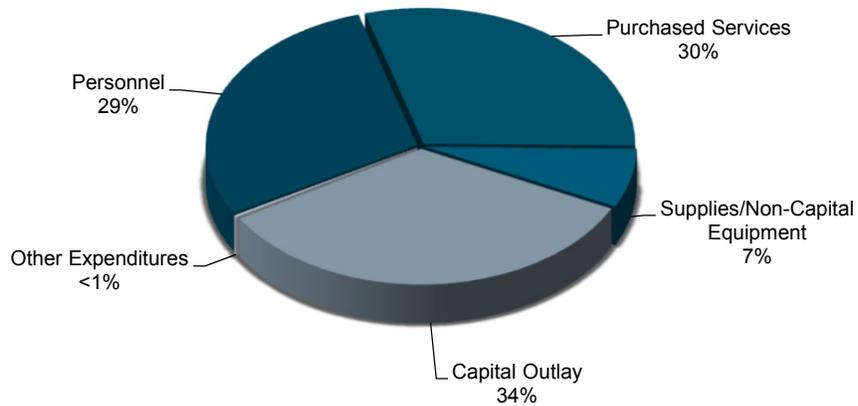
Revenue, Expenditures & Unassigned Fund Balance



Operating Revenue Budget By Category



Operating Expenditure Budget By Category



Town-Wide Revenue Detail

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Taxes				
Property Tax	2,910,927	3,161,383	3,489,386	3,869,650
Specific Ownership Tax	112,203	94,416	87,966	94,416
Sales Tax	7,083,007	7,281,526	8,609,586	9,041,556
Use Tax	1,039,992	593,710	882,324	1,287,500
Lodging Tax	89,321	84,724	106,616	109,814
Total Taxes	11,235,450	11,215,759	13,175,878	14,402,936
Intergovernmental				
Highway User Tax Fund (HUTF)	532,150	419,545	527,051	431,041
Road and Bridge Tax	192,716	212,396	191,308	197,886
Lottery Proceeds	65,526	75,957	87,329	98,059
Severance Tax	137,951	137,950	137,950	137,950
Cigarette Tax	22,894	21,000	20,731	20,731
Motor Vehicle Registration	52,874	58,600	58,600	61,500
School District	38,723	39,835	39,835	85,838
Little Thompson Water Dist	7,929	12,080	7,800	10,000
State Grants	371,901	500,000	69,380	39,000
Other Grants	1,866	-	-	-
Total Intergovernmental	1,424,530	1,477,363	1,139,984	1,082,005
Licenses & Permits				
Building permits - general	696,566	516,250	520,450	780,000
Business, sales and use tax li	27,604	18,500	14,743	17,500
Liquor license fees	3,283	7,700	4,254	4,254
Oil and gas permits	30,000	19,500	-	500,000
Animal licenses	1,590	1,000	2,811	2,896
Contractor licenses	90,700	35,100	88,700	67,500
Other permits	11,180	-	27,300	28,119
Total Licenses & Permits	860,923	598,050	658,258	1,400,269

Town-Wide Revenue Detail

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
User Charges & Fees				
Impact fess - Roadways	894,891	623,809	236,739	663,801
Impact fees - local parks	339,682	234,201	113,530	241,053
Impact fees - Regional Parks	739,910	543,016	161,517	543,284
Impact fees - Drainage	278,973	195,944	58,283	196,024
Impact fees - Municipal Facilit	593,581	462,349	277,634	585,213
Impact fees - Raw Water Irriga	402,320	282,566	84,047	282,705
Franchise fees - Electric	325,716	320,095	320,137	336,156
Franchise fees - Gas	130,419	112,229	112,229	117,845
Franchise fees - Telephone	-	50	50	50
Franchise fees - CATV	88,812	128,126	128,126	134,537
Fuel tax reimbursement	9,543	10,000	10,847	11,000
Street lighting fees	174,983	186,000	180,000	199,655
Oil and gas royalties/leases	174,370	100,000	102,619	102,000
Food and Flick	10,060	15,000	7,030	8,000
Holiday Festival	8,250	15,000	8,000	8,000
4th at Firestone	19,305	15,000	19,150	19,500
PILOT - St. Vrain	69,011	65,217	70,023	65,217
PD Program Sponsorships	31,005	20,000	30,000	30,000
Developer chargebacks	364,170	516,894	210,500	186,000
Hydrant Rentals	4,523	-	11,000	9,200
Charges for Services	4,365,837	4,110,160	4,385,016	4,369,444
Reconnection/Service Fees	38,710	-	38,000	36,000
Tap fees - Residential	1,350,295	1,763,200	1,200,000	1,960,000
Cash in lieu - water rights	407,250	-	230,000	-
Meters and yoke fees	91,883	115,000	108,000	149,686
Water Leases	82,361	22,500	25,000	20,000
Water Credit Bidding	11,815,889	-	-	-
Other Fees	44,958	83,000	-	-
Total User Charges & Fees	22,856,707	9,939,356	8,127,477	10,274,370
Fines & Forfeits				
Court Fines	243,821	225,490	184,716	190,257
Restitution	-	-	-	-
OJW Revenue	-	-	-	-
Total Fines & Forfeits	243,821	225,490	184,716	190,257
Other Revenue				
Interest Earnings	895,160	285,780	809,500	573,500
Interest Earnings - CT	7,218	-	8,500	7,500
CWCB Loan Proceeds	-	1,388,411	4,428,795	3,892,195
Other Revenue	290,176	75,000	175,000	50,000
Total Other Revenue	1,192,554	1,749,191	5,421,795	4,523,195
Total Revenues	\$ 37,813,985	\$ 25,205,209	\$ 28,708,108	\$ 31,873,032

Town-Wide Expenditure Detail

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	4,766,999	6,409,232	4,574,865	7,152,051
Seasonal/Temporary Wages	23,934	-	17,225	-
Overtime	149,585	130,754	156,020	135,905
Stipend	-	-	-	1,500
Medicare	73,583	101,890	67,995	103,724
Unemployment Insurance	14,474	18,758	14,059	4,312
Workers Compensation	112,582	117,979	83,613	129,575
Retirement Contributions	579,326	790,577	547,265	804,215
Medical Benefits	656,628	915,364	638,395	1,051,690
Life/Disability Benefits	47,842	48,188	47,698	67,451
Training/Registration	86,583	196,350	95,200	196,778
Dues/Fees	30,107	35,002	9,650	57,722
Employee Wellness	2,923	-	-	4,300
Mileage/Travel	334	1,600	130	39,313
Employee Recognition	12,328	14,500	-	20,150
Uniforms/Town Apparel	50,749	59,950	57,450	70,312
Sympathy and Celebrations	460	-	-	1,200
Total Personnel	6,608,437	8,840,144	6,309,565	9,840,198
Purchased Services				
Professional Services	1,058,184	1,244,375	1,234,000	1,738,260
Legal Services	345,819	761,853	301,500	589,000
Lobbyists	30,180	34,500	37,698	34,500
Consulting Services	317,034	137,400	273,930	281,600
Technical Services	502,699	380,650	195,980	801,598
Developer Chargebacks	364,036	516,894	210,500	186,000
Building review and inspection	481,388	490,000	550,000	500,000
Communication Services	31,549	77,500	105,409	114,000
General Services	2,174,583	2,763,782	2,153,272	3,199,057
Employment Screenings	3,707	5,300	43,658	7,348
Insurance Premiums	123,191	250,000	889,280	360,400
Utility Services	212,352	234,345	74,920	96,239
Range Fees	19,786	25,000	25,000	25,000
Property Maintenance	47,630	52,500	191,000	88,400
Water Treatment and Tap Fees	1,667,005	2,013,000	1,941,200	2,110,400
Total Purchased Services	7,379,143	8,987,099	8,227,347	10,131,802

Town-Wide Expenditure Detail

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Supplies/Non-Capital Equipment				
Office Supplies	34,420	30,100	18,785	64,225
Technology Equipment	88,096	192,934	23,900	124,660
Operating Supplies	36,042	85,098	287,000	326,899
Leases/Rentals	374,247	786,970	339,977	443,818
Repairs/Maintenance	327,927	589,600	496,500	991,500
Food and Flick	15,380	15,260	-	-
Holiday Festival	5,988	5,000	-	-
4th at Firestone	50,842	51,000	-	-
National Night Out	3,559	3,500	-	-
Halloween Safe Night	13,776	13,000	-	-
Meet and Greet	2,955	5,000	-	-
Santa Cops	16,070	10,000	-	-
Town Clean Up Day	27,720	30,000	-	-
Other	14,632	10,000	-	-
K-9 Maintenance	4,869	6,500	4,000	6,500
Marketing & Promotional Materials	103,004	95,400	3,000	24,600
Non-Capital Equipment	88,160	284,150	263,200	262,180
Fuel	113,397	145,500	120,700	152,971
Total Supplies/Non-Capital Equipment	1,321,084	2,359,012	1,557,062	2,397,353
Capital Outlay				
Property/Rights	10,000,000	800,000	120,000	-
Capital Equipment	685,392	1,447,000	972,000	484,000
Capital Improvement Projects	13,258,240	16,535,011	14,343,312	11,161,245
Total Capital Outlay	23,943,632	18,782,011	15,435,312	11,645,245
Other Expenditures				
Food and related services	8,432	12,300	8,600	30,925
Conservation Program	4,589	24,525	8,000	25,000
Sponsorships	3,500	4,600	-	1,000
Grants/Donations	5,000	13,000	-	16,000
Other	19,495	25,950	37,350	17,000
Total Other Expenditures	41,016	80,375	53,950	89,925
Total Expenditures	\$ 39,293,312	\$ 39,048,641	\$ 31,583,236	\$ 34,104,523

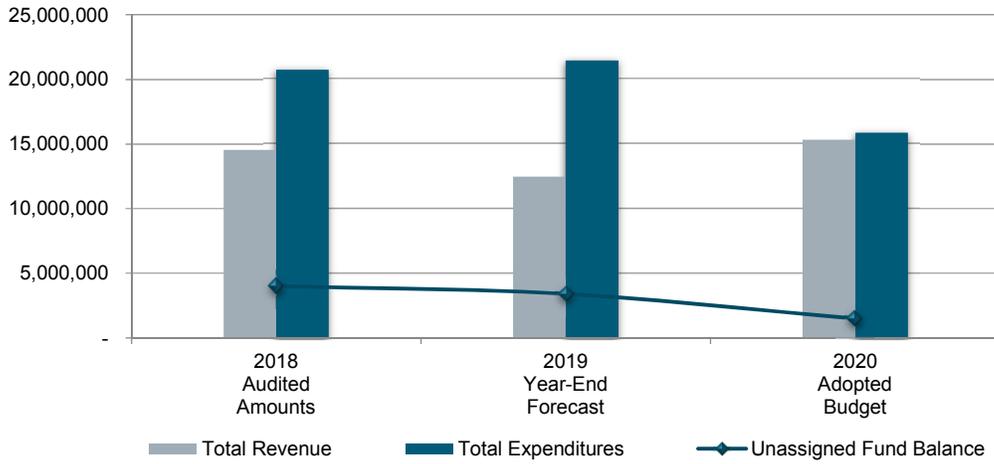




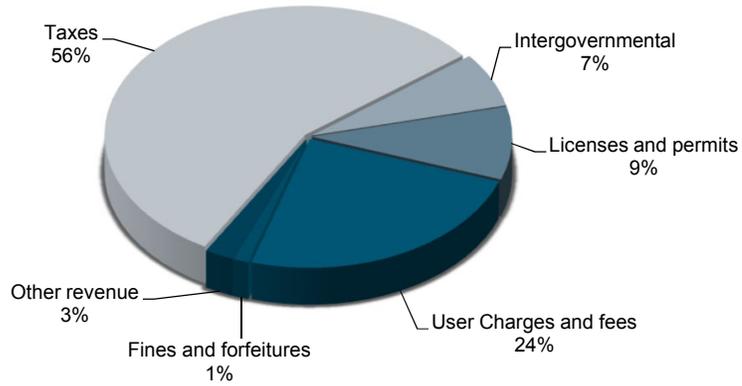
General Fund Summary

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Revenue:				
Taxes	\$ 6,824,051	\$ 6,613,433	\$ 7,915,921	\$ 8,604,248
Intergovernmental	1,414,188	1,435,283	1,070,804	1,042,005
Licenses and permits	860,923	598,050	658,258	1,400,269
User Charges and fees	4,655,001	3,915,496	2,130,461	3,730,040
Fines and forfeitures	243,821	225,490	184,716	190,257
Other revenue	561,148	200,000	533,500	367,500
Total Revenue	14,559,132	12,987,752	12,493,660	15,334,319
Expenditures:				
Personnel	\$ 6,060,311	\$ 8,072,893	\$ 5,557,114	\$ 8,499,260
Purchased Services	3,551,472	4,147,858	3,169,475	4,581,002
Supplies/Non-Capital Equipment	1,262,380	2,258,967	1,345,077	1,908,008
Capital Outlay	9,870,799	12,455,100	11,389,008	848,502
Other Expenditures	26,802	43,800	12,400	53,365
Total Expenditures	20,771,764	26,978,618	21,473,074	15,890,137
Excess/(Deficiency) of Revenues Over Expenditures	(6,212,632)	(13,990,866)	(8,979,414)	(555,818)
Other Financing Sources/(Uses):				
Transfers In	5,495,934	10,638,399	10,165,900	1,535,000
Transfers (Out)	(398,125)	(205,150)	(213,510)	(787,082)
Total Other Financing Sources/(Uses)	5,097,809	10,433,249	9,952,390	747,918
Net Change In Fund Balance:	(1,114,823)	(3,557,617)	972,976	192,100
Cumulative Fund Balance				
Beginning Fund Balance	16,152,781	14,782,184	15,037,958	16,010,934
Ending Fund Balance	15,037,958	11,224,567	16,010,934	16,203,034
Less Restrictions, Commitments, & Assignments:				
Nonspendable	116,814	-	-	-
Restricted for:				
Emergencies	321,891	400,855	302,522	451,249
Conservation trust	230,628	98,271	290,628	199,628
Open Space	363,443	441,102	458,443	548,443
Committed for:				
Impact Fees	6,429,983	6,329,238	9,031,552	9,750,000
Assigned for:				
Working Reserve	3,557,619	3,469,683	2,521,017	3,760,409
Unassigned Fund Balance	\$ 4,017,580	\$ 485,418	\$ 3,406,773	\$ 1,493,305

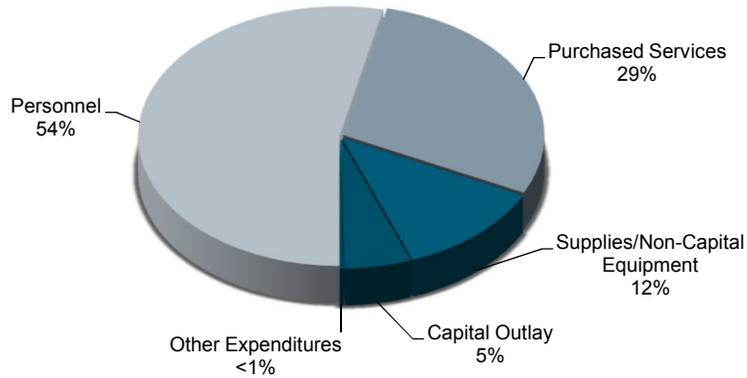
Revenue, Expenditures & Unassigned Fund Balance



Operating Revenue Budget By Category



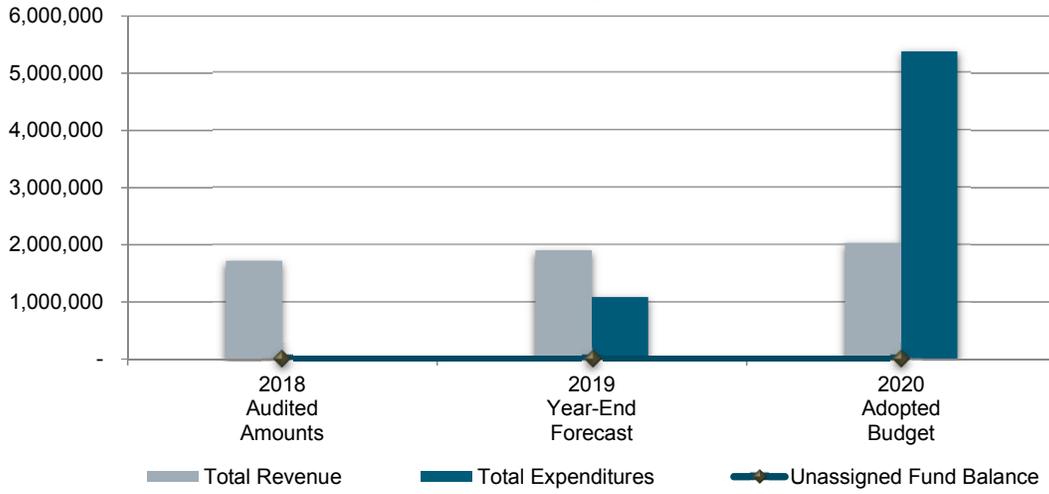
Operating Expenditure Budget By Category



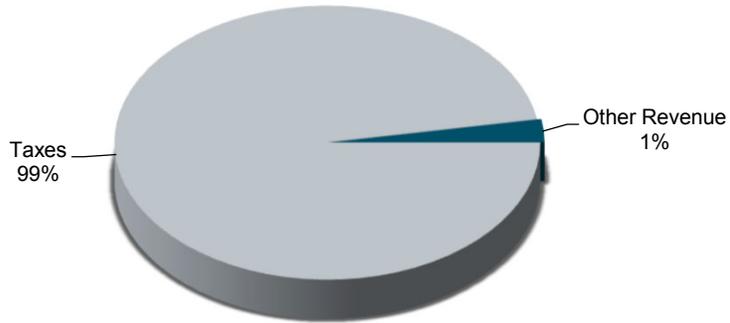
Capital Projects Fund Summary

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Revenue:				
Taxes	\$ 1,707,003	\$ 1,826,617	\$ 1,835,028	\$ 1,972,656
Other Revenue	9,336	11,000	65,000	55,000
Total Revenue	1,716,339	1,837,617	1,900,028	2,027,656
Expenditures:				
Capital Outlay	\$ -	\$ -	\$ 1,082,963	\$ 5,380,500
Total Expenditures	-	-	1,082,963	5,380,500
Excess/(Deficiency) of Revenues Over Expenditures	1,716,339	1,837,617	817,065	(3,352,844)
Other Financing Sources/(Uses):				
Transfers In	-	-	64,235	636,832
Transfers(Out)	(1,172,509)	(1,572,499)	(1,100,000)	(1,535,000)
Debt Issuance	-	-	5,500,000	-
Debt Payments	(261,718)	(265,118)	(328,381)	(912,251)
Total Other Financing Sources/(Uses)	(1,434,227)	(1,837,617)	4,135,854	(1,810,419)
Net Change In Fund Balance:	282,112	-	4,952,919	(5,163,263)
Cumulative Fund Balance				
Beginning Fund Balance	-	-	282,112	5,235,031
Ending Fund Balance	282,112	-	5,235,031	71,768
Less Restrictions, Commitments, & Assignments:				
Restricted Fund Balance				
Parks and Streets	282,112	-	21,994	71,768
Facility Improvements	-	-	5,213,037	-
Unassigned Fund Balance	\$ -	\$ -	\$ -	\$ -

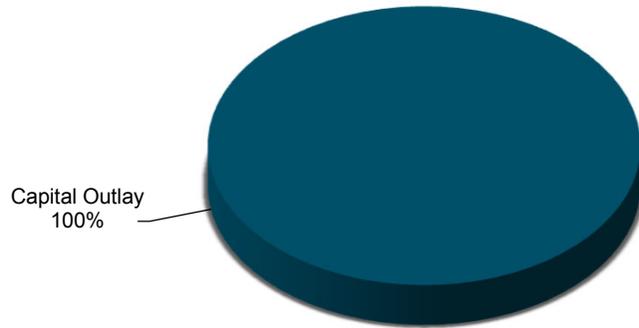
Revenue, Expenditures & Unassigned Fund Balance



Operating Revenue Budget By Category



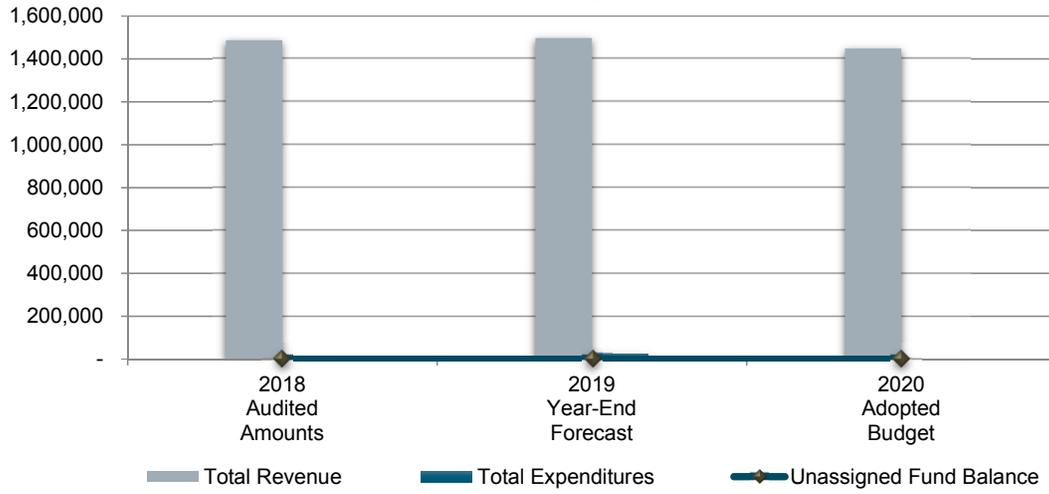
Operating Expenditure Budget By Category



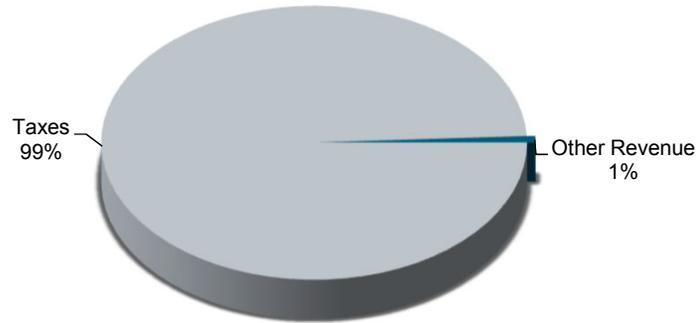
Debt Service Fund Summary

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Revenue:				
Taxes	\$ 1,249,059	\$ 1,158,849	\$ 1,336,492	\$ 1,436,729
Other Revenue	238,223	75,000	160,000	11,000
Total Revenue	1,487,282	1,233,849	1,496,492	1,447,729
Expenditures:				
Other	\$ -	\$ 15,000	\$ 25,200	\$ -
Total Expenditures	-	15,000	25,200	-
Excess/(Deficiency) of Revenues Over Expenditures	1,487,282	1,218,849	1,471,292	1,447,729
Other Financing Sources/(Uses):				
Transfers In/(Out)	(3,827,922)	(9,065,900)	(9,065,900)	-
Debt Issuance/(Payments)	14,983,287	(997,600)	(997,600)	(993,200)
Total Other Financing Sources/(Uses)	11,155,365	(10,063,500)	(10,063,500)	(993,200)
Net Change In Fund Balance:	12,642,647	(8,844,651)	(8,592,208)	454,529
Cumulative Fund Balance				
Beginning Fund Balance	-	9,848,462	12,642,647	4,050,439
Ending Fund Balance	12,642,647	1,003,811	4,050,439	4,504,968
Less Restrictions, Commitments, & Assignments:				
Restricted Fund Balance				
Facility Construction	12,642,647	1,003,811	4,050,439	4,504,968
Unassigned Fund Balance	\$ -	\$ -	\$ -	\$ -

Revenue, Expenditures & Unassigned Fund Balance



Operating Revenue Budget By Category



Firestone Finance Authority Fund Summary

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Revenue	\$ -	\$ -	\$ -	\$ -
Total Revenue	-	-	-	-
Expenditures	\$ -	\$ -	\$ -	\$ -
Total Expenditures	-	-	-	-
Excess/(Deficiency) of Revenues Over Expenditures	-	-	-	-
Other Financing Sources/(Uses):				
Transfers In/(Out)	148,125	149,575	149,275	150,250
Debt Issuance/(Payments)	(148,125)	(149,575)	(149,275)	(150,250)
Total Other Financing Sources/(Uses)	-	-	-	-
Net Change In Fund Balance:	-	-	-	-
Cumulative Fund Balance				
Beginning Fund Balance	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -

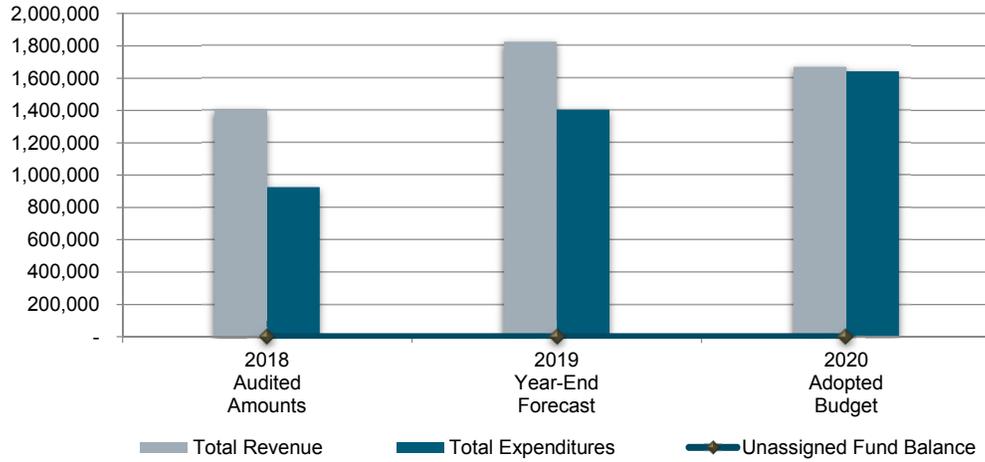
FURA - Southern Fund Summary

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Revenue	\$ -	\$ -	\$ -	\$ -
Total Revenue	-	-	-	-
Expenditures	\$ -	\$ -	\$ -	\$ -
Total Expenditures	-	-	-	-
Excess/(Deficiency) of Revenues Over Expenditures	-	-	-	-
Other Financing Sources/(Uses):				
Transfers In/(Out)	(495,503)	-	-	-
Total Other Financing Sources/(Uses)	(495,503)	-	-	-
Net Change In Fund Balance:	(495,503)	-	-	-
Cumulative Fund Balance				
Beginning Fund Balance	495,503	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -

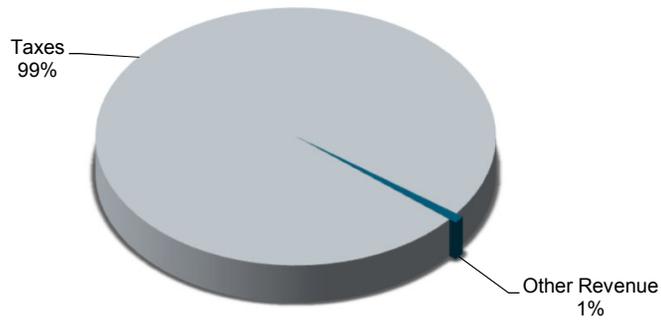
FURA- Northern Fund Summary

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Revenue:				
Taxes	\$ 1,404,533	\$ 1,557,715	\$ 1,816,149	\$ 1,655,066
Other Revenue	-	17,280	9,500	15,000
Total Revenue	1,404,533	1,574,995	1,825,649	1,670,066
Expenditures:				
Personnel	\$ -	\$ 130,676	\$ 132,040	\$ 439,594
Purchased Services	905,148	1,189,549	1,268,525	1,170,350
Supplies/Non-Capital Equipment	21,125	4,000	3,000	31,095
Other Expenditures	-	-	-	1,690
Total Expenditures	926,273	1,324,225	1,403,565	1,642,729
Excess/(Deficiency) of Revenues Over Expenditures	478,260	250,770	422,084	27,337
Net Change In Fund Balance:	478,260	250,770	422,084	27,337
Cumulative Fund Balance				
Beginning Fund Balance	578,834	1,019,244	1,057,094	1,479,178
Ending Fund Balance	1,057,094	1,270,014	1,479,178	1,506,515
Less Restrictions, Commitments, & Assignments:				
Committed Fund Balance				
FURA Improvements	1,057,094	1,270,014	1,479,178	1,506,515
Unassigned Fund Balance	\$ -	\$ -	\$ -	\$ -

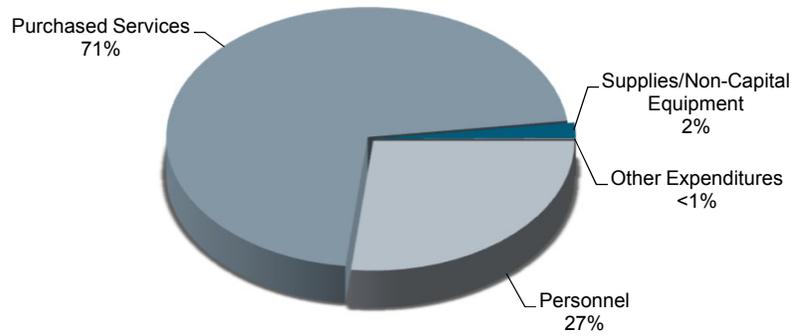
Revenue, Expenditures & Unassigned Fund Balance



Operating Revenue Budget By Category



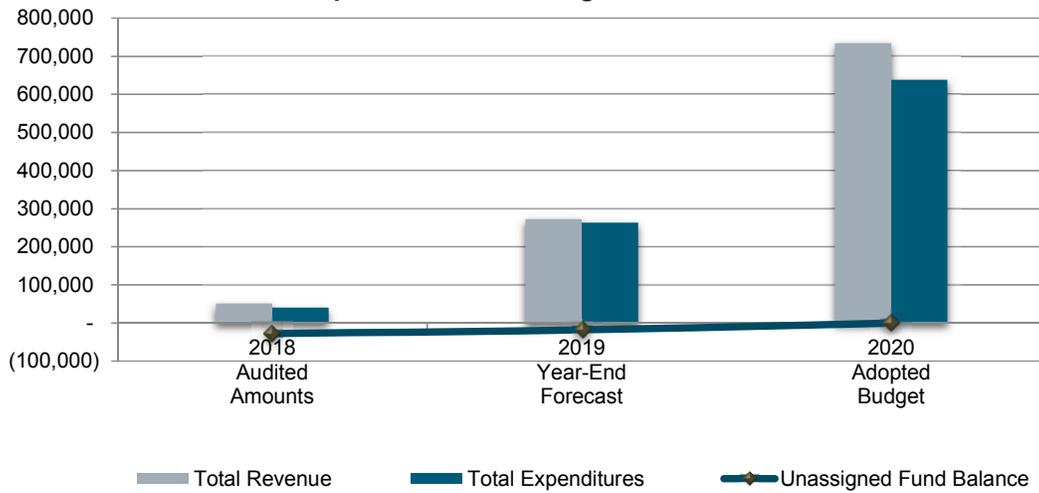
Operating Expenditure Budget By Category



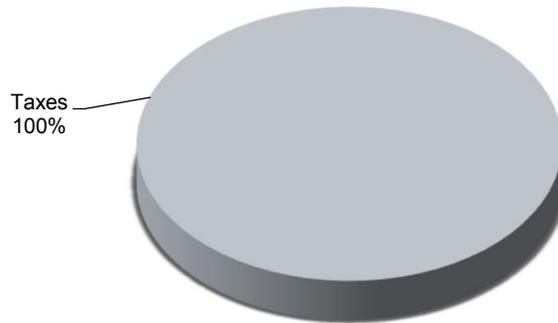
FURA - Central Fund Summary

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Revenue:				
Taxes	\$ 50,804	\$ 59,145	\$ 272,288	\$ 734,237
Total Revenue	50,804	59,145	272,288	734,237
Expenditures:				
Personnel	\$ -	\$ -	\$ -	\$ 375
Purchased Services	40,143	49,863	262,747	637,430
Other Expenditures	-	-	-	35
Total Expenditures	40,143	49,863	262,747	637,840
Excess/(Deficiency) of Revenues Over Expenditures	10,661	9,282	9,541	96,397
Net Change In Fund Balance:	10,661	9,282	9,541	96,397
Cumulative Fund Balance				
Beginning Fund Balance	(38,302)	(27,386)	(27,641)	(18,100)
Ending Fund Balance	(27,641)	(18,104)	(18,100)	78,297
Less Restrictions, Commitments, & Assignments:				
Committed Fund Balance				
FURA Improvements	-	-	-	78,297
Unassigned Fund Balance	\$ (27,641)	\$ (18,104)	\$ (18,100)	\$ -

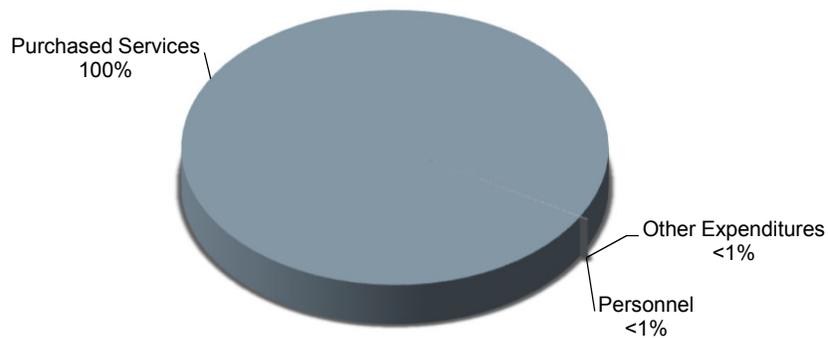
Revenue, Expenditures & Unassigned Fund Balance



Operating Revenue Budget By Category



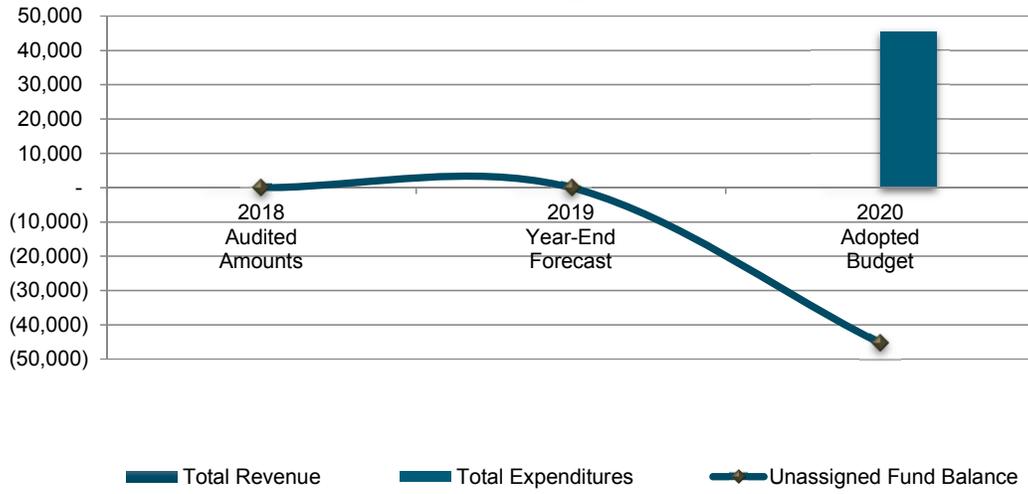
Operating Expenditure Budget By Category



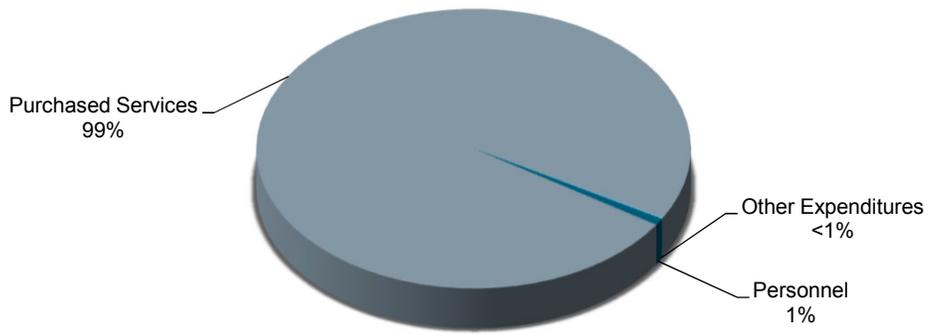
FURA - Big Horn Fund Summary

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Revenue	\$ -	\$ -	\$ -	\$ -
Total Revenue	-	-	-	-
Expenditures:				
Personnel	\$ -	\$ -	\$ -	\$ 375
Purchased Services	-	-	-	45,000
Other Expenditures	-	-	-	35
Total Expenditures	-	-	-	45,410
Excess/(Deficiency) of Revenues Over Expenditures	-	-	-	(45,410)
Net Change In Fund Balance:	-	-	-	(45,410)
Cumulative Fund Balance				
Beginning Fund Balance	-	-	-	-
Ending Fund Balance	-	-	-	(45,410)
Less Restrictions, Commitments, & Assignments:				
Committed Fund Balance				
FURA Improvements	-	-	-	-
Unassigned Fund Balance	\$ -	\$ -	\$ -	\$ (45,410)

Revenue, Expenditures & Unassigned Fund Balance



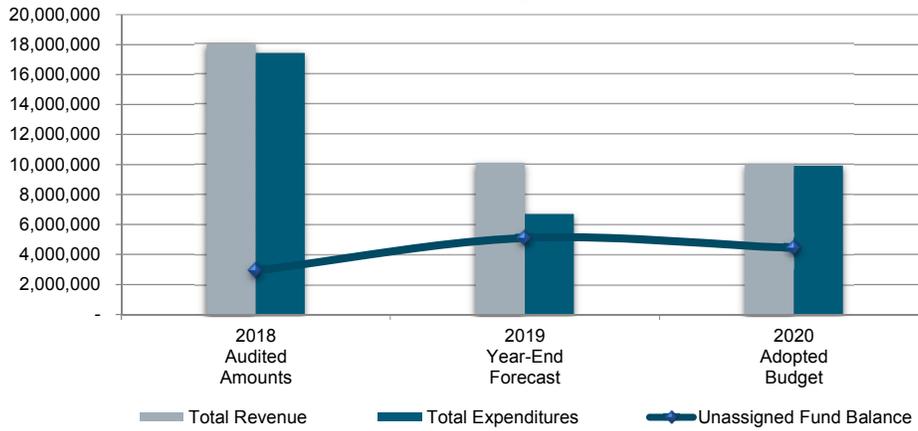
Operating Expenditure Budget By Category



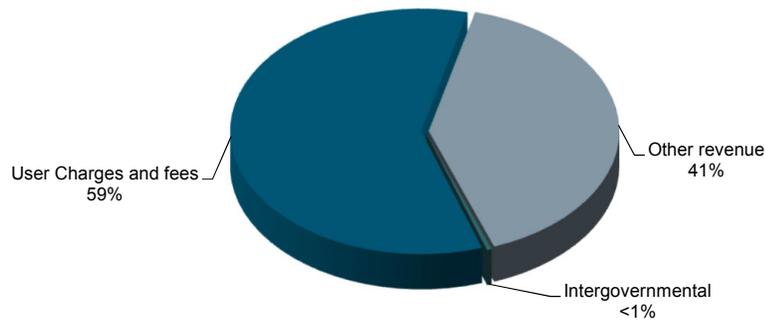
Water Fund Summary

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Revenue:				
Intergovernmental	\$ 10,342	\$ 42,080	\$ 69,180	\$ 40,000
User Charges and fees	17,639,350	5,453,860	5,411,000	5,927,137
Other revenue	368,999	1,438,411	4,628,795	4,067,195
Total Revenue	18,018,691	6,934,351	10,108,975	10,034,332
Expenditures:				
Personnel	\$ 444,638	\$ 465,025	\$ 469,191	\$ 577,690
Purchased Services	2,865,288	3,563,274	3,485,600	3,581,720
Supplies/Non-Capital Equipment	36,502	86,045	195,805	336,730
Capital Outlay	14,070,164	5,526,411	2,538,341	5,396,243
Other Expenditures	12,727	35,075	15,850	30,800
Total Expenditures	17,429,319	9,675,830	6,704,787	9,923,183
Excess/(Deficiency) of Revenues Over Expenditures	589,372	(2,741,479)	3,404,188	111,149
Other Financing Sources/(Uses):				
Transfers In/(Out)	250,000	-	-	-
Debt Issuance/(Payments)	(40,335)	-	(190,000)	(270,000)
Sale of Assets	(1,050)	-	-	-
Total Other Financing Sources/(Uses)	208,615	-	(190,000)	(270,000)
Net Change In Fund Balance:	797,987	(2,741,479)	3,214,188	(158,851)
Cumulative Fund Balance				
Beginning Fund Balance	7,608,898	10,562,893	8,406,885	11,621,073
Ending Fund Balance	8,406,885	7,821,414	11,621,073	11,462,222
Less Restrictions, Commitments, & Assignments:				
Assigned for:				
NISP Participation	5,469,708	5,675,889	6,515,638	7,024,380
Unassigned Fund Balance	\$ 2,937,177	\$ 2,145,525	\$ 5,105,435	\$ 4,437,842

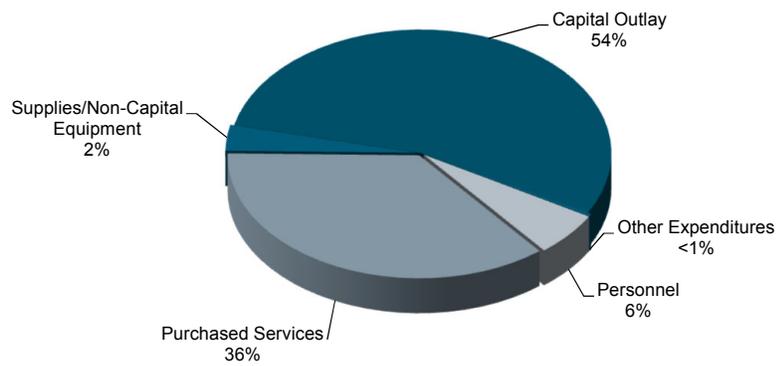
Revenue, Expenditures & Unassigned Fund Balance



Operating Revenue Budget By Category

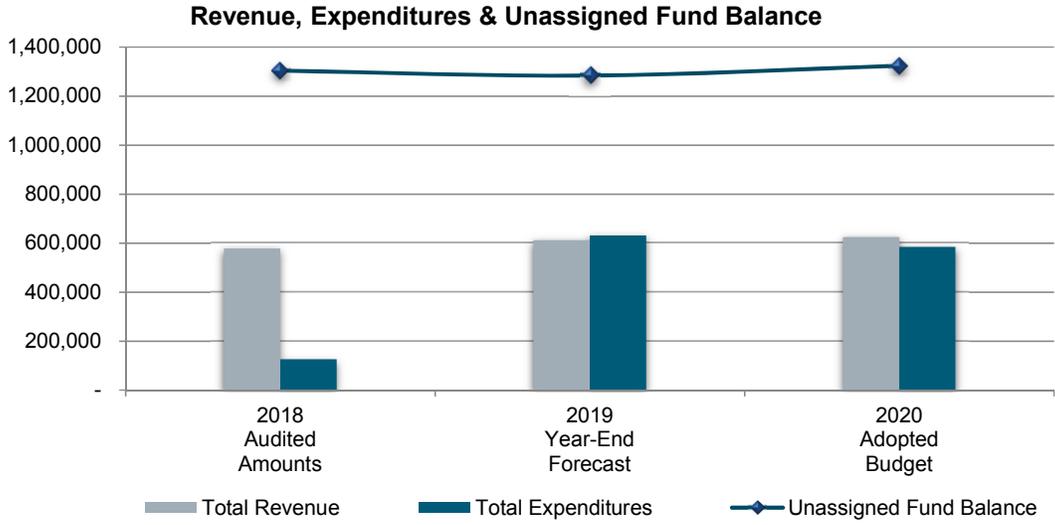


Operating Expenditure Budget By Category

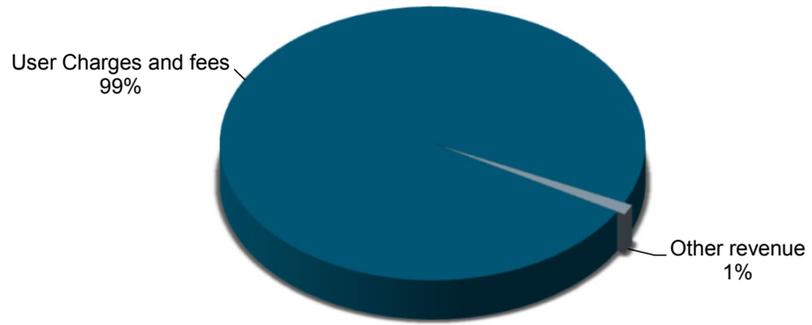


Stormwater Fund Summary

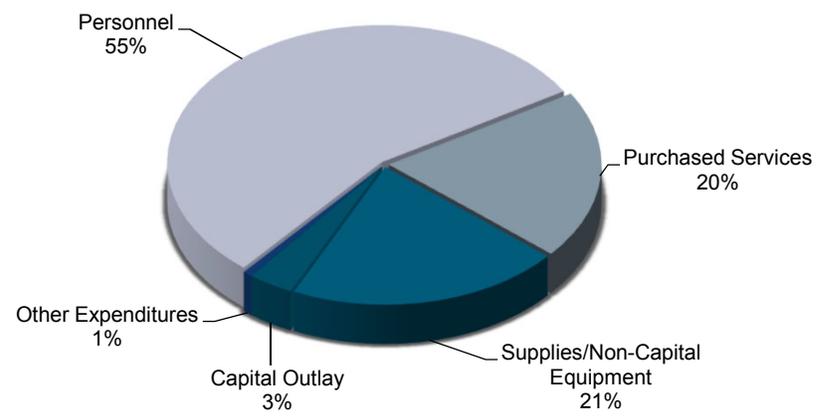
	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Revenue:				
User Charges and fees	\$ 562,356	\$ 570,000	\$ 586,016	\$ 617,193
Other revenue	14,848	7,500	25,000	7,500
Total Revenue	577,204	577,500	611,016	624,693
Expenditures:				
Personnel	\$ 103,488	\$ 171,550	\$ 151,220	\$ 322,904
Purchased Services	17,092	36,555	41,000	116,300
Supplies/Non-Capital Equipment	1,077	10,000	13,180	121,520
Capital Outlay	2,669	800,500	425,000	20,000
Other Expenditures	1,487	1,500	500	4,000
Total Expenditures	125,813	1,020,105	630,900	584,724
Excess/(Deficiency) of Revenues Over Expenditures	451,391	(442,605)	(19,884)	39,969
Other Financing Sources/(Uses):				
Transfers In/(Out)	-	55,575	-	-
Total Other Financing Sources/(Uses)	-	55,575	-	-
Net Change In Fund Balance:	451,391	(387,030)	(19,884)	39,969
Cumulative Fund Balance				
Beginning Fund Balance	852,529	1,277,833	1,303,920	1,284,036
Ending Fund Balance	1,303,920	890,803	1,284,036	1,324,005
Unassigned Fund Balance	\$ 1,303,920	\$ 890,803	\$ 1,284,036	\$ 1,324,005



Operating Revenue Budget By Category



Operating Expenditure Budget By Category



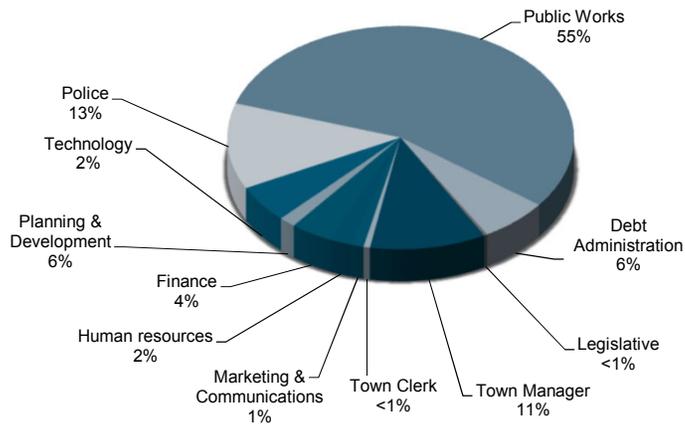


Department Funding Matrix

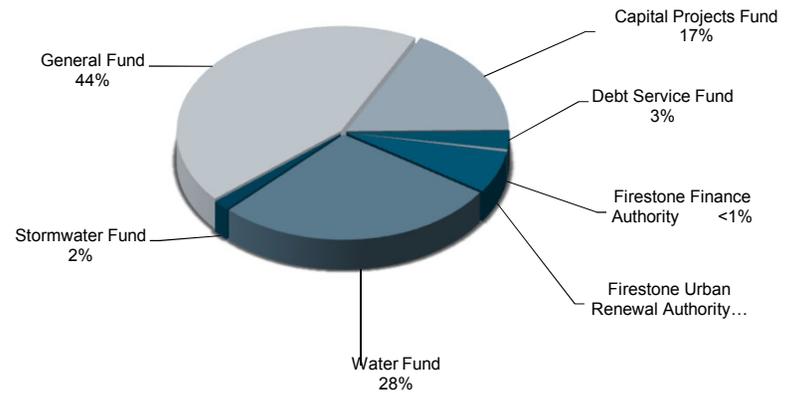
	General Fund	Capital Projects Fund	Debt Service Fund	Firestone Finance Authority	Firestone Urban Renewal Authority	Water Fund	Stormwater Fund	Total
Departments:								
Legislative	\$ 111,875	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 111,875
Town Manager	1,626,063	-	-	-	2,325,979	-	-	3,952,042
Town Clerk	219,288	-	-	-	-	-	-	219,288
Marketing & Communications	423,423	-	-	-	-	-	-	423,423
Human resources	771,196	-	-	-	-	-	-	771,196
Finance	1,176,609	-	-	-	-	208,469	18,646	1,403,724
Technology	569,060	-	-	-	-	-	-	569,060
Planning & Development	1,968,439	-	-	-	-	-	-	1,968,439
Police	4,530,187	-	-	-	-	-	-	4,530,187
Public Works	4,493,997	5,380,500	-	-	-	9,714,714	566,078	20,155,289
Debt Administration	-	912,251	993,200	150,250	-	270,000	-	2,325,701
Total Expenditures	\$ 15,890,137	\$ 6,292,751	\$ 993,200	\$ 150,250	\$ 2,325,979	\$ 10,193,183	\$ 584,724	\$ 36,430,224

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City-Wide Expenditures By Department



City-Wide Expenditures By Fund



Administrative

2020 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 4,392,540	27.25
Total	4,392,540	27.25

2020 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration	\$ 4,392,540	27.25
Total	4,392,540	27.25

Year	Total Expenditures	Full Time Equivalency (FTE)
2018 Audited Amounts	\$3,727,314	22.00
2019 Year-End Forecast	\$3,743,275	24.75
2020 Adopted Budget	\$4,392,540	27.25

EXPENDITURE SUMMARY				
	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Staff - Full Time Equivalency (FTE)*	22.00	25.50	24.75	27.25
Expenditures:				
Personnel	\$ 1,285,311	\$ 1,677,384	\$ 1,617,891	\$ 1,956,027
Purchased Services	2,003,874	2,252,344	1,703,242	2,189,394
Supplies/Non-Capital Equipment	420,257	449,045	396,080	181,779
Capital Outlay	-	430,000	-	37,000
Other Expenditures	17,871	19,100	26,062	28,340
Total Expenditures	\$ 3,727,314	\$ 4,827,873	\$ 3,743,275	\$ 4,392,540

READER'S MEMO
<p>During the 2019 fiscal year, the administrative department included Legislative, Town Manager, Town Clerk, Marketing and Communications, Human Resources, Finance, and Information Technology. This limited the ability to track departmental expenditures. Therefore, in 2020, each of these areas will become individual departments with their own tracking mechanisms. This document is provided to show how the 2018 Actual Expenses, 2019 Adopted Budget, and the 2019 Year-End Forecast compare to the 2020 Adopted Budget. For the individual departments that have been newly created, the information that is available is presented in separate schedules. The intent of this schedule is to provide the ability to compare the prior years to the current year.</p>

Expenditure Detail

Administration Department - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	962,518	1,250,497	1,175,752	1,456,970
Seasonal/Temporary Wages	4,577	-	-	-
Overtime	5,481	1,000	2,132	2,751
Stipend	-	-	-	1,200
Medicare	16,810	28,982	27,631	21,143
Unemployment Insurance	2,775	3,751	3,461	721
Workers Compensation	10,496	10,267	10,515	1,688
Retirement Contributions	125,437	171,318	167,149	188,570
Medical Benefits	73,989	137,423	104,020	156,303
Life/Disability Benefits	8,217	8,471	8,661	13,125
Training/Registration	32,568	26,400	55,635	31,854
Dues/Fees	24,295	23,650	40,304	30,303
Employee Wellness	2,923	-	2,065	4,300
Sympathy & Celebrations	-	-	3,500	1,200
Mileage/Travel	230	-	654	22,637
Employee Recognition	12,328	14,500	14,000	20,150
Uniforms/Town Apparel	2,267	1,125	1,987	3,112
Other	400	-	425	-
Total Personnel	1,285,311	1,677,384	1,617,891	1,956,027
Purchased Services				
Professional Services	193,663	321,000	37,698	860,360
Legal Services	223,227	355,023	161,470	210,000
Lobbyists	30,180	34,500	30,280	34,500
Consulting Services	41,590	137,400	77,209	140,600
Technical Services	427,521	176,500	225,000	247,607
Communication Services	11,264	32,500	12,000	126,610
General Services	842,205	871,921	889,280	68,205
Utility Services	75,249	41,500	43,658	45,364
Insurance Premiums	123,191	250,000	191,000	360,400
Employment Screenings	3,707	500	4,647	7,348
Property Maintenance	32,077	31,500	31,000	88,400
Total Purchased Services	2,003,874	2,252,344	1,703,242	2,189,394
Supplies/Non-Capital Equipment				
Office Supplies	18,750	15,000	13,500	6,425
Technology Equipment	33,587	74,441	46,705	24,100
Operating Supplies	9,686	7,500	5,000	105,499
Leases/Rentals	73,677	85,744	82,000	14,955
Maintenance Supplies	-	-	-	8,300
Repair/Maintenance	69,713	28,200	34,500	-
Food and Flick	15,380	15,260	17,000	-
Holiday Festival	5,988	5,000	5,000	-
4th at Firestone	50,842	51,000	64,000	-
Town Clean up	27,720	30,000	34,000	-
Other	6,353	4,000	1,000	-
Marketing and Promotional Materials	103,004	95,400	85,500	6,850
Non-Capital Equipment	4,840	36,000	7,500	14,430
Fuel	718	1,500	375	1,220
Total Supplies/Non-Capital Equipment	420,257	449,045	396,080	181,779
Capital Outlay				
Capital Equipment	-	-	-	37,000
Capital Improvement Projects	-	430,000	-	-
Total Capital Outlay	-	430,000	-	37,000
Other Expenditures				
Food and related services	5,385	1,500	5,062	12,340
Sponsorships	3,500	4,600	4,000	15,000
Grants/Donations	5,000	13,000	13,000	-
Other	3,986	-	4,000	1,000
Total Other Expenditures	17,871	19,100	26,062	28,340
Total Expenditures	\$ 3,727,314	\$ 4,827,873	\$ 3,743,275	\$ 4,392,540

Legislative

Bobbi Sindelar, Mayor

Department Description

The Legislative Branch includes three divisions: Board of Trustees, Town Attorney, and Boards and Commissions.

The Board of Trustees is comprised of the Mayor and six board members. The Board of Trustees serves as the legislative and governing body of the Town of Firestone and is responsible for establishing Town policies and goals.

The Town Attorney serves as legal counsel for the Town and represents the Town in litigation in state and federal courts and before local administrative agencies. The Town Attorney advises the Board, Town Manager and administrative staff on legal matters, drafts ordinances, resolutions, and contracts for the Town. The Town Attorney is also responsible for the prosecution of all cases in Municipal Court.

The Town of Firestone has 9 boards and commissions, which provide various opportunities for citizens to become involved in the Town. The boards are created by the Municipal Code, by Ordinance, or by Resolution and include the following: Board of Adjustments, Cultural Committee, Finance Authority, Liquor Licensing Authority, Parks, Trails and Recreation Advisory Board, Planning & Zoning Commission, Finance Committee, and Firestone Urban Renewal Authority

2019 Achievements

- Adopted a Strategic Plan for the Organization

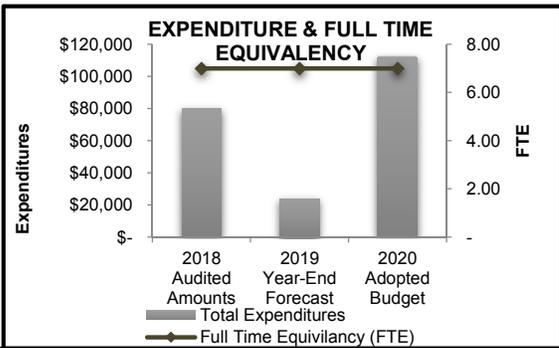
Goals & Objectives

- Fiscally responsible Town government
- Encourage Community governance with Civic Partnerships
- Upgrade/Maintain Town infrastructure and facilities
- Encourage strong, competitive Businesses
- Continue to work to enhance the overall appearance of the Town of Firestone

Legislative

2020 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 111,875	7.00
Total	111,875	7.00

2020 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Trustees	\$ 109,675	7.00
Planning Commission	2,200	-
Total	111,875	7.00



EXPENDITURE SUMMARY				
	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Staff - Full Time Equivalency (FTE)*	7.00	7.00	7.00	7.00
Expenditures:				
Personnel	\$ 39,037	\$ 38,770	\$ 24,000	\$ 52,075
Purchased Services	30,887	35,070	-	35,300
Supplies/Non-Capital Equipment	3,239	14,920	-	2,900
Other Expenditures	6,679	8,700	-	21,600
Total Expenditures	\$ 79,842	\$ 97,460	\$ 24,000	\$ 111,875

Expenditure Detail

Legislative Department - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	23,383	25,800	24,000	25,800
Medicare	-	374	-	373
Workers Compensation	43	36	-	-
Retirement Contributions	7,530	3,535	-	3,535
Training/Registration	6,263	7,500	-	6,000
Dues/Fees	1,500	300	-	5,500
Mileage/Travel	-	-	-	9,567
Uniforms/Town Apparel	318	1,225	-	1,300
Total Personnel	39,037	38,770	24,000	52,075
Purchased Services				
Lobbyists	30,180	34,500	-	34,500
Technical Services	-	-	-	800
Utility Services	707	570	-	-
Total Purchased Services	30,887	35,070	-	35,300
Supplies/Non-Capital Equipment				
Office Supplies	-	-	-	700
Technology Equipment	-	-	-	2,200
Operating Supplies	2,989	14,920	-	-
Non-Capital Equipment	250	-	-	-
Total Supplies/Non-Capital Equipment	3,239	14,920	-	2,900
Other Expenditures				
Food and related services	2,693	3,400	-	4,600
Grants/Donations	-	-	-	16,000
Other Expenditures	3,986	5,300	-	1,000
Total Other Expenditures	6,679	8,700	-	21,600
Total Expenditures	\$ 79,842	\$ 97,460	\$ 24,000	\$ 111,875

Expenditure Detail

Trustees Division - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	23,383	-	24,000	25,800
Medicare	-	-	-	373
Workers Compensation	43	-	-	-
Retirement Contributions	7,530	-	-	3,535
Training/Registration	6,263	-	-	4,000
Dues/Fees	1,500	-	-	5,500
Mileage/Travel	-	-	-	9,567
Uniforms/Town Apparel	318	-	-	1,300
Total Personnel	39,037	-	24,000	50,075
Purchased Services				
Lobbyists	30,180	-	-	34,500
Technical Services	-	-	-	800
Utility Services	707	-	-	-
Total Purchased Services	30,887	-	-	35,300
Supplies/Non-Capital Equipment				
Office Supplies	-	-	-	500
Technology Equipment	-	-	-	2,200
Operating Supplies	2,989	-	-	-
Non-Capital Equipment	250	-	-	-
Total Supplies/Non-Capital Equipment	3,239	-	-	2,700
Other Expenditures				
Food and related services	2,693	-	-	4,600
Grants/Donations	-	-	-	16,000
Other Expenditures	3,986	-	-	1,000
Total Other Expenditures	6,679	-	-	21,600
Total Expenditures	\$ 79,842	\$ -	\$ 24,000	\$ 109,675

Expenditure Detail

Planning Commission Division - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Training/Registration	-	-	-	2,000
Total Personnel	-	-	-	2,000
Supplies/Non-Capital Equipment				
Office Supplies	-	-	-	200
Total Supplies/Non-Capital Equipment	-	-	-	200
Total Expenditures	\$ -	\$ -	\$ -	\$ 2,200

Town Manager

A.J. Krieger, Town Manager

Department Description

The Town Manager's Office oversees the daily activities, directs the operations of all town departments, and implements policy decisions made by the Board of Trustees, as well as enforcing Town Ordinances. Included in the Town manager's department is Economic Development, Facilities and Engineering. Economic Development and the Firestone Urban Renewal Authority activities include implementation and coordination of programs that support business attraction, retention and expansion, and includes a variety of marketing and networking efforts, data and resource referrals as well as various forms of business incentives and assistance for businesses of all sizes. The Facilities Division provides general maintenance for the day-to-day activities necessary for Town facilities to perform as they are intended, including preventive maintenance, janitorial services, project management and Capital Improvement Projects (CIPs) for all Town-owned facilities. The facilities division also handles Risk Management and is responsible for maintaining property data for insurance purposes, reporting claims in a timely and accurate manner and coordinating with our insurance company (CIRSA) for all claims as they progress. The Engineering provides technical review, guidance, and construction oversight of the Town's growing public infrastructure.

2019 Achievements

- Created Engineering Division and began transitioning some Engineering duties from Consultants to Town staff.
- Performed a review of all CIRSA documentation and made necessary corrections
- Worked with the Communications and Marketing Department in developing graphics theme for economic development marketing efforts
- Developed and hosted a marketing booth at the International Council of Shopping Center retail convention
- Met with retailers, commercial developers and brokers regarding opportunities for development
- Completed a record audit of Firestone Urban Renewal Authority and formed a fourth urban renewal area.

Goals & Objectives

Facility Division

- Track and reduce capital repairs
- Track and reduce unscheduled shutdowns and repairs
- Provide services that maintain safe and functional facilities

Engineering Division

- Complete re-write of the Town's Engineering Standards and Specifications for Design and Construction.
- Complete bringing engineering development review and some Capital Improvement Project management in house.

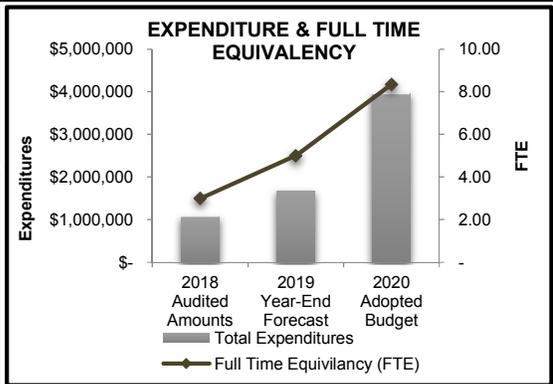
Economic Development

- Attract new businesses and commercial development projects to Firestone
- Expand recognition of Firestone in the commercial development market
- Update and add material on website to assist businesses with site selection decisions

Town Manager

2020 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 1,626,063	5.15
FURAs	2,325,979	3.20
Total	3,952,042	8.35

2020 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration	\$ 642,874	2.75
URA/Economic Development	2,392,429	3.20
Facilities	319,391	1.00
Engineering	597,348	1.40
Total	3,952,042	8.35



EXPENDITURE SUMMARY				
	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Staff - Full Time Equivalency (FTE)*	3.00	5.00	5.00	8.35
Expenditures:				
Personnel	\$ -	\$ 130,676	\$ 132,040	\$ 1,034,438
Purchased Services	966,781	1,239,412	1,531,272	2,808,324
Supplies/Non-Capital Equipment	103,004	99,400	-	92,890
Capital Outlay	-	-	-	12,000
Other Expenditures	-	-	3,000	4,390
Total Expenditures	\$ 1,069,785	\$ 1,469,488	\$ 1,666,312	\$ 3,952,042

Expenditure Detail

Town Manager Department - All Funds

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	-	99,000	108,000	792,798
Stipend	-	-	-	600
Medicare	-	1,436	1,580	11,502
Unemployment Insurance	-	297	325	527
Workers Compensation	-	1,381	-	935
Retirement Contributions	-	13,563	14,800	93,462
Medical Benefits	-	12,958	6,445	103,214
Life/Disability Benefits	-	691	890	7,343
Training/Registration	-	1,350	-	4,354
Dues/Fees	-	-	-	10,585
Mileage/Travel	-	-	-	8,386
Uniforms/Town Apparel	-	-	-	732
Total Personnel	-	130,676	132,040	1,034,438
Purchased Services				
Professional Services	-	-	-	491,990
Legal Services	15,000	185,450	180,000	355,000
Consulting Services	-	-	25,000	180,000
Technical Services	-	-	-	44,000
Communication Services	365	-	-	100
General Services	951,416	1,053,962	1,326,272	1,607,890
Utility Services	-	-	-	40,944
Property Maintenance	-	-	-	88,400
Total Purchased Services	966,781	1,239,412	1,531,272	2,808,324
Supplies/Non-Capital Equipment				
Office Supplies	-	-	-	950
Technology Equipment	-	4,000	-	1,000
Operating Supplies	-	-	-	36,800
Leases/Rentals	-	-	-	36,260
Marketing and Promotional Materials	103,004	95,400	-	16,300
Non-Capital Equipment	-	-	-	1,000
Fuel	-	-	-	580
Total Supplies/Non-Capital Equipment	103,004	99,400	-	92,890
Capital Outlay				
Capital Equipment	-	-	-	12,000
Total Capital Outlay	-	-	-	12,000
Other Expenditures				
Food and related services	-	-	-	3,390
Sponsorships	-	-	3,000	1,000
Total Other Expenditures	-	-	3,000	4,390
Total Expenditures	\$ 1,069,785	\$ 1,469,488	\$ 1,666,312	\$ 3,952,042

Expenditure Detail

Town Manager Department - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	-	-	-	447,753
Stipend	-	-	-	600
Medicare	-	-	-	6,500
Unemployment Insurance	-	-	-	254
Workers Compensation	-	-	-	528
Retirement Contributions	-	-	-	50,306
Medical Benefits	-	-	-	68,303
Life/Disability Benefits	-	-	-	4,111
Training/Registration	-	-	-	3,930
Dues/Fees	-	-	-	6,867
Mileage/Travel	-	-	-	4,210
Uniforms/Town Apparel	-	-	-	732
Total Personnel	-	-	-	594,094
Purchased Services				
Professional Services	-	-	-	476,000
Legal Services	-	-	-	175,000
Consulting Services	-	-	-	120,000
Technical Services	-	-	-	44,000
Communication Services	365	-	-	-
General Services	-	-	-	11,200
Utility Services	-	-	-	40,944
Property Maintenance	-	-	-	88,400
Total Purchased Services	365	-	-	955,544
Supplies/Non-Capital Equipment				
Office Supplies	-	-	-	950
Technology Equipment	-	-	-	1,000
Operating Supplies	-	-	-	36,800
Leases/Rentals	-	-	-	14,615
Marketing and Promotional Materials	103,004	95,400	-	6,850
Non-Capital Equipment	-	-	-	1,000
Fuel	-	-	-	580
Total Supplies/Non-Capital Equipment	103,004	95,400	-	61,795
Capital Outlay				
Capital Equipment	-	-	-	12,000
Total Capital Outlay	-	-	-	12,000
Other Expenditures				
Food and related services	-	-	-	2,530
Sponsorships	-	-	-	100
Total Other Expenditures	-	-	-	2,630
Total Expenditures	\$ 103,369	\$ 95,400	\$ -	\$ 1,626,063

Expenditure Detail

Administration Division - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	-	-	-	195,816
Medicare	-	-	-	2,839
Unemployment Insurance	-	-	-	78
Workers Compensation	-	-	-	230
Retirement Contributions	-	-	-	21,178
Medical Benefits	-	-	-	27,627
Life/Disability Benefits	-	-	-	1,706
Training/Registration	-	-	-	500
Dues/Fees	-	-	-	300
Mileage/Travel	-	-	-	600
Total Personnel	-	-	-	250,874
Purchased Services				
Professional Services	-	-	-	75,000
Legal Services	-	-	-	175,000
Consulting Services	-	-	-	100,000
Technical Services	-	-	-	40,000
Utility Services	-	-	-	600
Total Purchased Services	-	-	-	390,600
Supplies/Non-Capital Equipment				
Office Supplies	-	-	-	200
Total Supplies/Non-Capital Equipment	-	-	-	200
Other Expenditures				
Food and related services	-	-	-	1,200
Total Other Expenditures	-	-	-	1,200
Total Expenditures	\$ -	\$ -	\$ -	\$ 642,874

Expenditure Detail

Economic Development Division - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	-	-	-	19,429
Medicare	-	-	-	281
Unemployment Insurance	-	-	-	59
Workers Compensation	-	-	-	23
Retirement Contributions	-	-	-	2,291
Medical Benefits	-	-	-	1,933
Life/Disability Benefits	-	-	-	190
Training/Registration	-	-	-	2,430
Dues/Fees	-	-	-	4,567
Mileage/Travel	-	-	-	2,910
Uniforms/Town Apparel	-	-	-	212
Total Personnel	-	-	-	34,325
Purchased Services				
Professional Services	-	-	-	1,000
Consulting Services	-	-	-	20,000
Communication Services	365	-	-	-
Utility Services	-	-	-	660
Total Purchased Services	365	-	-	21,660
Supplies/Non-Capital Equipment				
Office Supplies	-	-	-	100
Leases/Rentals	-	-	-	2,405
Marketing & Promotional Materials	103,004	95,400	-	6,850
Fuel	-	-	-	80
Total Supplies/Non-Capital Equipment	103,004	95,400	-	9,435
Other Expenditures				
Food and related services	-	-	-	930
Sponsorships	-	-	-	100
Total Other Expenditures	-	-	-	1,030
Total Expenditures	\$ 103,369	\$ 95,400	\$ -	\$ 66,450

Expenditure Detail
Facilities Division - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	-	-	-	95,627
Stipend	-	-	-	300
Medicare	-	-	-	1,391
Unemployment Insurance	-	-	-	39
Workers Compensation	-	-	-	113
Retirement Contributions	-	-	-	13,101
Medical Benefits	-	-	-	18,547
Life/Disability Benefits	-	-	-	893
Mileage/Travel	-	-	-	200
Uniforms/Town Apparel	-	-	-	120
Total Personnel	-	-	-	130,331
Purchased Services				
Utility Services	-	-	-	39,000
Property Maintenance	-	-	-	88,400
Total Purchased Services	-	-	-	127,400
Supplies/Non-Capital Equipment				
Office Supplies	-	-	-	150
Operating Supplies	-	-	-	36,300
Leases/Rentals	-	-	-	12,210
Non-Capital Equipment	-	-	-	1,000
Total Supplies/Non-Capital Equipment	-	-	-	49,660
Capital Outlay				
Capital Equipment	-	-	-	12,000
Total Capital Outlay	-	-	-	12,000
Total Expenditures	\$ -	\$ -	\$ -	\$ 319,391

Expenditure Detail

Engineering Division - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	-	-	-	136,881
Stipend	-	-	-	300
Medicare	-	-	-	1,989
Unemployment Insurance	-	-	-	78
Workers Compensation	-	-	-	162
Retirement Contributions	-	-	-	13,736
Medical Benefits	-	-	-	20,196
Life/Disability Benefits	-	-	-	1,322
Training/Registration	-	-	-	1,000
Dues/Fees	-	-	-	2,000
Mileage/Travel	-	-	-	500
Uniforms/Town Apparel	-	-	-	400
Total Personnel	-	-	-	178,564
Purchased Services				
Professional Services	-	-	-	400,000
Technical Services	-	-	-	4,000
General Services	-	-	-	11,200
Utility Services	-	-	-	684
Total Purchased Services	-	-	-	415,884
Supplies/Non-Capital Equipment				
Office Supplies	-	-	-	500
Technology Equipment	-	-	-	1,000
Operating Supplies	-	-	-	500
Fuel	-	-	-	500
Total Supplies/Non-Capital Equipment	-	-	-	2,500
Other Expenditures				
Food and related services	-	-	-	400
Total Other Expenditures	-	-	-	400
Total Expenditures	\$ -	\$ -	\$ -	\$ 597,348

Expenditure Detail

URA/Economic Development Department - FURA Funds

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	-	99,000	108,000	345,045
Medicare	-	1,436	1,580	5,002
Unemployment Insurance	-	297	325	273
Workers Compensation	-	1,381	-	407
Retirement Contributions	-	13,563	14,800	43,156
Medical Benefits	-	12,958	6,445	34,911
Life/Disability Benefits	-	691	890	3,232
Training/Registration	-	1,350	-	424
Dues/Fees	-	-	-	3,718
Mileage/Travel	-	-	-	4,176
Total Personnel	-	130,676	132,040	440,344
Purchased Services				
Professional Services	-	-	-	15,990
Legal Services	15,000	185,450	180,000	180,000
Consulting Services	-	-	25,000	60,000
Communication Services	-	-	-	100
General Services	951,416	1,053,962	1,326,272	1,596,690
Total Purchased Services	966,416	1,239,412	1,531,272	1,852,780
Supplies/Non-Capital Equipment				
Technology Equipment	-	4,000	-	-
Leases/Rentals	-	-	-	21,645
Marketing and Promotional Materials	-	-	-	9,450
Total Supplies/Non-Capital Equipment	-	4,000	-	31,095
Other Expenditures				
Food and related services	-	-	-	860
Sponsorships	-	-	-	900
Total Other Expenditures	-	-	3,000	1,760
Total Expenditures	\$ 966,416	\$ 1,374,088	\$ 1,666,312	\$ 2,325,979

Expenditure Detail

Southern FURA Division - FURA Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Training/Registration	-	-	-	-
Dues/Fees	-	-	-	-
Mileage/Travel	-	-	-	-
Total Personnel	-	-	-	-
Purchased Services				
Professional Services	-	-	-	-
Legal Services	-	-	-	-
Consulting Services	-	-	-	-
Total Purchased Services	-	-	-	-
Other Expenditures				
Food and related services	-	-	-	-
Total Other Expenditures	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -

Expenditure Detail

Northern FURA Division - FURA Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	-	99,000	108,000	345,045
Medicare	-	1,436	1,580	5,002
Unemployment Insurance	-	297	325	273
Workers Compensation	-	1,381	-	407
Retirement Contributions	-	13,563	14,800	43,156
Medical Benefits	-	12,958	6,445	34,911
Life/Disability Benefits	-	691	890	3,232
Training/Registration	-	1,350	-	212
Dues/Fees	-	-	-	3,468
Mileage/Travel	-	-	-	3,888
Total Personnel	-	130,676	132,040	439,594
Purchased Services				
Professional Services	-	-	-	10,660
Legal Services	15,000	182,725	135,000	90,000
Consulting Services	-	-	25,000	60,000
Communication Services	-	-	-	100
General Services	59,125	1,006,824	1,108,525	1,009,590
Total Purchased Services	74,125	1,189,549	1,268,525	1,170,350
Supplies/Non-Capital Equipment				
Technology Equipment	-	4,000	-	-
Leases/Rentals	-	-	-	21,645
Marketing & Promotional Materials	-	-	-	9,450
Total Supplies/Non-Capital Equipment	-	4,000	-	31,095
Other Expenditures				
Food and related services	-	-	-	790
Sponsorships	-	-	-	900
Total Other Expenditures	-	-	3,000	1,690
Total Expenditures	\$ 74,125	\$ 1,324,225	\$ 1,403,565	\$ 1,642,729

Expenditure Detail

Central FURA Division - FURA Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Training/Registration	-	-	-	106
Dues/Fees	-	-	-	125
Mileage/Travel	-	-	-	144
Total Personnel	-	-	-	375
Purchased Services				
Professional Services	-	-	-	5,330
Legal Services	-	2,725	45,000	45,000
General Services	892,291	47,138	217,747	587,100
Total Purchased Services	892,291	49,863	262,747	637,430
Other Expenditures				
Food and related services	-	-	-	35
Total Other Expenditures	-	-	-	35
Total Expenditures	\$ 892,291	\$ 49,863	\$ 262,747	\$ 637,840

Expenditure Detail

Bighorn FURA Division - FURA Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Training/Registration	-	-	-	106
Dues/Fees	-	-	-	125
Mileage/Travel	-	-	-	144
Total Personnel	-	-	-	375
Purchased Services				
Legal Services	-	-	45,000	45,000
Total Purchased Services	-	-	45,000	45,000
Other Expenditures				
Food and related services	-	-	-	35
Total Other Expenditures	-	-	-	35
Total Expenditures	\$ -	\$ -	\$ 45,000	\$ 45,410

Town Clerk

Leah Vanarsdall, Town Clerk

Department Description

The Town Clerk serves as the official record custodian of the Town of Firestone and preserves the legislative history of the Town by keeping accurate and accessible records of the Board of Trustees. The Town Clerk's office administers elections, responds to records requests in compliance with the Colorado Open Records Act, and ensures the timely posting of meeting notices pursuant to the Colorado Open Meetings Act. The Town Clerk's office provides service to the citizens of Firestone and members of the community by responding to information requests and providing notary services. The Town Clerk's office is responsible for issuing liquor licenses and Special Use Permits. The Department is also responsible for updates to the Municipal Code, townwide records management, and provides support to the Board of Trustees, Liquor Licensing Authority (LLA), and various other Boards.

2019 Achievements

- Responded to open records requests and provided legal notices within the timeframes allowed by State law
- Preserved and provided electronic access to legislative actions and organizational records
- Administered licensing programs, provided legislative and administrative services
- Implemented new Agenda Management Software

Goals & Objectives

- Comply with legislative, municipal, and statutory requirements
- Enhance and promote Town Clerk services, encouraging civic engagement
- Improve the accessibility of records and enhance transparency by providing records and information to the public
- Provide efficient and timely licensing and review of applications
- Improve standardization of records management within departments

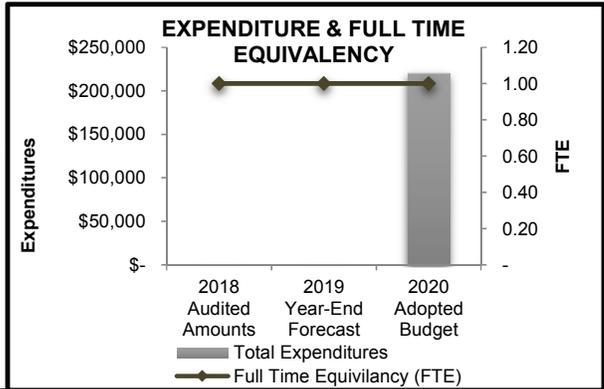
Activity Measures

Category/Measure	2017	2018	2019	Forecast	2020	Forecast
Action agendas posted and available to the public within 24 hours (beg. 2019 posted to website)	100.0%	100.0%		99.9%		100.0%
Number of Board of Trustees meetings staffed	41	40		33		40
Number of legislative items processed (Ordinances/Resolutions)	79	87		135		150
Public record requests fulfilled within 3 days	99.0%	99.0%		99.0%		99.0%

Town Clerk

2020 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 219,288	1.00
Total	219,288	1.00

2020 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration	\$ 219,288	1.00
Total	219,288	1.00



EXPENDITURE SUMMARY				
	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Staff - Full Time Equivalency (FTE)*	1.00	1.00	1.00	1.00
Expenditures:				
Personnel	\$ -	\$ -	\$ -	\$ 120,428
Purchased Services	-	-	-	98,110
Supplies/Non-Capital Equipment	-	-	-	600
Other Expenditures	-	-	-	150
Total Expenditures	\$ -	\$ -	\$ -	\$ 219,288

Expenditure Detail

Town Clerk Department - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	-	-	-	87,604
Overtime	-	-	-	100
Medicare	-	-	-	1,270
Unemployment Insurance	-	-	-	39
Workers Compensation	-	-	-	103
Retirement Contributions	-	-	-	12,002
Medical Benefits	-	-	-	6,545
Life/Disability Benefits	-	-	-	845
Training/Registration	-	-	-	4,500
Dues/Fees	-	-	-	3,670
Sympathy & Celebrations	-	-	-	1,200
Mileage/Travel	-	-	-	2,500
Uniforms/Town Apparel	-	-	-	50
Total Personnel	-	-	-	120,428
Purchased Services				
Professional Services	-	-	-	35,000
Consulting Services	-	-	-	50,000
Communication Services	-	-	-	11,250
General Services	-	-	-	1,200
Utility Services	-	-	-	660
Total Purchased Services	-	-	-	98,110
Supplies/Non-Capital Equipment				
Office Supplies	-	-	-	400
Technology Equipment	-	-	-	100
Fuel	-	-	-	100
Total Supplies/Non-Capital Equipment	-	-	-	600
Other Expenditures				
Food and related services	-	-	-	150
Total Other Expenditures	-	-	-	150
Total Expenditures	\$ -	\$ -	\$ -	\$ 219,288



Marketing and Communications

Katie Hansen, Director of Marketing and Communications

Department Description

The Marketing & Communications Department oversees special events and is responsible for internal, external and digital communications, public relations and marketing initiatives for the Town of Firestone.

The Town of Firestone has a responsibility to communicate and engage with residents and the general public. It is important that what the Town of Firestone is communicating is timely, cohesive and done in a proactive manner in an effort to keep the public well-informed. The implementation of streamlined channels and accessible information emphasizes Firestone's commitment to open and transparent communication and community engagement.

Firestone's programs and events focus on building relationships in our community. Special events provide opportunities to build community and business partnerships, by bringing together residents and visitors. In addition to participating in special events, there are many ways to get involved, including our Adopt-A-Place program and additional volunteer opportunities.

2019 Achievements

- Organized files to consolidate and provide an accessible resource for staff to find information within the Communications and Marketing files.
- Communication strategy updated.
- Introduced a new event series: Coffee with a Trustee/Chat with a Trustee.
- Planned and executed the 17th Annual 4th at Firestone event. This is the largest event of the year, and is the only 4th of July celebration in the Carbon Valley area. The event begins with a parade in the morning, a day-time festival, and an evening fireworks show.
- Supported Public Works Department with the planning and execution of Firestone Clean-Up Day
- Supported Police Department with the planning and execution of Meet & Greet, National Night Out and Halloween Safe Night.

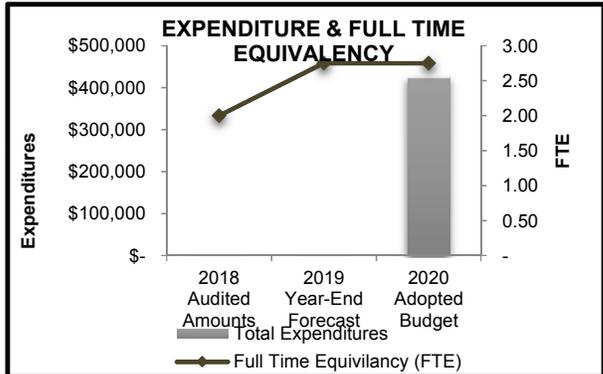
Goals & Objectives

- Continue to optimize the town's website for users
- Evaluate and update Townwide special events
- Coordinate communication calendars with all departments
- Produce and mail the Firestone Voice (community newsletter) 6x per year

Marketing and Communications

2020 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 423,423	2.75
Total	423,423	2.75

2020 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration	\$ 185,929	1.00
Events & Programming	237,494	1.75
Total	423,423	2.75



EXPENDITURE SUMMARY				
	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Staff - Full Time Equivalency (FTE)*	2.00	2.50	2.75	2.75
Expenditures:				
Personnel	\$ -	\$ -	\$ -	\$ 261,374
Purchased Services	-	-	-	70,975
Supplies/Non-Capital Equipment	-	-	-	90,834
Other Expenditures	-	-	-	240
Total Expenditures	\$ -	\$ -	\$ -	\$ 423,423

Expenditure Detail

Marketing and Communications Department - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	-	-	-	195,622
Overtime	-	-	-	900
Medicare	-	-	-	2,836
Unemployment Insurance	-	-	-	117
Workers Compensation	-	-	-	231
Retirement Contributions	-	-	-	26,801
Medical Benefits	-	-	-	20,187
Life/Disability Benefits	-	-	-	1,777
Training/Registration	-	-	-	1,525
Dues/Fees	-	-	-	6,078
Mileage/Travel	-	-	-	4,470
Uniforms/Town Apparel	-	-	-	830
Total Personnel	-	-	-	261,374
Purchased Services				
Professional Services	-	-	-	15,400
Communication Services	-	-	-	17,050
General Services	-	-	-	35,965
Utility Services	-	-	-	2,560
Total Purchased Services	-	-	-	70,975
Supplies/Non-Capital Equipment				
Office Supplies	-	-	-	675
Technology Equipment	-	-	-	650
Operating Supplies	-	-	-	68,699
Leases/Rentals	-	-	-	340
Maintenance Supplies	-	-	-	8,300
Non-Capital Equipment	-	-	-	11,830
Fuel	-	-	-	340
Total Supplies/Non-Capital Equipment	-	-	-	90,834
Other Expenditures				
Food and related services	-	-	-	240
Total Other Expenditures	-	-	-	240
Total Expenditures	\$ -	\$ -	\$ -	\$ 423,423

Expenditure Detail

Administration Division - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages			-	118,515
Medicare			-	1,718
Unemployment Insurance			-	39
Workers Compensation			-	140
Retirement Contributions			-	16,237
Medical Benefits			-	14,116
Life/Disability Benefits			-	1,029
Training/Registration			-	1,150
Dues/Fees			-	5,950
Mileage/Travel			-	1,510
Uniforms/Town Apparel			-	300
Total Personnel	-	-	-	160,704
Purchased Services				
Professional Services			-	4,400
Communication Services			-	12,300
Utility Services			-	660
Total Purchased Services	-	-	-	17,360
Supplies/Non-Capital Equipment				
Office Supplies			-	375
Technology Equipment			-	650
Operating Supplies			-	500
Marketing & Promotional Materials			-	6,000
Fuel			-	100
Total Supplies/Non-Capital Equipment	-	-	-	7,625
Other Expenditures				
Food and related services			-	240
Total Other Expenditures	-	-	-	240
Total Expenditures	\$ -	\$ -	\$ -	\$ 185,929

Expenditure Detail

Events and Programming Division - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages			-	77,107
Overtime			-	900
Medicare			-	1,118
Unemployment Insurance			-	78
Workers Compensation			-	91
Retirement Contributions			-	10,564
Medical Benefits			-	6,071
Life/Disability Benefits			-	748
Training/Registration			-	375
Dues/Fees			-	128
Mileage/Travel			-	2,960
Uniforms/Town Apparel			-	530
Total Personnel	-	-	-	100,670
Purchased Services				
Professional Services			-	11,000
Communication Services			-	4,750
General Services			-	35,965
Utility Services			-	1,900
Total Purchased Services	-	-	-	53,615
Supplies/Non-Capital Equipment				
Office Supplies			-	300
Operating Supplies			-	68,199
Leases/Rentals			-	340
Marketing & Promotional Materials			-	2,300
Non-Capital Equipment			-	11,830
Fuel			-	240
Total Supplies/Non-Capital Equipment	-	-	-	83,209
Total Expenditures	\$ -	\$ -	\$ -	\$ 237,494



Human Resources

Jan Sloat, Director of Human Resources

Department Description

The Human Resources Department anticipates and meets the changing needs of the Town's workforce. This is done through department partnerships and collaboration; the Human Resource Department recruits, engages and retains a high performing and diverse workforce that fosters a healthy, safe, and productive work environment.

2019 Achievements

- Completed Town-wide job descriptions- Hired an HR Consultant to complete salary analysis. Developed Official Classification List/Official Pay Scale/Step Plan for FPD
- Revised Employee Handbook
- Created & Presented a new Pay for Performance System and STAR Award program
- Completed RFQ for a Benefit Broker, engaged Alliant/Mesirow
- Automated benefit enrollment
- Restructured benefit plans, added a robust EAP system, Flex Savings & Dependent Care accounts
- Revised all Human Resources forms to provide a more professional consistency in documents
- Created Benefit Summary and Benefits at a Glance documents
- Initiated annual recognition luncheon demonstrating the Town's gratitude for all employee contributions

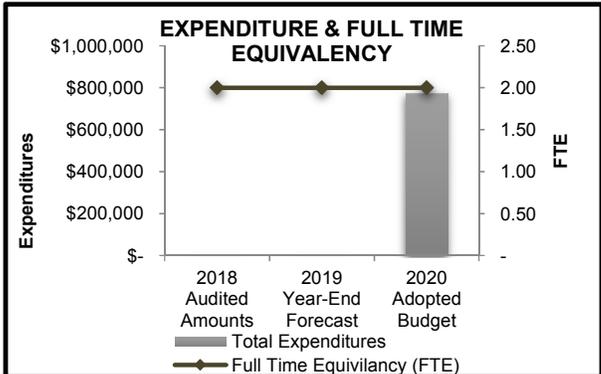
Goals & Objectives

- Attract, engage, retain, and reward the Town's most valuable asset - Value and recognize employees who strive to make us a better Firestone
- Provide a safe working environment for employees and volunteers through comprehensive safety training and thorough management of worker compensation incidents
- Promote Honesty, Integrity and Trust - conduct business in a manner that promotes fairness, respect, honesty and trust
- Encourage Communication - solicit input from employees and strive for transparency and inclusiveness
- Employee Development - Encourage and support professional growth of our employees
- Commitment - Provide a total compensation and benefits package that is competitive and fair in the Market

Human Resources

2020 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 771,196	2.00
Total	771,196	2.00

2020 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration	\$ 771,196	2.00
Total	771,196	2.00



EXPENDITURE SUMMARY				
	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Staff - Full Time Equivalency (FTE)*	2.00	2.00	2.00	2.00
Expenditures:				
Personnel	\$ -	\$ -	\$ -	\$ 292,318
Purchased Services	-	-	-	471,038
Supplies/Non-Capital Equipment	-	-	-	2,620
Other Expenditures	-	-	-	5,220
Total Expenditures	\$ -	\$ -	\$ -	\$ 771,196

Expenditure Detail

Human Resources Department - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	-	-	-	195,639
Overtime	-	-	-	1,201
Stipend	-	-	-	300
Medicare	-	-	-	2,841
Unemployment Insurance	-	-	-	78
Workers Compensation	-	-	-	231
Retirement Contributions	-	-	-	26,803
Medical Benefits	-	-	-	20,051
Life/Disability Benefits	-	-	-	1,735
Training/Registration	-	-	-	12,329
Dues/Fees	-	-	-	6,170
Employee Wellness	-	-	-	4,300
Mileage/Travel	-	-	-	290
Employee Recognition	-	-	-	20,150
Uniforms/Town Apparel	-	-	-	200
Total Personnel	-	-	-	292,318
Purchased Services				
Professional Services	-	-	-	40,000
Legal Services	-	-	-	35,000
Consulting Services	-	-	-	10,600
Technical Services	-	-	-	8,600
Communication Services	-	-	-	5,400
General Services	-	-	-	2,490
Employment Screenings	-	-	-	7,348
Insurance Premiums	-	-	-	360,400
Utility Services	-	-	-	1,200
Total Purchased Services	-	-	-	471,038
Supplies/Non-Capital Equipment				
Office Supplies	-	-	-	2,500
Fuel	-	-	-	120
Total Supplies/Non-Capital Equipment	-	-	-	2,620
Other Expenditures				
Food and related services	-	-	-	5,220
Total Other Expenditures	-	-	-	5,220
Total Expenditures	\$ -	\$ -	\$ -	\$ 771,196



Finance

Jessica Clanton, Director of Finance

Department Description

The Finance Department is responsible for the administration and recording of all financial activities of the Town, including revenue collection, cash management, accounts payable, accounts receivable, capital assets, payroll, utility billing, as well as, general accounting and reporting. Finance oversees the development and maintenance of internal controls, the procurement function of the Town and is responsible for the production of the Annual Operating and Capital Improvement Budget, and Comprehensive Annual Financial Report.

2019 Achievements

- Received the Certificate of Achievement for Excellence in Financial Reporting from the GFOA
- Updated both the Purchasing Policy and Credit Card Policy as well as created new processes within those areas
- Implemented departments entering their own electronic AP invoices
- Created new chart of accounts to allow for greater transparency and accuracy
- Update financial worksheets used to prepare CAFR to fully utilize technology
- Update budget process to fully utilize technology

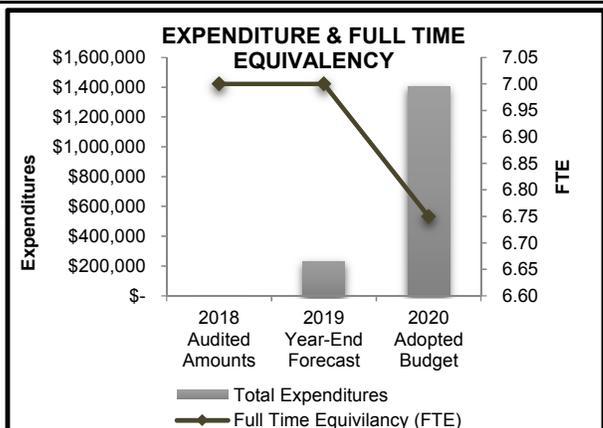
Goals & Objectives

- Monitor budget forecast for accuracy
- Receive GFOA Distinguished Budget Award
- Continue to receive GFOA Certificate of Achievement for Excellence in Financial Reporting for CAFR
- Provide quarterly financial report in accordance with policy
- Strive for enhancements to policies and procedures that will improve internal controls and employee workloads

Finance

2020 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 1,176,609	4.25
Water Fund	208,469	2.30
Stormwater Fund	18,646	0.20
Total	1,403,724	6.75

2020 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration	\$ 1,176,609	4.25
Water Utility	208,469	2.30
Stormwater Utility	18,646	0.20
Total	1,403,724	6.75



EXPENDITURE SUMMARY				
	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Staff - Full Time Equivalency (FTE)*	7.00	8.00	7.00	6.75
Expenditures:				
Personnel	\$ -	\$ 15,368	\$ 173,338	\$ 589,984
Purchased Services	-	-	58,200	811,810
Supplies/Non-Capital Equipment	-	-	210	1,680
Other Expenditures	-	500	150	250
Total Expenditures	\$ -	\$ 15,868	\$ 231,898	\$ 1,403,724

Expenditure Detail

Finance Department - All Funds

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	-	11,240	131,100	461,381
Overtime	-	-	2,720	1,450
Stipend	-	-	-	300
Medicare	-	163	2,128	6,694
Unemployment Insurance	-	34	420	340
Workers Compensation	-	14	275	653
Retirement Contributions	-	1,540	19,363	63,209
Medical Benefits	-	2,278	14,562	43,782
Life/Disability Benefits	-	99	2,320	4,421
Training/Registration	-	-	400	3,970
Dues/Fees	-	-	-	2,134
Mileage/Travel	-	-	50	1,650
Total Personnel	-	15,368	173,338	589,984
Purchased Services				
Professional Services	-	-	-	24,960
Communication Services	-	-	28,200	33,500
General Services	-	-	30,000	753,350
Total Purchased Services	-	-	58,200	811,810
Supplies/Non-Capital Equipment				
Office Supplies	-	-	210	1,400
Technology Equipment	-	-	-	150
Fuel	-	-	-	130
Total Supplies/Non-Capital Equipment	-	-	210	1,680
Other Expenditures				
Food and related services	-	-	-	250
Other	-	500	150	-
Total Other Expenditures	-	500	150	250
Total Expenditures	\$ -	\$ 15,868	\$ 231,898	\$ 1,403,724

Expenditure Detail

Administration Department - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	-	-	-	336,693
Overtime	-	-	-	550
Stipend	-	-	-	300
Medicare	-	-	-	4,886
Unemployment Insurance	-	-	-	195
Workers Compensation	-	-	-	397
Retirement Contributions	-	-	-	46,127
Medical Benefits	-	-	-	29,506
Life/Disability Benefits	-	-	-	3,211
Training/Registration	-	-	-	3,570
Dues/Fees	-	-	-	2,134
Mileage/Travel	-	-	-	1,600
Total Personnel	-	-	-	429,169
Purchased Services				
Professional Services	-	-	-	24,960
Communication Services	-	-	-	5,500
General Services	-	-	-	715,350
Total Purchased Services	-	-	-	745,810
Supplies/Non-Capital Equipment				
Office Supplies	-	-	-	1,200
Technology Equipment	-	-	-	150
Fuel	-	-	-	80
Total Supplies/Non-Capital Equipment	-	-	-	1,430
Other Expenditures				
Food and related services	-	-	-	200
Total Other Expenditures	-	-	-	200
Total Expenditures	\$ -	\$ -	\$ -	\$ 1,176,609

Expenditure Detail

Utility Division - Water Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	-	5,510	125,000	115,455
Overtime	-	-	2,500	810
Medicare	-	80	2,038	1,674
Unemployment Insurance	-	17	400	117
Workers Compensation	-	7	268	234
Retirement Contributions	-	755	18,508	15,817
Medical Benefits	-	1,149	13,922	13,152
Life/Disability Benefits	-	50	2,250	1,120
Training/Registration	-	-	400	360
Mileage/Travel	-	-	50	50
Total Personnel	-	7,568	165,336	148,789
Purchased Services				
Communication Services	-	-	28,200	25,200
General Services	-	-	30,000	34,200
Total Purchased Services	-	-	58,200	59,400
Supplies/Non-Capital Equipment				
Office Supplies	-	-	130	180
Fuel	-	-	-	50
Total Supplies/Non-Capital Equipment	-	-	130	230
Other Expenditures				
Food and related services	-	-	-	50
Total Other Expenditures	-	-	-	50
Total Expenditures	\$ -	\$ 7,568	\$ 223,666	\$ 208,469

Expenditure Detail

Utility Division - Stormwater Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	-	5,730	6,100	9,233
Overtime	-	-	220	90
Medicare	-	83	90	134
Unemployment Insurance	-	17	20	28
Workers Compensation	-	7	7	22
Retirement Contributions	-	785	855	1,265
Medical Benefits	-	1,129	640	1,124
Life/Disability Benefits	-	49	70	90
Training/Registration	-	-	-	40
Total Personnel	-	7,800	8,002	12,026
Purchased Services				
Communication Services	-	-	-	2,800
General Services	-	-	-	3,800
Total Purchased Services	-	-	-	6,600
Supplies/Non-Capital Equipment				
Office Supplies	-	-	80	20
Total Supplies/Non-Capital Equipment	-	-	80	20
Other Expenditures				
Other	-	500	150	-
Total Other Expenditures	-	500	150	-
Total Expenditures	\$ -	\$ 8,300	\$ 8,232	\$ 18,646

Technology

Department Description

The Information Technology Department (IT) strives to provide reliable, secure, and cost effective technology infrastructure, applications and services including purchasing computer hardware and software, telecommunications and network management, end-user support and training, and information/data security.

2019 Achievements

- Upgraded wireless network from 2.4Ghz to 5.0Ghz.D17
- Upgraded to Microsoft Office 2016
- Deployed new internet applications server cluster

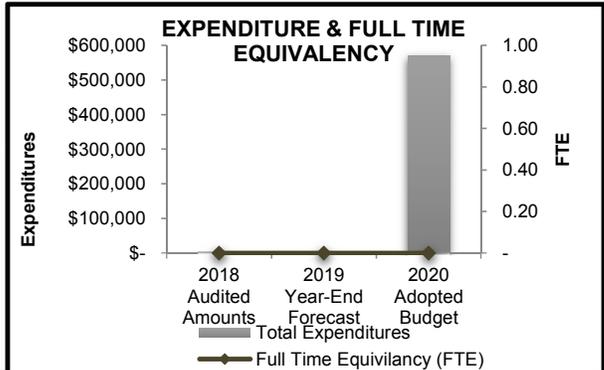
Goals & Objectives

- Continue to manage the technology and information systems to support Town services
- Upgrade software and network infrastructure to keep technology efficient, effective, and secure
- Provide training and technology support to employees

Information Technology

2020 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 569,060	-
Total	569,060	-

2020 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration	\$ 569,060	-
Total	569,060	-



EXPENDITURE SUMMARY

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Staff - Full Time Equivalency (FTE)*	-	-	-	-
Expenditures:				
Purchased Services	\$ -	\$ -	\$ -	\$ 513,100
Supplies/Non-Capital Equipment	-	-	-	30,960
Total Expenditures	\$ -	\$ -	\$ -	\$ 569,060

Expenditure Detail

Information Technology Department - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Purchased Services				
Professional Services	-	-	-	135,000
Technical Services	-	-	-	356,900
Communication Services	-	-	-	19,200
General Services	-	-	-	2,000
Total Purchased Services	-	-	-	513,100
Supplies/Non-Capital Equipment				
Technology Equipment	-	-	-	20,000
Leases/Rentals	-	-	-	9,360
Non-Capital Equipment	-	-	-	1,600
Total Supplies/Non-Capital Equipment	-	-	-	30,960
Capital Outlay				
Capital Equipment	-	-	-	25,000
Total Capital Outlay	-	-	-	25,000
 Total Expenditures	 \$ -	 \$ -	 \$ -	 \$ 569,060



Planning & Development

Todd Bjerkaas, Director of Planning & Development

Department Description

The Planning and Development Department is responsible for processing all development-related applications including annexations, zoning, subdivisions, site plans, building permits, and licenses pursuant to the Firestone Development Regulations, International Building Code, and the Firestone Municipal Code. Planning & Development also houses the Town's Geographic Information System (GIS) which gathers, manages, analyzes, and displays geospatial data in support of several departments and functions within the Town. The department collaborates with with other Town departments and outside agencies to ensure the highest levels of development in design, entitlement, and implementation.

2019 Achievements

- Fully staffed the department with talented, qualified staff
- Established a new application submittal and referral distribution process paired with a new approach to approvals reducing the need for an exceeding number of post approval conditions
- Identified deficiencies, conflicts, and illegal portions of the development code; began the drafting of the new development code for anticipated adoption in the first quarter of 2020
- Established Use Tax Invoice and process to have non-permit use tax items remitted (resulting in more than \$60,000 of additional use tax in 2019)
- Entitled and platted approximately 350 new residential lots
- Issued more than 300 new residential permits for single family detached, paired homes, and apartments
- Issued over 1,300 Business, Contractor, and Sales Tax Licenses

Goals & Objectives

- Provide the highest levels of customer service for residents, business owners, developers, and contractors
- Be at the forefront of development trends and processes by Implementing continuing education, training, and certification
- Work cooperatively with the Economic Development Department to promote the continuum of attraction, entitlement, development and retention of businesses within Firestone

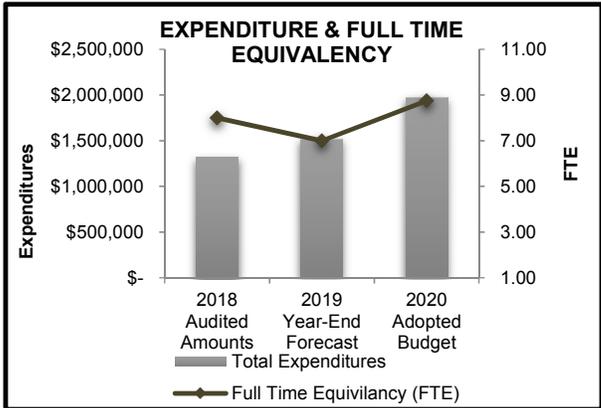
Activity Measures

Category/Measure	2017	2018	2019	Forecast	2020	Forecast
# of Permits Issued	1,100	2,373		1,400		1,400
Total Fees Collected	\$ 5,909,699	\$ 6,894,303	\$	6,400,000	\$	6,000,000
Permit Valuations	\$ 68,543,335	\$ 96,322,351	\$	95,000,000	\$	78,000,000

Planning and Development

2020 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 1,968,439	8.75
Total	1,968,439	8.75

2020 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Planning	\$ 1,101,321	3.75
Building	720,322	3.00
GIS	146,796	1.00
Total	1,968,439	7.75



EXPENDITURE SUMMARY				
	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Staff - Full Time Equivalency (FTE)*	8.00	9.00	7.00	8.75
Expenditures:				
Personnel	\$ 364,290	\$ 911,250	\$ 570,329	\$ 868,179
Purchased Services	925,485	1,095,694	916,000	1,062,900
Supplies/Non-Capital Equipment	23,962	43,504	24,935	32,035
Other Expenditures	1,866	2,300	2,000	5,325
Total Expenditures	\$ 1,315,603	\$ 2,052,748	\$ 1,513,264	\$ 1,968,439

Expenditure Detail

Planning & Development Department - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	276,020	681,843	435,265	651,799
Overtime	6,970	1,000	2,500	2,500
Stipend	-	-	-	300
Medicare	3,978	9,887	6,367	9,456
Unemployment Insurance	820	2,046	1,314	312
Workers Compensation	344	774	550	768
Retirement Contributions	37,433	93,413	60,000	85,991
Medical Benefits	34,789	84,602	47,400	85,874
Life/Disability Benefits	2,934	5,185	4,433	6,179
Training/Registration	782	29,400	10,000	10,600
Dues/Fees	220	1,550	1,500	4,000
Mileage/Travel	-	-	-	8,800
Uniforms/Town Apparel	-	1,550	1,000	1,600
Total Personnel	364,290	911,250	570,329	868,179
Purchased Services				
Professional Services	68,212	-	30,000	153,200
Legal Services	-	-	-	33,000
Technical Services	1,140	72,850	110,000	173,000
Developer Chargebacks	364,036	516,894	210,500	186,000
Building review and inspection	481,388	490,000	550,000	500,000
Communication Services	-	-	-	2,000
General Services	9,347	11,100	12,000	12,000
Utility Services	1,362	4,850	3,000	3,700
Total Purchased Services	925,485	1,095,694	916,000	1,062,900
Supplies/Non-Capital Equipment				
Office Supplies	4,574	2,500	4,000	9,600
Technology Equipment	18,529	31,204	10,000	5,000
Operating Supplies	749	800	300	-
Leases/Rentals	-	-	7,935	7,935
Non-Capital Equipment	110	9,000	2,500	8,500
Fuel	-	-	200	1,000
Total Supplies/Non-Capital Equipment	23,962	43,504	24,935	32,035
Other Expenditures				
Food and related services	201	1,300	1,000	5,325
Other	1,665	1,000	1,000	-
Total Other Expenditures	1,866	2,300	2,000	5,325
Total Expenditures	\$ 1,315,603	\$ 2,052,748	\$ 1,513,264	\$ 1,968,439

Expenditure Detail

Planning Division - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	-	-	435,265	423,594
Overtime	-	-	2,500	-
Stipend	-	-	-	300
Medicare	-	-	6,367	6,147
Unemployment Insurance	-	-	1,314	195
Workers Compensation	-	-	550	499
Retirement Contributions	-	-	60,000	54,727
Medical Benefits	-	-	47,400	60,782
Life/Disability Benefits	-	-	4,433	3,977
Training/Registration	-	-	10,000	4,000
Dues/Fees	-	-	1,500	3,000
Mileage/Travel	-	-	-	5,300
Uniforms/Town Apparel	-	-	1,000	600
Total Personnel	-	-	570,329	563,121
Purchased Services				
Professional Services	-	-	30,000	150,000
Legal Services	-	-	-	30,000
Technical Services	-	-	110,000	155,000
Developer Chargebacks	364,037	516,894	210,500	186,000
Communication Services	-	-	-	1,000
General Services	-	-	12,000	-
Utility Services	-	-	680	1,300
Total Purchased Services	364,037	516,894	363,680	523,300
Supplies/Non-Capital Equipment				
Office Supplies	-	-	4,000	5,000
Technology Equipment	-	-	10,000	2,000
Operating Supplies	-	-	300	-
Non-Capital Equipment	-	-	2,500	3,500
Fuel	-	-	200	200
Total Supplies/Non-Capital Equipment	-	-	17,000	10,700
Other Expenditures				
Food and related services	-	-	1,000	4,200
Other	-	-	1,000	-
Total Other Expenditures	-	-	2,000	4,200
Total Expenditures	\$ 364,037	\$ 516,894	\$ 953,009	\$ 1,101,321

Expenditure Detail

Building Division - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	-	-	-	154,700
Overtime	-	-	-	2,000
Medicare	-	-	-	2,243
Unemployment Insurance	-	-	-	78
Workers Compensation	-	-	-	182
Retirement Contributions	-	-	-	21,194
Medical Benefits	-	-	-	6,545
Life/Disability Benefits	-	-	-	1,490
Training/Registration	-	-	-	2,600
Dues/Fees	-	-	-	900
Mileage/Travel	-	-	-	1,500
Uniforms/Town Apparel	-	-	-	700
Total Personnel	-	-	-	194,132
Purchased Services				
Legal Services	-	-	-	2,500
Building review and inspection	481,388	490,000	550,000	500,000
Communication Services	-	-	-	1,000
General Services	-	-	-	12,000
Utility Services	-	-	1,680	1,740
Total Purchased Services	481,388	490,000	551,680	517,240
Supplies/Non-Capital Equipment				
Office Supplies	-	-	-	3,800
Technology Equipment	-	-	-	1,500
Non-Capital Equipment	-	-	-	2,500
Fuel	-	-	-	400
Total Supplies/Non-Capital Equipment	-	-	-	8,200
Other Expenditures				
Food and related services	-	-	-	750
Total Other Expenditures	-	-	-	750
Total Expenditures	\$ 481,388	\$ 490,000	\$ 551,680	\$ 720,322

Expenditure Detail

GIS Division - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	-	-	-	73,505
Overtime	-	-	-	500
Medicare	-	-	-	1,066
Unemployment Insurance	-	-	-	39
Workers Compensation	-	-	-	87
Retirement Contributions	-	-	-	10,070
Medical Benefits	-	-	-	18,547
Life/Disability Benefits	-	-	-	712
Training/Registration	-	-	-	4,000
Dues/Fees	-	-	-	100
Mileage/Travel	-	-	-	2,000
Uniforms/Town Apparel	-	-	-	300
Total Personnel	-	-	-	110,926
Purchased Services				
Professional Services	-	-	-	3,200
Legal Services	-	-	-	500
Technical Services	-	-	-	18,000
Utility Services	-	-	640	660
Total Purchased Services	-	-	640	22,360
Supplies/Non-Capital Equipment				
Office Supplies	-	-	-	800
Technology Equipment	-	-	-	1,500
Leases/Rentals	-	-	7,935	7,935
Non-Capital Equipment	-	-	-	2,500
Fuel	-	-	-	400
Total Supplies/Non-Capital Equipment	-	-	7,935	13,135
Other Expenditures				
Food and related services	-	-	-	375
Total Other Expenditures	-	-	-	375
Total Expenditures	\$ -	\$ -	\$ 8,575	\$ 146,796

Police

David Montgomery, Police Chief

Department Description

The Firestone Police Department is a full service municipal law enforcement agency consisting of five primary divisions: Administration, Patrol, Investigations, Municipal Court and Community Services Officers.

The different areas that make up our department are, patrol services, traffic enforcement unit, K9, detectives and investigations, as well as a narcotics suppression unit, SRO (school resources officers), code enforcement, animal control, and our civilian staff. Our team is trained and specialized in different areas to create a well-rounded unit, encompassing all the needs and levels of service for our community. We pride ourselves on everyone's commitment to training, learning, and operating with integrity.

2019 Achievements

- New Police Facility - Completed
- Re-established traffic unit
- Established narcotics suppression unit

Goals & Objectives

- Hire 2 additional officers for 2020 to increase patrol coverage and to allow special units to expand as needed.
- Expand the traffic unit by one officer to help reduce traffic crashes, accidents, and overall traffic safety
- Purchase 2 new vehicles for the department

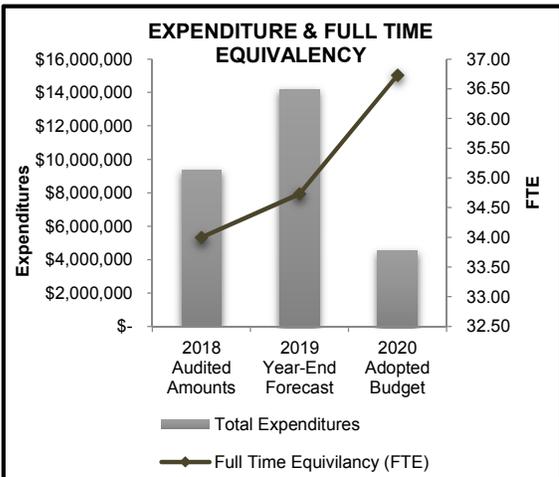
Activity Measures

Category/Measure	2017	2018	2019	Forecast	2020	Forecast
Calls for Service	9,766	11,941		11,222		12,100
Incident Reports Processed	1,013	1,240		1,296		1,400
# of Arrests	378	515		540		570
# of Traffic Accidents Reported	256	279		324		300
Municipal Summons Issued	1,555	2,292		1,596		2,000

Police Department

2020 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 4,530,187	36.73
Total	4,530,187	36.73

2020 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration	\$ 719,202	4.00
Court	136,582	1.00
Patrol	3,113,149	26.00
CSO/Crossing Guards	282,116	3.73
Investigations	279,138	2.00
Total	4,530,187	36.73



EXPENDITURE SUMMARY				
	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Staff - Full Time Equivalency (FTE)*	34.00	34.00	34.73	36.73
Expenditures:				
Personnel	\$ 3,407,481	\$ 3,661,081	\$ 3,585,560	\$ 3,873,382
Purchased Services	182,302	328,719	310,700	282,160
Supplies/Non-Capital Equipment	277,334	450,665	179,800	232,657
Capital Outlay	5,478,632	9,157,000	10,107,000	139,488
Other Expenditures	5,498	8,500	6,900	2,500
Total Expenditures	\$ 9,351,247	\$ 13,605,965	\$ 14,189,960	\$ 4,530,187

Expenditure Detail

Police Department - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	2,427,183	2,650,811	2,607,000	2,834,161
Seasonal/Temporary Wages	19,357	-	-	-
Overtime	118,991	78,254	117,200	78,254
Medicare	36,699	38,437	40,180	41,095
Unemployment Insurance	7,561	7,952	8,225	1,456
Workers Compensation	71,444	64,403	55,175	67,360
Retirement Contributions	264,972	293,575	288,200	247,419
Medical Benefits	366,922	386,479	366,300	444,316
Life/Disability Benefits	24,880	21,260	26,800	26,736
Training/Registration	33,605	86,825	50,200	92,500
Dues/Fees	2,496	3,085	4,150	3,085
Mileage/Travel	28	-	30	-
Uniforms/Town Apparel	33,343	30,000	22,100	37,000
Total Personnel	3,407,481	3,661,081	3,585,560	3,873,382
Purchased Services				
Professional Services	14,133	32,000	14,000	3,000
Legal Services	8,038	30,000	26,500	30,000
Technical Services	33,208	66,900	30,200	5,398
Communication Services	1,285	-	-	-
General Services	95,243	140,019	179,000	197,162
Utility Services	5,805	30,000	36,000	21,600
Range Fees	19,786	25,000	25,000	25,000
Employment Screenings	4,804	4,800	-	-
Total Purchased Services	182,302	328,719	310,700	282,160
Supplies/Non-Capital Equipment				
Office Supplies	8,668	7,000	9,300	16,000
Technology Equipment	19,696	47,859	5,100	19,760
Operating Supplies	7,353	16,300	2,000	36,200
Leases/Rentals	47,947	138,456	68,000	47,946
Repairs/Maintenance	41,325	71,500	-	-
National Night Out	3,559	3,500	-	-
Halloween Safe Night	13,776	13,000	-	-
Meet and Greet	2,955	5,000	-	-
Santa Cops	16,070	10,000	-	-
Other	8,279	6,000	-	-
K-9 Maintenance	4,869	6,500	4,000	6,500
Non-Capital Equipment	40,713	55,550	33,400	36,250
Fuel	62,124	70,000	58,000	70,001
Total Supplies/Non-Capital Equipment	277,334	450,665	179,800	232,657
Capital Outlay				
Capital Equipment	-	-	107,000	139,488
Capital Improvement Projects	5,478,632	9,157,000	10,000,000	-
Total Capital Outlay	5,478,632	9,157,000	10,107,000	139,488
Other Expenditures				
Food and related services	1,715	2,500	5,000	2,500
Other	3,783	6,000	1,900	-
Total Other Expenditures	5,498	8,500	6,900	2,500
Total Expenditures	\$ 9,351,247	\$ 13,605,965	\$ 14,189,960	\$ 4,530,187

Expenditure Detail

Administration Division - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	2,326,931	2,560,451	2,528,000	386,716
Seasonal/Temporary Wages	19,357	-	-	-
Overtime	116,259	78,254	115,000	-
Medicare	35,218	37,127	39,000	5,608
Unemployment Insurance	7,257	7,681	8,000	156
Workers Compensation	71,294	64,286	55,000	3,846
Retirement Contributions	251,080	281,198	277,000	37,191
Medical Benefits	360,247	380,102	360,000	33,045
Life/Disability Benefits	23,789	20,272	26,000	3,360
Training/Registration	33,018	85,825	50,000	-
Dues/Fees	2,474	3,085	4,100	3,085
Mileage/Travel	28	-	30	-
Uniforms/Town Apparel	33,343	30,000	22,000	2,000
Total Personnel	3,280,295	3,548,281	3,484,130	475,007
Purchased Services				
Professional Services	-	-	-	1,500
Technical Services	26,260	61,400	29,000	5,398
Communication Services	1,285	-	-	-
General Services	88,919	112,019	172,500	186,662
Utility Services	5,805	30,000	36,000	-
Employment Screenings	4,804	4,800	-	-
Total Purchased Services	127,073	208,219	237,500	193,560
Supplies/Non-Capital Equipment				
Office Supplies	8,083	6,000	8,300	15,000
Technology Equipment	19,696	47,859	5,100	14,260
Operating Supplies	210	300	2,000	14,500
Leases/Rentals	47,947	138,456	68,000	-
Repairs/Maintenance	41,325	71,500	-	-
National Night Out	3,559	3,500	-	-
Halloween Safe Night	13,776	13,000	-	-
Meet and Greet	2,955	5,000	-	-
Santa Cops	16,070	10,000	-	-
Other	8,279	6,000	-	-
Non-Capital Equipment	30,233	35,550	33,400	-
Fuel	62,124	70,000	58,000	4,375
Total Supplies/Non-Capital Equipment	254,257	407,165	174,800	48,135
Capital Outlay				
Capital Equipment	-	-	107,000	-
Capital Improvement Projects	-	9,157,000	10,000,000	-
Total Capital Outlay	-	9,157,000	10,107,000	-
Other Expenditures				
Food and related services	1,715	2,500	5,000	2,500
Other	3,783	6,000	1,800	-
Total Other Expenditures	5,498	8,500	6,800	2,500
Total Expenditures	\$ 3,667,123	\$ 13,329,165	\$ 14,010,230	\$ 719,202

Expenditure Detail

Municipal Court Division - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	100,252	90,360	79,000	68,510
Overtime	2,732	-	2,200	-
Medicare	1,481	1,310	1,180	993
Unemployment Insurance	304	271	225	39
Workers Compensation	150	117	175	81
Retirement Contributions	13,892	12,377	11,200	9,386
Medical Benefits	6,675	6,377	6,300	6,409
Life/Disability Benefits	1,091	988	800	664
Training/Registration	587	1,000	200	1,000
Dues/Fees	22	-	50	-
Uniforms/Town Apparel	-	-	100	1,000
Total Personnel	127,186	112,800	101,430	88,082
Purchased Services				
Professional Services	14,133	32,000	14,000	1,500
Legal Services	8,038	30,000	26,500	30,000
Technical Services	6,948	5,500	1,200	-
General Services	6,324	11,000	6,500	10,500
Total Purchased Services	35,443	78,500	48,200	42,000
Supplies/Non-Capital Equipment				
Office Supplies	585	1,000	1,000	1,000
Technology Equipment	-	-	-	5,500
Non-Capital Equipment	395	-	-	-
Total Supplies/Non-Capital Equipment	980	1,000	1,000	6,500
Total Expenditures	\$ 163,609	\$ 192,300	\$ 150,730	\$ 136,582

Expenditure Detail

Patrol Division - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	-	-	-	2,020,977
Overtime	-	-	-	75,254
Medicare	-	-	-	29,304
Unemployment Insurance	-	-	-	1,014
Workers Compensation	-	-	-	56,363
Retirement Contributions	-	-	-	161,678
Medical Benefits	-	-	-	347,532
Life/Disability Benefits	-	-	-	19,263
Training/Registration	-	-	-	81,000
Uniforms/Town Apparel	-	-	-	28,000
Total Personnel	-	-	-	2,820,385
Purchased Services				
Utility Services	-	-	-	19,100
Range Fees	19,786	25,000	25,000	25,000
Total Purchased Services	19,786	25,000	25,000	44,100
Supplies/Non-Capital Equipment				
Leases/Rentals	-	-	-	31,738
K-9 Maintenance	4,869	6,500	4,000	6,500
Non-Capital Equipment	-	-	-	16,250
Fuel	-	-	-	54,688
Total Supplies/Non-Capital Equipment	4,869	6,500	4,000	109,176
Capital Outlay				
Capital Equipment	-	-	-	139,488
Total Capital Outlay	-	-	-	139,488
Total Expenditures	\$ 24,655	\$ 31,500	\$ 29,000	\$ 3,113,149

Expenditure Detail

CSO/Crossing Guards Division - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	-	-	-	184,694
Medicare	-	-	-	2,677
Unemployment Insurance	-	-	-	169
Workers Compensation	-	-	-	2,238
Retirement Contributions	-	-	-	25,303
Medical Benefits	-	-	-	30,670
Life/Disability Benefits	-	-	-	1,794
Training/Registration	-	-	-	1,500
Uniforms/Town Apparel	-	-	-	3,000
Total Personnel	-	-	-	252,045
Purchased Services				
General Services	-	17,000	-	-
Utility Services	-	-	-	1,600
Total Purchased Services	-	17,000	-	1,600
Supplies/Non-Capital Equipment				
Operating Supplies	-	-	-	5,700
Leases/Rentals	-	-	-	16,208
Fuel	-	-	-	6,563
Total Supplies/Non-Capital Equipment	-	-	-	28,471
Total Expenditures	\$ -	\$ 17,000	\$ -	\$ 282,116

Expenditure Detail

Investigations Division - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	-	-	-	173,264
Overtime	-	-	-	3,000
Medicare	-	-	-	2,513
Unemployment Insurance	-	-	-	78
Workers Compensation	-	-	-	4,832
Retirement Contributions	-	-	-	13,861
Medical Benefits	-	-	-	26,660
Life/Disability Benefits	-	-	-	1,655
Training/Registration	-	-	-	9,000
Uniforms/Town Apparel	-	-	-	3,000
Total Personnel	-	-	-	237,863
Purchased Services				
Utility Services	-	-	-	900
Total Purchased Services	-	-	-	900
Supplies/Non-Capital Equipment				
Operating Supplies	7,143	16,000	-	16,000
Non-Capital Equipment	10,085	20,000	-	20,000
Fuel	-	-	-	4,375
Total Supplies/Non-Capital Equipment	17,228	36,000	-	40,375
Total Expenditures	\$ 17,228	\$ 36,000	\$ -	\$ 279,138

Public Works

Julie Pasillas, Director of Public Works

Department Description

The Public Works Department oversees the management of the Town's streets, storm drains and other facilities owned by the town, as well as maintenance of parks, right-of-ways and open spaces. The Public Works Department is responsible for the capital improvements, maintenance and repair of the Town's transportation and utility infrastructure, public buildings and town-owned fleet and machinery. The Public Works Department operates within three funds and is organized into multiple divisions which provide the means to allocate costs to appropriate service areas. Divisions within Public Works include Parks Operations, Irrigation, Fleet, Streets, Water Resources, Water Operations, and Stormwater Operations.

2019 Achievements

- Replacement of the traffic signals radio communication equipment
- Development of a streets maintenance schedule
- Development of a stormwater maintenance schedule
- Completion of 2018 and 2019 meter replacement program
- Revised lead and copper monitoring plan
- Upgraded of the SCADA system
- Native seed conversion on Mountain Shadows Park & Settlers Park
- Repair of backflow devises at all Town irrigated areas
- Soil and turf nutrients program implemented
- Safety training and equipment for staff

Goals & Objectives

- Gravel roads resurfacing
- Continue crack fill program
- Cleanout of large drainage ways J48:J58n Firestone Blvd and Booth Drive
- Implementation of water value exercising program
- Continue native seed conversion at additional locations
- Upgrades to Hart Park ballfield and Sports Complex
- Installation of master valves at all Town irrigated areas
- Continued safety training for staff
- Continue to bring the Town into compliance with our State issued Municipal Separate Storm Sewer System (MS4) Permit.

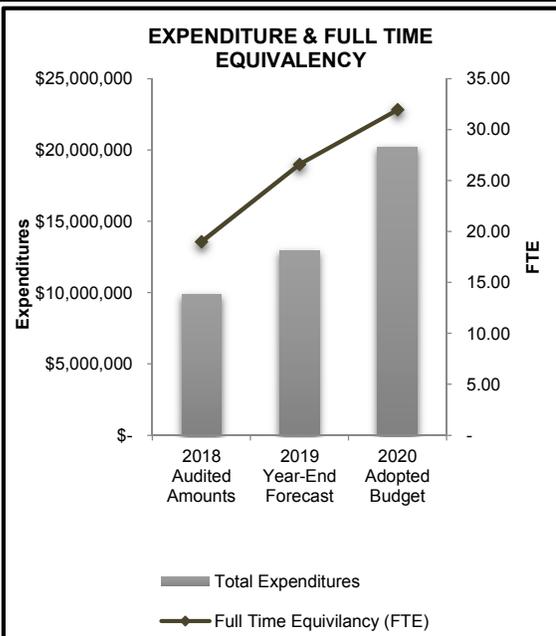
Activity Measures

Category/Measure	2019	Forecast	2020	Forecast
Water Distribution System (# of Miles)		63.58		63.58
Storm Drainage System (# of Miles)		14.48		14.48
Roadway Network (# of Miles)		92.55		92.55
# of park acres maintained		400.25		400.25
# of miles of trails maintained		37.66		37.66

Public Works

2020 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 4,493,997	24.15
Capital Projects Fund	5,380,500	-
Water Fund	9,714,714	4.60
Stormwater Fund	566,078	3.20
Total	20,155,289	31.95

2020 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration	\$ 389,900	2.35
Park Operations	1,650,768	9.60
Irrigation	610,587	3.60
Fleet	544,632	2.00
Streets	1,298,110	6.60
Water Resources	2,123,925	0.60
Water Operations	7,590,789	4.00
Stormwater Operations	566,078	3.20
Capital Improvement Projects	5,380,500	-
Total	20,155,289	31.95



EXPENDITURE SUMMARY				
	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Staff - Full Time Equivalency (FTE)*	19.00	27.00	26.60	31.95
Expenditures:				
Personnel	\$ 1,543,473	\$ 2,413,183	\$ 1,831,073	\$ 2,748,020
Purchased Services	3,314,342	4,054,360	3,593,580	3,978,085
Supplies/Non-Capital Equipment	585,549	1,412,878	1,349,117	1,910,177
Capital Outlay	4,413,782	9,195,011	6,124,312	11,468,757
Other Expenditures	15,490	41,275	19,700	50,250
Total Expenditures	\$ 9,872,636	\$ 17,116,707	\$ 12,917,782	\$ 20,155,289

Expenditure Detail

Public Works Department - All Funds

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	1,095,607	1,663,875	1,293,500	1,907,247
Overtime	18,058	50,500	33,600	51,500
Medicare	16,014	24,127	17,740	27,657
Unemployment Insurance	3,300	4,992	3,775	1,443
Workers Compensation	30,291	42,492	27,613	59,294
Retirement Contributions	150,716	227,951	164,902	244,993
Medical Benefits	179,780	305,731	203,688	327,721
Life/Disability Benefits	11,749	13,223	13,255	18,415
Training/Registration	19,628	47,825	34,600	61,000
Dues/Fees	3,096	6,417	4,000	16,500
Mileage/Travel	95	-	50	3,650
Uniforms/Town Apparel	15,139	26,050	34,350	28,600
Total Personnel	1,543,473	2,413,183	1,831,073	2,748,020
Purchased Services				
Professional Services	782,176	650,835	1,040,000	839,710
Legal Services	99,554	191,380	95,000	136,000
Consulting Services	275,444	240,540	86,960	41,000
Technical Services	40,830	64,400	25,500	212,900
Communication Services	23,987	45,000	-	25,500
General Services	285,367	670,780	381,000	587,000
Utility Services	129,229	157,425	23,920	25,575
Property Maintenance	10,749	21,000	-	-
Water Treatments and Tap Fees	1,667,006	2,013,000	1,941,200	2,110,400
Total Purchased Services	3,314,342	4,054,360	3,593,580	3,978,085
Supplies/Non-Capital Equipment				
Office Supplies	2,428	5,600	5,275	32,000
Technology Equipment	16,227	35,430	8,800	75,800
Operating Supplies	4,329	61,578	284,700	185,200
Leases/Rentals	252,623	562,770	264,042	341,977
Repairs/Maintenance	216,889	489,900	496,500	991,500
Non-Capital Equipment	42,497	183,600	227,300	203,000
Fuel	50,556	74,000	62,500	80,700
Total Supplies/Non-Capital Equipment	585,549	1,412,878	1,349,117	1,910,177
Capital Outlay				
Capital Equipment	672,490	1,447,000	865,000	307,512
Capital Improvement Projects	3,741,292	7,748,011	5,259,312	11,161,245
Total Capital Outlay	4,413,782	9,195,011	6,124,312	11,468,757
Other Expenditures				
Food and related services	1,131	3,600	2,600	9,250
Conservation Program	4,589	24,525	8,000	25,000
Other	9,770	13,150	9,100	16,000
Total Other Expenditures	15,490	41,275	19,700	50,250
Total Expenditures	\$ 9,872,636	\$ 17,116,707	\$ 12,917,782	\$ 20,155,289

Expenditure Detail

Public Works Department - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	699,726	1,214,913	958,000	1,401,018
Overtime	11,839	41,500	22,000	31,500
Medicare	10,307	17,617	14,500	20,316
Unemployment Insurance	2,124	3,645	3,100	1,053
Workers Compensation	23,201	35,525	22,400	47,321
Retirement Contributions	97,003	166,443	134,500	184,731
Medical Benefits	124,332	232,847	163,100	229,795
Life/Disability Benefits	7,472	9,655	10,900	13,507
Training/Registration	12,784	38,625	24,500	45,000
Dues/Fees	2,199	2,263	2,000	10,000
Mileage/Travel	-	-	-	2,500
Uniforms/Town Apparel	12,242	21,375	29,000	21,500
Total Personnel	1,003,229	1,784,408	1,384,000	2,008,241
Purchased Services				
Professional Services	-	6,891	-	6,190
Consulting Services	275,444	240,540	86,960	41,000
Technical Services	16,360	29,900	12,500	137,900
Communication Services	-	-	-	8,000
General Services	5,805	6,000	10,000	136,000
Utility Services	123,603	150,200	15,720	16,975
Property Maintenance	10,749	21,000	-	-
Total Purchased Services	431,961	454,531	125,180	346,065
Supplies/Non-Capital Equipment				
Office Supplies	1,896	2,100	4,200	25,500
Technology Equipment	11,469	25,985	6,800	55,500
Operating Supplies	4,148	61,378	276,000	116,200
Leases/Rentals	252,623	562,770	264,042	321,977
Repairs/Maintenance	198,106	431,700	477,000	846,500
Non-Capital Equipment	38,967	172,900	63,300	24,000
Fuel	40,761	60,000	49,000	62,500
Total Supplies/Non-Capital Equipment	547,970	1,316,833	1,140,342	1,452,177
Capital Outlay				
Capital Equipment	672,490	860,000	440,000	201,014
Capital Improvement Projects	3,719,677	2,008,100	1,638,008	471,000
Total Capital Outlay	4,392,167	2,868,100	2,078,008	672,014
Other Expenditures				
Food and related services	918	3,000	2,000	5,500
Other	649	2,200	1,500	10,000
Total Other Expenditures	1,567	5,200	3,500	15,500
Total Expenditures	\$ 6,376,894	\$ 6,429,072	\$ 4,731,030	\$ 4,493,997

Expenditure Detail

Administration/Operations Division - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	401,076	628,593	405,000	223,176
Overtime	4,278	16,000	6,000	500
Medicare	5,992	9,115	6,000	3,236
Unemployment Insurance	1,235	1,886	1,300	117
Workers Compensation	15,107	21,657	10,400	5,694
Retirement Contributions	56,407	86,117	56,500	30,575
Medical Benefits	59,314	108,977	66,800	29,914
Life/Disability Benefits	4,068	4,878	4,400	2,108
Training/Registration	959	7,225	6,500	5,000
Dues/Fees	1,924	2,263	500	1,000
Mileage/Travel	-	-	-	500
Uniforms/Town Apparel	3,158	7,000	12,000	1,500
Total Personnel	553,518	893,711	575,400	303,320
Purchased Services				
Consulting Services	221,181	240,540	-	-
Technical Services	16,360	24,400	9,500	13,000
Communication Services	-	-	-	1,000
General Services	5,805	6,000	10,000	6,000
Utility Services	115,441	132,900	2,600	2,645
Property Maintenance	4,364	4,000	-	-
Total Purchased Services	363,151	407,840	22,100	22,645
Supplies/Non-Capital Equipment				
Office Supplies	1,634	1,600	3,200	6,000
Technology Equipment	7,082	24,054	6,000	10,000
Operating Supplies	3,728	46,400	186,000	2,000
Leases/Rentals	210,359	247,037	37,435	37,435
Repairs/Maintenance	100,497	66,700	-	-
Non-Capital Equipment	12,618	12,400	18,300	-
Fuel	19,590	30,000	25,000	5,000
Total Supplies/Non-Capital Equipment	355,508	428,191	275,935	60,435
Capital Outlay				
Capital Improvement Projects	3,719,677	797,000	-	-
Total Capital Outlay	3,719,677	797,000	-	-
Other Expenditures				
Food and related services	865	1,500	1,800	1,000
Other	626	1,200	1,100	2,500
Total Other Expenditures	1,491	2,700	2,900	3,500
Total Expenditures	\$ 4,993,345	\$ 2,529,442	\$ 876,335	\$ 389,900

Expenditure Detail

Parks Operations Division - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	298,650	586,320	553,000	495,275
Overtime	7,561	25,500	16,000	10,000
Medicare	4,315	8,502	8,500	7,182
Unemployment Insurance	889	1,759	1,800	390
Workers Compensation	8,094	13,868	12,000	13,005
Retirement Contributions	40,596	80,326	78,000	66,643
Medical Benefits	65,018	123,870	96,300	71,417
Life/Disability Benefits	3,404	4,777	6,500	4,778
Training/Registration	11,825	31,400	18,000	18,000
Dues/Fees	275	-	1,500	2,500
Mileage/Travel	-	-	-	500
Uniforms/Town Apparel	9,084	14,375	17,000	9,000
Total Personnel	449,711	890,697	808,600	698,690
Purchased Services				
Professional Services	-	6,891	-	6,190
Consulting Services	54,263	-	86,960	41,000
Technical Services	-	5,500	3,000	-
Communication Services	-	-	-	3,500
General Services	-	-	-	25,000
Utility Services	8,162	17,300	5,650	5,800
Property Maintenance	6,385	17,000	-	-
Total Purchased Services	68,810	46,691	95,610	81,490
Supplies/Non-Capital Equipment				
Office Supplies	262	500	1,000	11,000
Technology Equipment	4,387	1,931	800	15,500
Operating Supplies	420	14,978	90,000	10,000
Leases/Rentals	42,264	315,733	30,588	40,588
Repairs/Maintenance	97,609	365,000	290,000	259,000
Non-Capital Equipment	26,349	160,500	45,000	-
Fuel	21,171	30,000	24,000	30,000
Total Supplies/Non-Capital Equipment	192,462	888,642	481,388	366,088
Capital Outlay				
Capital Equipment	672,490	860,000	440,000	30,000
Capital Improvement Projects	-	-	241,708	471,000
Total Capital Outlay	672,490	860,000	681,708	501,000
Other Expenditures				
Food and related services	53	1,500	200	1,500
Other	23	1,000	400	2,000
Total Other Expenditures	76	2,500	600	3,500
Total Expenditures	\$ 1,383,549	\$ 2,688,530	\$ 2,067,906	\$ 1,650,768

Expenditure Detail

Irrigation Division - General Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	-	-	-	200,841
Overtime	-	-	-	10,000
Medicare	-	-	-	2,912
Unemployment Insurance	-	-	-	156
Workers Compensation	-	-	-	3,945
Retirement Contributions	-	-	-	27,515
Medical Benefits	-	-	-	25,371
Life/Disability Benefits	-	-	-	1,947
Training/Registration	-	-	-	6,000
Dues/Fees	-	-	-	3,000
Mileage/Travel	-	-	-	500
Uniforms/Town Apparel	-	-	-	3,000
Total Personnel	-	-	-	285,187
Purchased Services				
Technical Services	-	-	-	8,000
General Services	-	-	-	15,000
Utility Services	-	-	3,000	3,200
Total Purchased Services	-	-	3,000	26,200
Supplies/Non-Capital Equipment				
Office Supplies	-	-	-	2,500
Technology Equipment	-	-	-	4,500
Operating Supplies	-	-	-	17,700
Leases/Rentals	-	-	-	10,000
Repairs/Maintenance	-	-	-	230,000
Fuel	-	-	-	11,000
Total Supplies/Non-Capital Equipment	-	-	-	275,700
Capital Outlay				
Capital Equipment	-	-	-	20,000
Total Capital Outlay	-	-	-	20,000
Other Expenditures				
Food and related services	-	-	-	1,000
Other	-	-	-	2,500
Total Other Expenditures	-	-	-	3,500
Total Expenditures	\$ -	\$ -	\$ 3,000	\$ 610,587

Expenditure Detail

Fleet Division - General Fund

Personnel				
Regular Wages	-	-	-	122,270
Overtime	-	-	-	1,000
Medicare	-	-	-	1,774
Unemployment Insurance	-	-	-	117
Workers Compensation	-	-	-	5,484
Retirement Contributions	-	-	-	11,962
Medical Benefits	-	-	-	28,765
Life/Disability Benefits	-	-	-	1,186
Training/Registration	-	-	-	4,000
Dues/Fees	-	-	-	500
Mileage/Travel	-	-	-	500
Uniforms/Town Apparel	-	-	-	2,000
Total Personnel	-	-	-	179,558
Purchased Services				
Technical Services	-	-	-	9,500
Utility Services	-	-	755	1,500
Total Purchased Services	-	-	755	11,000
Supplies/Non-Capital Equipment				
Office Supplies	-	-	-	4,000
Technology Equipment	-	-	-	5,000
Operating Supplies	-	-	-	11,500
Leases/Rentals	-	-	-	500
Repairs/Maintenance	-	-	187,000	285,000
Non-Capital Equipment	-	-	-	14,000
Fuel	-	-	-	1,500
Total Supplies/Non-Capital Equipment	-	-	187,000	321,500
Capital Outlay				
Capital Equipment	-	-	-	31,074
Total Capital Outlay	-	-	-	31,074
Other Expenditures				
Food and related services	-	-	-	500
Other	-	-	-	1,000
Total Other Expenditures	-	-	-	1,500
Total Expenditures	\$ -	\$ -	\$ 187,755	\$ 544,632

Expenditure Detail

Streets Division - General Fund

Personnel				
Regular Wages	-	-	-	359,456
Overtime	-	-	-	10,000
Medicare	-	-	-	5,212
Unemployment Insurance	-	-	-	273
Workers Compensation	-	-	-	19,193
Retirement Contributions	-	-	-	48,036
Medical Benefits	-	-	-	74,328
Life/Disability Benefits	-	-	-	3,488
Training/Registration	-	-	-	12,000
Dues/Fees	-	-	-	3,000
Mileage/Travel	-	-	-	500
Uniforms/Town Apparel	-	-	-	6,000
Total Personnel	-	-	-	541,486
Purchased Services				
Technical Services	-	-	-	107,400
Communication Services	-	-	-	3,500
General Services	-	-	-	90,000
Utility Services	-	-	3,715	3,830
Total Purchased Services	-	-	3,715	204,730
Supplies/Non-Capital Equipment				
Office Supplies	-	-	-	2,000
Technology Equipment	-	-	-	20,500
Operating Supplies	-	-	-	75,000
Leases/Rentals	-	-	196,019	233,454
Repairs/Maintenance	-	-	-	72,500
Non-Capital Equipment	-	-	-	10,000
Fuel	-	-	-	15,000
Total Supplies/Non-Capital Equipment	-	-	196,019	428,454
Capital Outlay				
Capital Equipment	-	-	-	119,940
Capital Improvement Projects	-	1,211,100	1,396,300	-
Total Capital Outlay	-	1,211,100	1,396,300	119,940
Other Expenditures				
Food and related services	-	-	-	1,500
Other	-	-	-	2,000
Total Other Expenditures	-	-	-	3,500
Total Expenditures	\$ -	\$ 1,211,100	\$ 1,596,034	\$ 1,298,110

Expenditure Detail

Public Works Department - Capital Projects Fund

Capital Outlay				
Capital Improvement Projects	-	-	1,082,963	5,380,500
Total Capital Outlay	-	-	1,082,963	5,380,500
Total Expenditures	\$ -	\$ -	\$ 1,082,963	\$ 5,380,500

Expenditure Detail

Capital Improvement Projects Division - Capital Projects Fund

Capital Outlay				
Capital Improvement Projects	-	-	1,082,963	5,380,500
Total Capital Outlay	-	-	1,082,963	5,380,500
Total Expenditures	\$ -	\$ -	\$ 1,082,963	\$ 5,380,500

Expenditure Detail

Public Works Department - Water Fund

Personnel

Regular Wages	328,865	339,120	237,000	295,804
Overtime	4,602	5,500	10,000	10,000
Medicare	4,787	4,917	1,850	4,290
Unemployment Insurance	986	1,017	390	234
Workers Compensation	4,742	3,661	3,080	6,402
Retirement Contributions	45,050	46,460	17,300	35,309
Medical Benefits	42,812	46,977	20,660	53,243
Life/Disability Benefits	3,660	2,694	1,325	2,869
Training/Registration	6,158	7,600	6,600	11,000
Dues/Fees	897	4,154	2,000	5,000
Mileage/Travel	95	-	50	650
Uniforms/Town Apparel	1,983	2,925	3,600	4,100
Total Personnel	444,637	465,025	303,855	428,901

Purchased Services

Professional Services	765,274	608,944	1,000,000	773,520
Legal Services	99,456	190,200	95,000	136,000
Technical Services	24,470	34,500	13,000	65,000
Communication Services	23,987	45,000	-	14,000
General Services	279,562	664,780	371,000	416,000
Utility Services	5,534	6,850	7,200	7,400
Water Treatments and Tap Fees	1,667,006	2,013,000	1,941,200	2,110,400
Total Purchased Services	2,865,289	3,563,274	3,427,400	3,522,320

Supplies/Non-Capital Equipment

Office Supplies	532	3,500	1,075	5,000
Technology Equipment	4,758	9,445	2,000	15,300
Operating Supplies	181	200	8,600	34,000
Repairs/Maintenance	17,706	48,200	12,000	100,000
Non-Capital Equipment	3,530	10,700	164,000	174,000
Fuel	9,795	14,000	8,000	8,200
Total Supplies/Non-Capital Equipment	36,502	86,045	195,675	336,500

Capital Outlay

Property/Rights	-	-	150,000	-
Capital Equipment	-	162,000	-	106,498
Capital Improvement Projects	21,615	5,364,411	2,538,341	5,289,745
Total Capital Outlay	21,615	5,526,411	2,688,341	5,396,243

Other Expenditures

Food and related services	213	600	600	2,750
Conservation Program	4,589	24,525	8,000	25,000
Other	7,925	9,950	7,100	3,000
Total Other Expenditures	12,727	35,075	15,700	30,750

Total Expenditures

\$ 3,380,770	\$ 9,675,830	\$ 6,630,971	\$ 9,714,714
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Expenditure Detail

Water Resources Division - Water Fund

	2018 Audited Amounts	2019 Adopted Budget	2019 Year-End Forecast	2020 Adopted Budget
Personnel				
Regular Wages	226,872	227,313	127,000	82,844
Overtime	965	500	-	-
Medicare	3,223	3,296	-	1,201
Unemployment Insurance	664	682	-	78
Workers Compensation	329	296	-	98
Retirement Contributions	30,328	31,142	-	11,350
Medical Benefits	27,316	29,185	-	9,301
Life/Disability Benefits	2,487	1,832	-	803
Training/Registration	4,097	6,000	1,600	3,000
Dues/Fees	605	4,154	2,000	2,000
Mileage/Travel	45	-	50	150
Uniforms/Town Apparel	309	300	100	100
Total Personnel	297,240	304,700	130,750	110,925
Purchased Services				
Professional Services	763,882	608,944	850,000	446,600
Legal Services	99,456	190,200	95,000	136,000
Technical Services	7,354	13,000	-	-
Communication Services	23,987	45,000	-	10,500
General Services	43,704	38,000	371,000	388,000
Utility Services	100	450	800	900
Total Purchased Services	938,483	895,594	1,316,800	982,000
Supplies/Non-Capital Equipment				
Office Supplies	532	3,500	900	3,000
Technology Equipment	4,758	9,445	2,000	800
Operating Supplies	-	-	100	1,000
Non-Capital Equipment	-	2,000	2,000	2,000
Fuel	-	-	-	200
Total Supplies/Non-Capital Equipment	5,290	14,945	5,000	7,000
Capital Outlay				
Capital Improvement Projects	21,615	1,093,000	412,500	997,750
Total Capital Outlay	21,615	1,093,000	412,500	997,750
Other Expenditures				
Food and related services	213	600	600	250
Conservation Program	4,589	24,525	8,000	25,000
Other	7,113	7,500	5,000	1,000
Total Other Expenditures	11,915	32,625	13,600	26,250
Total Expenditures	\$ 1,274,543	\$ 2,340,864	\$ 1,878,650	\$ 2,123,925

Expenditure Detail

Water Operations Division - Water Fund

Personnel

Regular Wages	101,993	111,807	110,000	212,960
Overtime	3,637	5,000	10,000	10,000
Medicare	1,564	1,621	1,850	3,089
Unemployment Insurance	322	335	390	156
Workers Compensation	4,413	3,365	3,080	6,304
Retirement Contributions	14,722	15,318	17,300	23,959
Medical Benefits	15,496	17,792	20,660	43,942
Life/Disability Benefits	1,173	862	1,325	2,066
Training/Registration	2,061	1,600	5,000	8,000
Dues/Fees	292	-	-	3,000
Mileage/Travel	50	-	-	500
Uniforms/Town Apparel	1,674	2,625	3,500	4,000
Total Personnel	147,397	160,325	173,105	317,976

Purchased Services

Professional Services	1,392	-	150,000	326,920
Technical Services	17,116	21,500	13,000	65,000
Communication Services	-	-	-	3,500
General Services	235,858	626,780	-	28,000
Utility Services	5,434	6,400	6,400	6,500
Water Treatments and Tap Fees	1,667,006	2,013,000	1,941,200	2,110,400
Total Purchased Services	1,926,806	2,667,680	2,110,600	2,540,320

Supplies/Non-Capital Equipment

Office Supplies	-	-	175	2,000
Technology Equipment	-	-	-	14,500
Operating Supplies	181	200	8,500	33,000
Repairs/Maintenance	17,706	48,200	12,000	100,000
Non-Capital Equipment	3,530	8,700	162,000	172,000
Fuel	9,795	14,000	8,000	8,000
Total Supplies/Non-Capital Equipment	31,212	71,100	190,675	329,500

Capital Outlay

Capital Equipment	-	162,000	-	106,498
Capital Improvement Projects	-	4,271,411	2,125,841	4,291,995
Total Capital Outlay	-	4,433,411	2,125,841	4,398,493

Other Expenditures

Food and related services	-	-	-	2,500
Other	812	2,450	2,100	2,000
Total Other Expenditures	812	2,450	2,100	4,500

Total Expenditures	\$ 2,106,227	\$ 7,334,966	\$ 4,602,321	\$ 7,590,789
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Expenditure Detail

Public Works Department - Stormwater Fund

Personnel

Regular Wages	67,016	109,842	98,500	210,425
Overtime	1,617	3,500	1,600	10,000
Medicare	920	1,593	1,390	3,051
Unemployment Insurance	190	330	285	156
Workers Compensation	2,348	3,306	2,133	5,571
Retirement Contributions	8,663	15,048	13,102	24,953
Medical Benefits	12,636	25,907	19,928	44,683
Life/Disability Benefits	617	874	1,030	2,039
Training/Registration	686	1,600	3,500	5,000
Dues/Fees	-	-	-	1,500
Mileage/Travel	-	-	-	500
Uniforms/Town Apparel	914	1,750	1,750	3,000
Total Personnel	95,607	163,750	143,218	310,878

Purchased Services

Professional Services	16,902	35,000	40,000	60,000
Legal Services	98	1,180	-	-
Technical Services	-	-	-	10,000
Communication Services	-	-	-	3,500
General Services	-	-	-	35,000
Utility Services	92	375	1,000	1,200
Total Purchased Services	17,092	36,555	41,000	109,700

Supplies/Non-Capital Equipment

Office Supplies	-	-	-	1,500
Technology Equipment	-	-	-	5,000
Operating Supplies	-	-	100	35,000
Leases/Rentals	-	-	-	20,000
Repairs/Maintenance	1,077	10,000	7,500	45,000
Non-Capital Equipment	-	-	-	5,000
Fuel	-	-	5,500	10,000
Total Supplies/Non-Capital Equipment	1,077	10,000	13,100	121,500

Capital Outlay

Capital Equipment	-	425,000	425,000	-
Capital Improvement Projects	-	375,500	-	20,000
Total Capital Outlay	-	800,500	425,000	20,000

Other Expenditures

Food and related services	-	-	-	1,000
Other	1,196	1,000	500	3,000
Total Other Expenditures	1,196	1,000	500	4,000

Total Expenditures	\$ 114,972	\$ 1,011,805	\$ 622,818	\$ 566,078
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Expenditure Detail

Stormwater Operations Division - Stormwater Fund

Personnel

Regular Wages	67,016	109,842	98,500	210,425
Overtime	1,617	3,500	1,600	10,000
Medicare	920	1,593	1,390	3,051
Unemployment Insurance	190	330	285	156
Workers Compensation	2,348	3,306	2,133	5,571
Retirement Contributions	8,663	15,048	13,102	24,953
Medical Benefits	12,636	25,907	19,928	44,683
Life/Disability Benefits	617	874	1,030	2,039
Training/Registration	686	1,600	3,500	5,000
Dues/Fees	-	-	-	1,500
Mileage/Travel	-	-	-	500
Uniforms/Town Apparel	914	1,750	1,750	3,000
Total Personnel	95,607	163,750	143,218	310,878

Purchased Services

Professional Services	16,902	35,000	40,000	60,000
Legal Services	98	1,180	-	-
Technical Services	-	-	-	10,000
Communication Services	-	-	-	3,500
General Services	-	-	-	35,000
Utility Services	92	375	1,000	1,200
Total Purchased Services	17,092	36,555	41,000	109,700

Supplies/Non-Capital Equipment

Office Supplies	-	-	-	1,500
Technology Equipment	-	-	-	5,000
Operating Supplies	-	-	100	35,000
Leases/Rentals	-	-	-	20,000
Repairs/Maintenance	1,077	10,000	7,500	45,000
Non-Capital Equipment	-	-	-	5,000
Fuel	-	-	5,500	10,000
Total Supplies/Non-Capital Equipment	1,077	10,000	13,100	121,500

Capital Outlay

Capital Equipment	-	425,000	425,000	-
Capital Improvement Projects	-	375,500	-	20,000
Total Capital Outlay	-	800,500	425,000	20,000

Other Expenditures

Food and related services	-	-	-	1,000
Other	1,196	1,000	500	3,000
Total Other Expenditures	1,196	1,000	500	4,000

Total Expenditures	\$ 114,972	\$ 1,011,805	\$ 622,818	\$ 566,078
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Program Overview

Capital Improvement Program

The Town of Firestone's Capital Improvement Program (CIP) identifies and provides a summary of all planned capital projects and corresponding funding sources for the ensuing five-year period. The 2020 budget includes \$27,187,450 in capital improvement projects. The Town-Wide Expenditure detail on page 30, shows Capital Improvement Projects equal to \$11,161,245. The variance between these is due to the intention of the Town to finance \$16,026,205.00 of Capital Improvement Projects. Therefore; these projects do not show in the Fund or Department summaries.

In order to be included in the CIP, a project must meet the following requirements:

- Total costs of the project are expected to meet or exceed \$5,000.
- The resulting project will have a useful life of more than one year.
- The project will result in the creation of a new asset or the extension of an existing asset's useful life, value, and/or operational capacity

During the preparation process, staff focused on setting priorities and identifying which projects or phases of projects could reasonably be accomplished within each year. Contractual obligations as well as funding limitations and needs were also considered in setting the priorities.

Capital improvement projects are funded through a variety of sources including the use of reserves, restricted and designated revenues, debt financing, grant awards, and available operating revenues. All available current and estimated future resources were considered when identifying planned capital improvements. The forecasted costs of each capital project meet, but do not exceed, the limitations of the identified funding sources.

The following pages provide a summary listing of the planned capital projects by fund. Each fund summary is then followed by individual project worksheets which provide project dates, total estimated costs, a brief description of the project, as well as any ongoing operating costs or savings associated with the project. Corresponding funding sources by project year are also presented.



TOWN OF FIRESTONE
Capital Improvement Program

Project Description	2019 Adopted Budget	7/31/2019 Balances	2019 Year-End Forecasts	2019 Estimated Carry Over	2020 Proposed Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	5-Year Total	Funding Source
GENERAL FUND											
Onorato Park	65,000	50,257	65,000	-	-	-	-	-	-	-	Sales Tax
Patterson Park	20,000	40,742	40,742	-	-	-	-	-	-	-	Sales Tax
Sculptures	50,000	-	10,000	-	50,000	-	50,000	-	-	100,000	General/Impact Fee
Two Hunters Park	400,000	5,966	50,966	349,034	-	-	-	-	-	349,034	Sales Tax
Neighbor's Point Park	75,000	-	75,000	-	-	-	-	-	-	-	Sales Tax
Park non-potable irrigation system conversion	250,000	-	-	-	250,000	250,000	250,000	-	-	750,000	Impact Fee
Resurfacing of 3 basketball courts	-	-	-	-	48,000	-	-	-	-	48,000	CTF
Replacement of backstop at Hart Park	-	-	-	-	43,000	-	-	-	-	43,000	CTF
Sports Complex Improvements	-	-	-	-	80,000	-	-	-	-	80,000	CTF
Historic Firestone Street replacement	585,600	25,600	553,600	-	-	621,500	640,000	660,000	679,000	2,600,500	Sales Tax
Colorado Blvd - Zinnia Ave Turn Lanes	450,000	5,137	46,700	-	-	-	-	-	-	-	Sales Tax
Police Station	9,157,000	8,576,761	9,157,000	-	-	-	-	-	-	-	Sales Tax/Grant
Total	\$ 11,052,600	\$ 8,704,463	\$ 9,999,008	\$ 349,034	\$ 471,000	\$ 871,500	\$ 940,000	\$ 660,000	\$ 679,000	\$ 3,970,534	

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Resurfacing of 3 Basketball Courts
Project Dates: **Begin:** 2020 **Finish:** 2020
Comprehensive Project Cost: \$48,000.00

Future Operational Impact: Yes
 No

Description/Justification:

Currently 3 basketball courts are in need of resurfacing. The original material application was being applied by Town staff and has resulted in improper material application. The result surface peeling, causing visual eye sore at the parks.

Source of Funding:	2020	2021	2022	2023	2024	5 - Year Total
Conservation Trust Fund	\$48,000					\$ 48,000
						-
						-
						-
Total Revenue	\$ 48,000	\$ -	\$ -	\$ -	\$ -	\$ 48,000

Expenditures:	2020	2021	2022	2023	2024	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	48,000					48,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 48,000	\$ -	\$ -	\$ -	\$ -	\$ 48,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Replacement of backstop at Hart Park Ballfield
Project Dates: **Begin:** 2020 **Finish:** 2020
Comprehensive Project Cost: \$43,000.00

Future Operational Impact: Yes
 No

Description/Justification:
 Replacement of the backstop at Hart Park ballfield. The existing backstop is broken and falling apart.

Source of Funding:	2020	2021	2022	2023	2024	5 - Year Total
Conservation Trust Fund	\$43,000					\$ 43,000
						-
						-
						-
Total Revenue	\$ 43,000	\$ -	\$ -	\$ -	\$ -	\$ 43,000

Expenditures:	2020	2021	2022	2023	2024	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	43,000					43,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 43,000	\$ -	\$ -	\$ -	\$ -	\$ 43,000

TOWN OF FIRESTONE
Capital Improvement Program

Project Description	2019 Adopted Budget	5/31/2019 Balances	2019 Year-End Forecasts	2019 Estimated Carry Over	2020 Proposed Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	5-Year Total	Funding Source
Capital Projects Fund											
Overlay and Chip Seal	740,000	36,922	740,000	-	100,000	500,000	500,000	500,000	500,000	2,100,000	Sales Tax
Dust Control	20,000	-	20,000	-	50,000	50,000	50,000	50,000	50,000	250,000	Sales Tax
Street and Crosswalk Striping	40,000	2,832	20,000	-	10,000	15,000	20,000	20,000	20,000	85,000	Sales Tax
Street Signs Program	16,000	8,206	16,000	-	7,500	10,000	12,000	12,000	12,000	53,500	Sales Tax
Town Hall Extension	430,000	46,916	100,000	-	3,900,000	-	-	-	-	3,900,000	COP
Public Works Administration Offices Building	-	179,993	186,963	-	2,643,000	-	-	-	-	2,643,000	COP
Frontier St Paving (McClure to Grant)	-	-	-	-	-	-	676,000	-	-	676,000	Sales Tax
Total	\$ 1,246,000	\$ 274,868	\$ 1,082,963	\$ -	\$ 6,710,500	\$ 575,000	\$ 1,258,000	\$ 582,000	\$ 582,000	\$ 9,707,500	

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Town Hall Expansion and Remodel

Project Dates: **Begin:** 2019 **Finish:** 2020

Comprehensive Project Cost: \$3,900,000.00

Future Operational Impact: Yes
 No

Description/Justification:

The current Town Hall building is at capacity, and is lacking adequate meeting space. The Town Hall Expansion and Remodel Project will consist of an addition to the east of the current building and the remodel of the existing offices, a parking lot to the east, added entry features and landscape improvements.

Source of Funding:	2020	2021	2022	2023	2024	5 - Year Total
Certificates of Participation	3,900,000					\$ 3,900,000
						-
						-
						-
Total Revenue	\$ 3,900,000	\$ -	\$ -	\$ -	\$ -	\$ 3,900,000

Expenditures:	2020	2021	2022	2023	2024	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	3,900,000					3,900,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 3,900,000	\$ -	\$ -	\$ -	\$ -	\$ 3,900,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Public Works Admin Addition

Project Dates: **Begin:** Mar-2020 **Finish:** Mar-2021

Comprehensive Project Cost: \$2,643,000.00

Future Operational Impact: Yes
 No

Description/Justification:

The current Public Works Building condition is lacking the means to adequately support the needs of the staff working at the site. This project will improve the condition of the existing building, while adding necessary space for staff to work efficiently.

The 2020 budget for this project includes the design and construction documents the public works building addition and interior remodel project. The existing building at consists of an approximately 12,250 sf. single story storage building with office, restroom and break room areas at the North end. The addition will be 8,000sf to the South of the existing building, and the existing office and restroom area will be reconfigured for more restroom fixtures and an enlarged break room.

The project will also include provisions for the relocation of the existing modular from Town Hall to the Public Works site, and will include utility design and code analysis for the relocated unit. It is anticipated that sanitary sewer will be continued from the adjacent site.

The 2021 budget for this project will be the construction of the 8,000sf addition, the reconfigured existing space and the relocation of the modular building

Source of Funding:	2020	2021	2022	2023	2024	5 - Year Total
Certificates of Participation	2,643,000					\$ 2,643,000
						-
						-
						-
						-
Total Revenue	\$ 2,643,000	\$ -	\$ -	\$ -	\$ -	\$ 2,643,000

Expenditures:	2020	2021	2022	2023	2024	5 - Year Total
Plans/Studies						\$ -
Design	40,000					40,000
Construction	2,525,000					2,525,000
Materials						-
Equipment						-
Other - Relocate Modular	50,000					50,000
Other - FF&E and IT	28,000					28,000
Total Expenditures	\$ 2,643,000	\$ -	\$ -	\$ -	\$ -	\$ 2,643,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Frontier Street Paving (McClure to Grant)
Project Dates: **Begin:** 2022 **Finish:** 2022
Comprehensive Project Cost: \$676,000.00

Future Operational Impact: Yes
 No

Description/Justification:

The property on both sides of this portion of Frontier are owned by Anadarko and not anticipated to be developed at this time. Frederick is approving several new residential subdivisions on both sides of Frontier further south and requiring their developers to pave that portion of Frontier. We expect some of that new traffic will use this portion of Frontier for daily commutes resulting in public works time to maintain the roadway.

Source of Funding:	2020	2021	2022	2023	2024	5 - Year Total
Sales Tax 1%			676,000			\$ 676,000
						-
						-
						-
Total Revenue	\$ -	\$ -	\$ 676,000	\$ -	\$ -	\$ 676,000

Expenditures:	2020	2021	2022	2023	2024	5 - Year Total
Plans/Studies						\$ -
Design			40,000			40,000
Construction			636,000			636,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ -	\$ 676,000	\$ -	\$ -	\$ 676,000

TOWN OF FIRESTONE
Capital Improvement Program

Project Description	2019 Adopted Budget	5/31/2019 Balances	2019 Year-End Forecasts	2019 Estimated Carry Over	2020 Proposed Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	5-Year Total	Funding Source
WATER FUND											
Gould Property	-	3,423	7,200	-	7,200	-	-	-	-	7,200	WF
Demo of structures at Gould Property	-	-	-	-	140,000	-	-	-	-	140,000	WF
Mountain Shadows Park Conversion to Well Water Irrigation	135,900	-	-	-	252,600	-	-	-	-	252,600	WF/Impact Fee
Firestone Reservoir #1 RipRap	750,000	-	-	-	-	750,000	-	-	-	750,000	WF
Non-potable irrigation system infrastructure	-	-	-	-	-	1,119,240	-	-	-	1,119,240	WF/Impact Fee
Firestone Reservoir No. 1 Plumbing	638,411	190,732	589,700	-	4,574,300	2,287,200	-	-	-	6,861,500	CWCB/WF
Gould Well Field	500,000	15,190	250,000	-	1,250,000	-	-	-	-	1,250,000	WF/Debt
St. Vrain WTP Blend Pipeline - Phase 1	10,000	2,000	10,000	-	192,800	1,955,525	977,750	-	-	3,126,075	Debt
St Vrain WTP Blend Pipeline Pump Station	-	-	-	-	-	100,000	750,000	-	-	850,000	Debt
Firestone Reservoir No. 2	-	-	-	-	-	-	-	4,148,640	-	4,148,640	Debt
St. Vrain Water Treatment Plant	1,630,000	894	700,000	-	6,001,300	10,303,500	-	-	-	16,304,800	Debt
St Vrain WTP Injection Well	-	-	-	-	4,570,000	-	-	-	-	4,570,000	Debt
Water Rights	800,000	120,000	120,000	-	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000	WF/Debt
NISP Participation	293,000	292,500	292,500	-	997,750	973,000	1,492,000	1,492,000	1,492,000	6,446,750	WF
Water Tank	-	-	-	-	-	-	-	-	4,539,000	4,539,000	WF
Historic Firestone Water Line replacements (Wooster Ave Waterline Design)	362,100	189,166	339,100	-	-	373,000	384,190	395,716	407,587	1,560,493	WF
Ramland Waterline Replacement	245,000	229,841	229,841	-	-	-	-	-	-	-	WF
Colorado Blvd - Zinnia Ave Turn Lanes	-	-	-	-	-	565,000	-	-	-	565,000	WF
Total	\$ 5,364,411	\$ 1,043,746	\$ 2,538,341	\$ -	\$ 19,985,950	\$ 19,426,465	\$ 4,603,940	\$ 7,036,356	\$ 7,438,587	\$ 58,491,298	

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Demo of structures at Gould Property
Project Dates: **Begin:** Jun-2020 **Finish:** Sep-2020
Comprehensive Project Cost: \$140,000.00

Future Operational Impact: Yes
 No

Description/Justification:

This project will remove the existing structure located at the Gould Property located at 12028 WCR 13. The demolition of the structure will be the first step in utilizing the property for future use.

Source of Funding:	2020	2021	2022	2023	2024	5 - Year Total
Water Fund	140,000					\$ 140,000
						-
						-
						-
Total Revenue	\$ 140,000	\$ -	\$ -	\$ -	\$ -	\$ 140,000

Expenditures:	2020	2021	2022	2023	2024	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction - Demolition of structures	45,000					45,000
Materials						-
Equipment						-
Other - Asbestos Testing	15,000					15,000
Other - Asbestos Abatement (if needed)	80,000					80,000
Total Expenditures	\$ 140,000	\$ -	\$ -	\$ -	\$ -	\$ 140,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Mountain Shadows Park Conversion to Well Water Irrigation

Project Dates: **Begin:** 1/1/2020 **Finish:** 12/31/2020

Comprehensive Project Cost: \$252,600.00

Future Operational Impact: Yes
 No

Description/Justification:
 Irrigation well will free up approximately 28 AF of CBT water valued at approximately \$2.7M.

Source of Funding:	2020	2021	2022	2023	2024	5 - Year Total
Water Fund						\$ -
	252,600					252,600
						-
						-
						-
Total Revenue	\$ 252,600	\$ -	\$ -	\$ -	\$ -	\$ 252,600

Expenditures:	2020	2021	2022	2023	2024	5 - Year Total
Plans/Studies						\$ -
Design	70,100					70,100
Construction	182,500					182,500
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 252,600	\$ -	\$ -	\$ -	\$ -	\$ 252,600

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: St Vrain WTP Injection Well

Project Dates: **Begin:** 2020 **Finish:** 2020

Comprehensive Project Cost: \$4,570,000.00

Future Operational Impact: Yes
 No

Description/Justification:

The St. Vrain Water Treatment Plant is being designed for a reverse osmosis treatment process. This process will result in a wastewater byproduct that can not economically be treated and discharged. The design team's solution is to permit and drill a deep well injection facility on the Gould property.

Source of Funding:	2020	2021	2022	2023	2024	5 - Year Total
Water Fund	4,570,000					\$ 4,570,000
						-
						-
						-
						-
Total Revenue	\$ 4,570,000	\$ -	\$ -	\$ -	\$ -	\$ 4,570,000

Expenditures:	2020	2021	2022	2023	2024	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	4,570,000					4,570,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 4,570,000	\$ -	\$ -	\$ -	\$ -	\$ 4,570,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: St Vrain WTP Blend Pipeline Pump Station

Project Dates: **Begin:** 2021 **Finish:** 2022

Comprehensive Project Cost: \$850,000.00

Future Operational Impact: Yes
 No

Description/Justification:

It will be necessary for the Town to install its own pump station at the St Vrain Water Treatment Plant to pump treated water from the plant into our distribution system. The Phase 1 system will be designed to accommodate the ultimate pump configuration but will only construct the system needed to deliver into the Zone 2 and Zone 3 locations.

Source of Funding:	2020	2021	2022	2023	2024	5 - Year Total
Water Fund		100,000	750,000			\$ 850,000
						-
						-
						-
Total Revenue	\$ -	\$ 100,000	\$ 750,000	\$ -	\$ -	\$ 850,000

Expenditures:	2020	2021	2022	2023	2024	5 - Year Total
Plans/Studies						\$ -
Design		100,000				100,000
Construction			750,000			750,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ 100,000	\$ 750,000	\$ -	\$ -	\$ 850,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: _____ Firestone Reservoir No. 2 _____

Project Dates: **Begin:** _____ 2023 _____ **Finish:** _____ 2023 _____

Comprehensive Project Cost: _____ \$4,148,640.00 _____

Future Operational Impact: Yes
 No

Description/Justification:

With the purchase of Firestone Reservoir No. 1, the Town was able to secure an option to purchase an adjacent reservoir. This reservoir could yield about 1,090 AF of additional raw storage for the Town.

Source of Funding:	2020	2021	2022	2023	2024	5 - Year Total
Water Fund				4,148,640		\$ 4,148,640
						-
						-
						-
Total Revenue	\$ -	\$ -	\$ -	\$ 4,148,640	\$ -	\$ 4,148,640

Expenditures:	2020	2021	2022	2023	2024	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction						-
Materials						-
Equipment						-
Other - Res. & water rights				4,148,640		4,148,640
Other -						-
Total Expenditures	\$ -	\$ -	\$ -	\$ 4,148,640	\$ -	\$ 4,148,640

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Non-potable irrigation system infrastructure

Project Dates: **Begin:** 1/1/2021 **Finish:** 12/31/2021

Comprehensive Project Cost: \$1,119,240.00

Future Operational Impact: Yes
 No

Description/Justification:

Phase 1 of the non-potable irrigation system will build a transmission main from Reservoir No. to Firestone Boulevard. Distribution lines will be extended to the Sports Complex, Settlers Park, and the ROW irrigation system at the Firestone-Colorado intersection. The non-potable water irrigation system is intended to replace treated CBT water for irrigation of Town parks and potentially for HOA irrigated tracts.

Source of Funding:	2020	2021	2022	2023	2024	5 - Year Total
Water Fund		1,119,240				\$ 1,119,240
						-
						-
						-
						-
Total Revenue	\$ -	\$ 1,119,240	\$ -	\$ -	\$ -	\$ 1,119,240

Expenditures:	2020	2021	2022	2023	2024	5 - Year Total
Plans/Studies						\$ -
Design		110,000				110,000
Construction		1,009,240				1,009,240
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ 1,119,240	\$ -	\$ -	\$ -	\$ 1,119,240

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Water Tank

Project Dates: **Begin:** 1/1/2024 **Finish:** 12/31/2024

Comprehensive Project Cost: \$4,539,000.00

Future Operational Impact: Yes
 No

Description/Justification:

The Town's water supply system is only intended to provide average to maximum day demands. Peak demands are satisfied by providing storage in the distribution. As the Town grows, so does the need for the peaking storage. In addition to peaking storage, the Town needs to ensure the distribution system can adequately provide water to hydrants and building fire lines for fire protection. Again, as the Town grows, so does its need for fire and emergency water storage.

Source of Funding:	2020	2021	2022	2023	2024	5 - Year Total
Water Fund					4,539,000	\$ 4,539,000
						-
						-
						-
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ 4,539,000	\$ 4,539,000

Expenditures:	2020	2021	2022	2023	2024	5 - Year Total
Plans/Studies						\$ -
Design					100,000	100,000
Construction					4,439,000	4,439,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 4,539,000	\$ 4,539,000

TOWN OF FIRESTONE
Capital Improvement Program

Project Description	2019 Adopted Budget	5/31/2019 Balances	2019 Year-End Forecasts	2019 Estimated Carry Over	2020 Proposed Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	5-Year Total	Funding Source
STORMWATER FUND											
Interim Godding - Tri Town basin outfall improvements	125,500	-	-	-	20,000	-	-	-	-	20,000	SWF/Impact Fee
Colorado Blvd & Zinnia Culvert	250,000	-	-	-	-	205,000	-	-	-	205,000	SWF/Impact Fee
Gould Drainage Outfall	-	-	-	-	-	340,500	-	-	-	340,500	SWF/Impact Fee
Total	\$ 375,500	\$ -	\$ -	\$ -	\$ 20,000	\$ 545,500	\$ -	\$ -	\$ -	\$ 565,500	

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Gould Drainage Outfall
Project Dates: **Begin:** 2021 **Finish:** 2021
Comprehensive Project Cost: \$340,500.00

Future Operational Impact: Yes
 No

Description/Justification:

Design and installation of an improved drainage channel and associated culverts to better convey storm runoff across the Gould property from historic basins to the south.

Source of Funding:	2020	2021	2022	2023	2024	5 - Year Total
Stormwater Fund		340,500				\$ 340,500
						-
						-
						-
						-
Total Revenue	\$ -	\$ 340,500	\$ -	\$ -	\$ -	\$ 340,500

Expenditures:	2020	2021	2022	2023	2024	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction		340,500				340,500
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ 340,500	\$ -	\$ -	\$ -	\$ 340,500

Financial Policies

The following policies were developed to provide guidance to the Town of Firestone regarding financial matters. The Town's intent is to support a sound and efficient financial management system which best utilizes available resources and provides an acceptable level of service to the citizens of Firestone. The following statements are not intended to restrict the Town Board's authority when determining service requirements or the activities of the Town. The 2020 budget for the Town of Firestone was prepared based on these policies where applicable.

Financial Goals

Financial goals are broad; fairly timeless statements of the financial position the Town seeks to attain. The financial goals for the Town of Firestone are:

- To be a fiscally responsible Town Government.
- To have adequate financial reserves for uncertain economic times.
- To invest to preserve or enhance our Town facilities, buildings and infrastructure.
- To provide services in the most cost-effective manner.

Financial Policies

Financial policies support the financial goals. They allow the Town Board to view their present approach to financial management from an overall, long-range vantage point. They are general statements that guide decision-making in specific situations to ensure that a decision will contribute to the attainment of the financial goals. Federal and state laws, rules and regulations, the Town Code, and generally accepted accounting principles (GAAP) promulgated by the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association of the United States and Canada (GFOA) govern and guide the Town of Firestone's financial policies and processes.

Budget Policies

Sound financial practices and the desire to continue to be a fiscally responsible town government dictates that budgets be balanced, constantly monitored, and responsive to changes in service demands. With these concepts in mind, the Town of Firestone has adopted the following budget policy statements:

- The Town will adopt an annual budget that contains operating budgets for all funds.
- Annual operating budgets will be adopted on a balanced basis, where current operating revenues (estimated revenues) are used to fund ongoing operating expenditures/expenses (appropriations). Nothing in this policy shall prohibit the use of operating revenues for capital expenditures/expenses.
- Unreserved and undesignated fund balance may be appropriated as part of the adopted budget to fund capital, one-time emergency expenditures/expenses, or one-time operating costs. Unreserved and undesignated fund balance should not be used to fund ongoing operating expenditures/expenses in the adopted budget.
- One-time revenues that are not required by law or agreement to be expended for a particular purpose will only be used to fund capital, emergency expenditures/expenses, or one-time operating costs in the adopted budget. Examples of one-time revenues include, but are not limited to, proceeds from the sale of property or other major assets, governmental grants that are not regularly received and are unlikely to recur on a regular basis, major gifts or donations, and major insurance recoveries.

- Reservation and designation of fund balance will be estimated in the adopted budget for amounts of fund equity legally restricted or otherwise not available for appropriation, such as the 3% reserve requirement for TABOR.
- The Town's fiscal year is the calendar year and its budget calendar shall be as provided for in Chapter 3.04.010 of the Code of the Town of Firestone, Section.

Operating Position Policies

Operating position refers to the Town's ability to balance its budget on a current basis, maintain reserves for emergencies, and maintain sufficient cash to pay its bills on a timely basis. The Town of Firestone's operating position policy requires that:

- The Town will pay all current operating expenditures with current operating revenues. Ongoing operating costs will not be financed from fund balance.
- Town staff shall prepare financial reports of the financial position and results of operating for the major funds of the Town or any other fund requested by the Town Board. The reports will contain the revenue and expenditures of the funds with an analysis of the results for the end of each month except for the month of January.

Revenue Policies

Revenues determine the capacity of a local government to provide services. Under ideal conditions, revenues would grow at a rate equal to or greater than expenditures. To ensure that our revenues are balanced and capable of supporting our desired levels of services, the Town of Firestone has adopted the following revenue policy statements:

- A process to review diversified and stable revenues will be maintained to shelter the Town from short-run fluctuations in any one revenue source.
- Each year and whenever appropriate, existing revenues will be re-examined and possible new sources of revenues will be explored to ensure that the Town is maximizing its revenue potential.
- The Town will strive to be informed and aware of all grants and other aid shall be carefully examined for matching requirements (dollar and level-of-effort) and restrictive covenants, to ensure that participation in such grants will be beneficial and cost-effective.
- Each year and whenever appropriate, intergovernmental revenues will be reviewed to determine their short and long-term stability, to minimize the impact of any adverse changes. Intergovernmental revenues shall be used as legally prescribed or otherwise set forth by policy.
- One-time revenues will be used for capital improvements, one-time expenditures or as legally restricted to a specific purpose.
- The Town will carefully and routinely monitor any amounts due. An assertive collection of all receivables will be followed.
- Proprietary funds will generate revenue sufficient to support the costs of their services and to remain in compliance with debt covenants or lease agreements.
- Revenue forecasts shall be conservative, using generally accepted forecasting techniques and appropriate data.
- Each year and whenever appropriate, the Town will review its schedule of fees.

Expenditure/Expense Policies

Expenditure/expenses are a rough measure of a local government's service output. While many expenditures/expenses can be easily controlled, emergencies, unfounded mandates, and unanticipated service demands may strain the Town's ability to maintain a balanced budget. To ensure the proper control of expenditures/expenses and provide for a quick and effective response to adverse financial situations, the Town of Firestone has adopted the following expenditure/expense policy statements:

- Expenditures/expenses and purchase commitments will be made in a form and process that is legal, appropriate, funded, authorized, and sufficiently documented.
- Expenditures/expenses and purchase commitments will be recorded in an accurate and timely fashion.
- Encumbrances will be used in the Town to properly show the commitment of funds against appropriations.
- The balances in appropriation accounts and programs will be monitored regularly to ensure that the total of expenditures/expenses and purchase commitments in any account do not exceed the authorized budget for that program.
- Requests for competitive bids, proposals, formal, and informal quotes, and other methods of seeking and encouraging vendor competition will be obtained as required by law or otherwise established by the Town Board or Town Manager.
- The Town of Firestone will maintain an effective risk management program that provides adequate coverage, minimizes losses and reduces costs.
- Appropriations for all operating funds shall lapse at the close of the fiscal year to the extent that they shall not have been expended or encumbered.
- Due to the multi-year nature of many capital improvement projects budget appropriations for the Capital Improvement Funds will continue through project completion and shall not lapse at year end.
- A contingency amount proposed by the Town Manager and approved by the Town Board may be proposed when the budget is adopted. This contingency will be used to provide for expenditures that were unknown or could not have been reasonably estimated at the time of preparation of the budget.

Capital Expenditure/Expense Policy

Capital outlay is defined as the purchase of any tangible product which has a cost equal to, or greater than \$5,000 and having a useful life in excess of one year.

- The cost of commissions, deliver, setup, and or accessories should be included in the final cost of the capital asset.
- All capital assets shall be recorded and tracked via a perpetual inventory system. The Town will perform a physical inventory of its tangible capital assets, either simultaneously or on a rotating basis, so that all of the assets are physically accounted for at least once every three years.
- The Town will develop capital asset replacement and maintenance schedules in accordance with accepted professional standards and best practices. The schedules will be utilized to commit adequate funding of re-investment in the Town's machinery, facilities, and infrastructure so as to prevent the deferment of required ongoing maintenance and replacement.

Capital Improvement Projects (CIP) Policies

A capital improvement is defined as a non-recurring expenditure in association with the acquisition, construction, or physical improvement of land, buildings, facilities, or infrastructure, whereby such expenditure results in the creation of a new asset or the extension of an existing asset's useful life, value, and/or operational capacity. The cost of the capital improvement is added to the basis of the asset and depreciated over time, in contrast to repairs and maintenance expenditures which are recorded as operating costs in the period in which they occur. The Town of Firestone will prepare a five-year CIP for all funds starting with the current year.

- The program shall include all projects that meet the definition of a CIP project.
- The program shall include the total estimated cost of the project and the potential impacts to ongoing operating costs.
- The program will be compiled during annual budget preparation.

Reserve Policies

- Reserves are used to buffer the Town from downturns in the economy and to provide an additional source of accumulated funding for major capital improvement projects or redevelopment.
- When economic times are prosperous the Town would ideally like to accumulate an unappropriated fund balance of 100% of the current operating budget.
- The unappropriated fund balance in the General Fund will not be allowed to fall below 25% of the current year General Fund operating budget.
- The difference between the 100% ceiling and the 25% floor may be used to:
 - Provide reserves for economic uncertainty
 - Provide a source of funds for major capital improvement undertakings and/or redevelopment programs.
- Assignments, commitments, or restrictions will be established for anticipated future needs when appropriate to act as a savings account whereby specific future provisions have been identified and aid in the management of cash flows and financial planning.

Cash Management and Investment Policies

- The Town of Firestone shall use pooled Town cash to invest in United States government, corporate, and money market instruments, assuming investments meet Town standards for investment quality. Criteria for selecting investments, using the prudent investor rule, are safety, liquidity, and yield, in that order of priority.
- Cash and investment proceeds will be structured to utilize all available funds for investment purposes.
- The Town shall invest public funds in a manner that provides preservation of capital, meets daily liquidity needs, diversifies the Town's investments, conforms to all local and state statutes governing the investment of public funds, and generates market rates of return.

Debt Management Policies

The Town shall maintain a debt policy, which establishes criteria that will protect the Town's financial integrity while providing a funding mechanism to meet the Town's capital needs. The underlying approach of the Town is to borrow only for capital improvements that cannot be funded on a pay-as-you-go basis. In some cases, debt can be an effective way to finance major capital improvements. Properly managed debt preserves the Town's credit rating, provides flexibility in current and future operating budgets, and provides long-term assets that maintain or improve our quality of life. To provide for the appropriate issuance and responsible use of debt, the Town of Firestone has adopted the following debt management policy statements:

- Long-term debt will not be issued to finance current operations.
- The maturity of the debt should not exceed 75% of the expected useful life of the resulting asset.
- Certificates of Participation (COPs) should not exceed 12% of the issuing funds total expenditures. Any COP project that generates revenue should have the revenues credited against the total lease payments before calculating the limit.
- General Obligation Bonds (GO) should be limited to projects with an asset life of greater than ten years. The total GO bonds issued should not exceed 5% of the actual taxable value of the property in the Town. Limitations on debt shall meet all limits of Article X Section 20 of the Colorado Revised Statutes as interpreted by the Town Attorney.
- Sales tax bonds or notes should be no greater than 15% of the revenues of the fund supporting the debt or lease unless it is a new tax that has been approved and dedicated by the voters.
- Enterprise revenue bonds, notes, or leases should be no greater than 15% of the revenues of the fund supporting the debt or lease unless it is an approved revenue source that is dedicated by the Town Board or the voters to repayment of the debt.
- Each annual operating budget will include the full appropriation for repayment of the principal and interest due that year on each debt or lease issue.
- Debt limits established by law and policy will be calculated at least once each year, and whenever otherwise requested or appropriate.
- Good communications will be maintained with bond rating agencies, bond counsel, banks, financial advisors and other involved in debt issuance and management.
- The Town's comprehensive annual financial reports and official statements will reflect our commitment to full and open disclosure concerning our debt.

Periodic Review

The Comprehensive Financial Policy Document and each of the policies contained within shall be reviewed by the Town Board during even numbered years. The policy has been written to be flexible and easily amended to deal with the style of the times.

Glossary of Terms

Acronyms

<i>CAFR</i>	Comprehensive Annual Financial Report
<i>CIP</i>	Capital Improvement Program
<i>FTE</i>	Full-Time Equivalent/Equivalency
<i>GAAP</i>	Generally Accepted Accounting Principles
<i>GFOA</i>	Government Finance Officers Association
<i>GASB</i>	Governmental Accounting Standards Board (GASB)
<i>TABOR</i>	Taxpayer's Bill of Rights

Definitions

Abatement and Refunds

A complete or partial cancellation of a levy.

Accounting Period

A period at the end of which and for which financial statements are prepared.

Accounting System

The total structure of records and procedures which discover, record, classify, summarize, and report information on the financial position and results of operations of a government or any of its funds, balanced account groups, or organizational components.

Accounts Payable

Amounts owed to persons or organizations for goods and services received by the Town but not yet paid for.

Accounts Receivable

Amounts owed from persons or organizations for goods and services furnished by the Town but not yet paid for.

Accrual Basis of Accounting

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

Accumulated Depreciation

Accumulated costs associated with the expiration of the estimated service life of capital assets.

Ad Valorem

A tax imposed at a rate or percentage of the value of a particular good.

Amortization

The reduction of debt by payments of principal and interest sufficient to retire the debt by maturity.

Appropriation

A legal authorization made by the Town Board, which permits the Town to incur obligations and to make expenditures of resources.

Assessed Valuation

A valuation set upon real estate or other property by a government as a basis for levying taxes.

Assets

Resources owned or held by governments which have monetary value.

Audit

A comprehensive examination of the manner in which the government's resources were utilized. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures complied with the legislative body's appropriations. A performance audit consists of a review of how well the government met its stated goals.

Balanced Budget

A balanced budget is defined as a budget in which proposed expenditures and provisions of contingencies in the budget do not exceed the total estimated revenues including surpluses from prior years.

Bond

A written promise to pay a sum of money on a specific date at a specific interest rate. The interest payments and the repayment of principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, streets, and bridges.

Budget

A financial plan for a specified period of time (fiscal year) that matches estimated 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 Board. It is distributed to the press and the public following approval.

Budgetary Basis of Accounting

The basis of accounting used to prepare the budget.

Budgetary Control

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

Assets with an initial value greater than \$5,000 and a useful life which exceeds one year (a.k.a. Fixed Assets).

Capital Expenditures/Outlay

Money spent to add or expand property, facilities, and capital assets with the expectation that they will benefit the organization for a length of time exceeding one year (also see Capital Assets & Capital Projects).

Capital Improvement Program (CIP)

A plan of proposed capital outlays and the means of financing them for the current fiscal period.

Capital Projects

Projects, which purchase or construct capital assets which meet or exceed \$25,000. Typically, a capital project encompasses a purchase of land and/or the construction of a building, facility, or infrastructure.

Capital Projects Fund

Established to account for the purchase or construction of major capital facilities that are not financed by proprietary funds or trust funds.

Cash Basis of Accounting

A basis of accounting in which revenues are recorded when received in cash and expenditures are recorded when cash is disbursed.

Component Unit

A legally separate organization for which the elected officials of the primary government are financially accountable. In addition, component units can be other organizations for which the nature and significance of their relationship with a primary government are such that exclusion would cause the reporting entity's financial statements to be misleading or incomplete.

Comprehensive Annual Financial Report (CAFR)

A government unit's official annual financial report prepared and published as a matter of public record.

Contingency

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

Debt Reserves

The Town's obligation to pay the principal and interest of all bonds and other debt instruments according to a predetermined payment schedule.

Debt Service Fund

Established to account for the transfers of resources from other governmental type funds for the payment of principal and interest of general long-term debt.

Deficit

The excess of liabilities over assets for any fund or organization.

Department

A major administrative division of the Town, which has overall management responsibility for an operation or a group of related operation within a functional area.

Depreciation

The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a capital asset that cannot or will not be restored by repair and will be replaced. The cost of the capital asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

Discrete Presentation

Method of reporting financial data of component units in a column or columns separate from the financial data of the primary government.

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

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 fees. All activities necessary to provide such services are accounted for in these funds. TABOR defines an Enterprise Fund as, "A government-owned business authorized to issue its own revenue bonds and receives less than 10% of its annual revenue from other government grants and/or subsidies".

Escrow

A deed, bond, money, or a piece of property delivered to a third party (escrow agent) to be delivered by him/her to the grantee only upon the fulfillment of a condition.

Excise Tax

Selective sales taxes that are levied on specific transactions. They are levied separately from general sales taxes.

Expenditure

Decrease in net financial resources other than through interfund transfers.

Fiduciary Funds

Used to account for financial resources held or managed by the governmental entity in a trustee or agent capacity for individuals, private organizations, other governmental entities, and/or other funds. There are two types of fiduciary funds, trust and agency funds.

Fiscal Year

A 12-month period of time to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.

Fixed Assets

Assets with a value greater than \$5,000 and useful life of several years (a.k.a. Capital Assets).

Franchise Fee

The Town imposes franchise fees on utility companies that provide services within the Town limits. This fee grants the company access to public streets and provides easements that enable them to supply and maintain services to Town residents.

Full-Time Equivalent (FTE)

A standard measure of staffing. One FTE is equal to a 2,080 working hours which is the number of hours worked in a year by a full-time employee (40 hours per week x 52 weeks = 2,080 hours).

Fund

An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or government functions. Eight commonly used funds in public accounting are the general fund, special revenue funds, debt service funds, capital projects 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 referred to as a deficit.

Fund Type

Any one of seven types into which all funds are classified in governmental accounting. The seven fund types are general, special revenue, debt service, capital projects, enterprise, internal service, and trust/agency.

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, planning, administrative services, etc., which are not required to be accounted for in another fund.

General Obligation Bonds

Long-term debt backed by the full faith and credit of the issuing government.

Generally Accepted Accounting Principles (GAAP)

Uniform minimum standards and guidelines for financial accounting and reporting that govern the form and content of financial statements. They encompass the conventions, rules, and procedures necessary to define

accepted accounting practice at a particular time. Generally accepted accounting principles are continually evolving as changes occur in the reporting environment.

Government Finance Officers Association (GFOA)

An organization which administers the Certificate of Achievement program, as well as others to encourage excellence in financial reporting and budgeting by state and local governments.

Governmental Accounting Standards Board (GASB)

The independent agency established as the official body designated to set accounting and financial reporting standards for state and local governments.

Governmental Funds

Used to account for general government activities which benefit the public as a whole such as administration, police protection, and maintenance of streets and roads. There are five types of governmental funds: general, special revenue, capital projects, debt service, and permanent funds.

Grants

Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose, activity, or facility.

Impact Fees

Fees imposed to fund expenditures on capital facilities needed to serve new development pursuant to CRS 29-20-104.

Highway Users Tax

This revenue is State collected, locally shared revenue that is distributed monthly. These funds are collected through gas taxes and motor vehicle registration fees and are earmarked specifically for the construction, maintenance or improvement of streets, roads and highways. These monies are distributed to municipalities based on a formula that includes the number of vehicles registered and the miles of streets in each municipality. Distribution percentages are recalculated every year in July based upon the previous year vehicle registrations and the previous year miles of open and maintained streets. A Local Highway Finance Report must be completed and returned to the Colorado Department of Transportation each year in order to receive a portion of this revenue.

Infrastructure

Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets.

Interfund Transfers

Amounts transferred from one fund to another within a single government entity.

Interfund Loans

Loans made from one fund to another.

Intergovernmental Revenue

Revenue received from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

Internal Service Fund

A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost-reimbursement basis.

Levy

To impose taxes, special assessments, or service charges for the support of governmental activities.

Long Term Debt

Debt with a maturity of more than one year after the date of issuance.

Mill

The rate of tax which results in one dollar of taxes on each \$1,000 of assessed 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.

Occupation Tax

The Town levies a \$2.00 per day tax per occupied lodging room or accommodations provided for a period of less than 30 consecutive days.

Operating Budget

The portion of the budget that pertains to daily operations that provide basic governmental services. The operating budget contains appropriations for expenditures such as personnel, materials, supplies, capital assets, and debt service.

Ordinance

A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, it has the full force and effect of law within the boundaries of the municipality.

Property Tax

Taxes levied against both residential and commercial real property located within the Town limits. Taxes are levied in the current year and due in the following year, i.e. 2018 receipts are for taxes levied in 2017. Property taxes are restricted by the “TABOR” Amendment and State Statutes. Currently all property taxes are reported in the General Fund.

Proprietary Funds

Account for a government’s business-type or commercial activities such as goods or services that are sold to the public, to other governments, or to other departments within the government. There are two types of proprietary funds, enterprise and internal services.

Refunding Bonds

Bonds issued to retire bonds already outstanding. The refunding bonds may be sold for cash and outstanding bonds redeemed in cash, or the refunding bonds may be exchanged with holders of outstanding bonds.

Resolution

A special or temporary order of legislative body requiring less legal formality than an ordinance or statute; used by governing boards for taking formal action.

Revenue

Funds that are received as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, and interest earnings.

Revenue Bonds

Bonds whose principal and interest are payable exclusively from earnings of a public enterprise.

Road and Bridge Tax

This revenue is a portion of the highway user taxes which are distributed to the counties. The County shares a portion of the taxes it receives to support Town roads and bridges within the county.

Sales Tax

The Town levies a 3.6% tax for all local retail sales. Sales taxes on the sale of all non-food items are allocated between funds as follows: General Fund receives 55%, and approx. 25% of the collections (which is equal to a 1% tax rate) have been restricted exclusively for the purposes of acquiring, developing, constructing, and repairing existing and planned streets and parks as well as to pay debt service on debt issued for such purposes. The other 20% (which is equal to a .6% tax rate) of the sales tax is restricted for the purpose of financing the construction of the new firestone police station. The proceeds are used to pay 2018 Certificates of Participation related debt service.

Special Assessment

A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Revenue Fund

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. GAAP only requires the use of special revenue funds when legally mandated.

Specific Ownership Tax

The County Department of Motor Vehicles collects specific ownership tax when a vehicle is licensed. This tax is collected based on the value of the vehicle when it was new. This taxable value does not change throughout the life of the vehicle; however the tax rate charged on the taxable value continues to decrease until the vehicle is 10 or more years old at which time the taxes paid are \$3.00 per year. The Weld County Treasurer's Office distributes 29% of this tax to various local districts (including the Town) based on their mill levy.

Supplemental Appropriation

An appropriation by the Town Board of Trustees when there is a need to transfer budgeted and appropriated monies from one fund to another fund or, if during the fiscal year, the governing body or any spending agency of such local government received unanticipated revenue or revenues not assured at the time of the adoption of the budget.

Tax

A compulsory charge levied by a government to finance services performed for the common benefit.

Taxpayer's Bill of Rights (TABOR)

An amendment to the Colorado State Constitution passed by Colorado voters in November 1992 which limits the growth of local government revenues equal to that of the rate of inflation plus local growth (assessed valuation).

Tobacco Tax

A \$0.01 tax is levied by the State of Colorado on each cigarette sold. Approximately 27% of this tax is distributed to municipalities based on the percentage of state sales taxes collected in the jurisdiction compared with the statewide collection. The Town receives these taxes on or near the 15th of the month; two months after the vendor collects the taxes.

Useful Life

An estimation of the period of time over which machinery, equipment, property, facility, or other capital asset will be of value or use to its owner.

User Fees

Charged to the benefiting party for the direct receipt of a public service.

Working Capital

The amount of current assets that exceeds current liabilities.

RESOLUTION NO. 19-99

A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE, COLORADO, SUMMARIZING EXPENDITURES AND REVENUES FOR EACH FUND AND ADOPTING A BUDGET FOR THE TOWN OF FIRESTONE, COLORADO, FOR THE CALENDAR YEAR BEGINNING ON THE FIRST DAY OF JANUARY, 2020 AND ENDING ON THE LAST DAY OF DECEMBER, 2020.

WHEREAS, the Board of Trustees of the Town of Firestone has directed the Town Manager to prepare and submit a proposed budget to said governing body at the proper time; and

WHEREAS, the Town Manager has submitted a final proposed budget to this governing body on December 4, 2019 for its consideration; and

WHEREAS, upon due and proper notice, published or posted in accordance with the law, said proposed budget was open for inspection by the public at a designated place, and interested taxpayers were given the opportunity to file or register any objections to said proposed budget; and

WHEREAS, in accordance with Article X, Section 20 of the Colorado Constitution, approved by the voters on November 3, 1992, an "Amendment One Emergency Reserve" is included in the budget in a total amount estimated to equal three percent (3%) of the Town's fiscal year spending excluding bonded debt service; and

WHEREAS, whatever increases may have been made in expenditures, like increases were added to the revenues, so that the budget remains in balance as required by law.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE, COLORADO:

Section 1. That the budget as submitted, amended, and as attached to this Resolution, be, and the same hereby is, approved and adopted as the budget of the Town of Firestone for the calendar year beginning on the first day of January 2020 and ending on the last day of December 2020.

Section 2. The Board of Trustees hereby confirms that as part of said 2020 Budget, there is designated a portion of Water Fund net assets for future Northern Integrated Supply Project (NISP) participation costs, as set forth on the "*Calculation for Unrestricted Board Designated Water Net Assets for NISP Project Costs*" within such Budget.

Section 3. That the budget hereby approved and adopted shall be signed by the Mayor and Town Clerk and made a part of the public records of the Town.

INTRODUCED, READ AND ADOPTED this 4th day of December, 2019.



TOWN OF FIRESTONE, COLORADO



Bobbie Sindelar, Mayor

Attest:



Lisa Bartley, Acting Town Clerk

RESOLUTION NO. 19-100

A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE, COLORADO, APPROPRIATING SUMS OF MONEY TO THE VARIOUS FUNDS AND SPENDING AGENCIES, IN THE AMOUNTS AND FOR THE PURPOSES AS SET FORTH BELOW, FOR THE 2020 BUDGET YEAR.

WHEREAS, the Board of Trustees has adopted the annual budget in accordance with the Local Government Budget Law, on December 4, 2019; and

WHEREAS, the Board of Trustees has made provision therein for revenues in an amount equal to total proposed expenditures as set forth in said budget; and

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

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF FIRESTONE, COLORADO:

Section 1. That the following sums are hereby appropriated from the revenues of each fund, for the purposes stated:

General Fund	\$ 16,677,219
Capital Projects Fund	\$ 7,827,751
Debt Service Fund	\$ 993,200
Firestone Finance Authority	\$ 150,250
Firestone Urban Renewal Authority – Southern	\$ 0
Firestone Urban Renewal Authority – Northern	\$ 1,642,729
Firestone Urban Renewal Authority – Central	\$ 637,840
Firestone Urban Renewal Authority – Big Horn	\$ 45,410
Water Fund	\$ 10,193,183
Stormwater Fund	<u>\$ 584,724</u>
<u>Total Appropriations & Transfers:</u>	<u>\$ 38,752,306</u>

INTRODUCED, READ, and ADOPTED this 4th day of December, 2019.



TOWN OF FIRESTONE

Bobbi Sindelar

Bobbi Sindelar, Mayor

Attest:

Lisa Bartley

Lisa Bartley, Acting Town Clerk