



BOARD OF TRUSTEES
May 12, 2026
6:30 PM

Leeper Center, 3800 Wilson Avenue, Wellington, CO

Regular Meeting Agenda

Individuals wishing to make public comments must attend the meeting in person or may submit comments by sending an email to hillha@wellingtoncolorado.gov. The email must be received by 4:00 p.m. on the day of the meeting. The comments will be provided to the Trustees and added as an addendum to the packet. Emailed comments will not be read during the meeting.

The Zoom information below is for online viewing and listening only.

Please click the link below to join the webinar:

<https://us06web.zoom.us/j/84871162393?pwd=UkVaaDE4RmhJaERnalIEK1hvNHJ5Zz09>

Telephone Dial US: +1 720 707 2699 or +1 719 359 4580 or +1 669 444 9171

Webinar ID: 848 7116 2393

Passcode: 726078

A. CALL TO ORDER

1. Pledge of Allegiance
2. Roll Call
3. Amendments to Agenda
4. Conflict of Interest

B. COMMUNITY PARTICIPATION

1. Public Comment

C. PRESENTATION

1. Parks, Recreation, Open Spaces, and Trails (PROST) Master Plan and Community Center Feasibility Study - Draft Presentation
 - Presentation: Billy Cooksey, Parks and Recreation Director and Jason Genk, Project Manager - Berry Dunn
2. Business and Economic Development Roadmap

- Presentation: Liz Magargel, Business Development Manager and Cody Bird, Planning Director

D. CONSENT AGENDA

1. April 14, 2026 Meeting Minutes

- Presentation: Hannah Hill, Town Clerk

2. April 21, 2026 Meeting Minutes

- Presentation: Hannah Hill, Town Clerk

3. Resolution No. 16-2026 - A Resolution of the Town of Wellington, Colorado Making Appointments to Parks, Recreation, Open Space and Trails, Planning Commission and the Finance Advisory Board

- Presentation: Hannah Hill, Town Clerk

E. ACTION ITEMS

1. Resolution No. 15-2026 - A Resolution of the Town of Wellington, Colorado Amending the Town of Wellington Financial Management Policies Effective May 12, 2026

- Presentation: Nic Redavid, Finance Director | Town Treasurer

F. REPORTS

1. Town Attorney

2. Town Administrator

3. Staff Communications

a. NOCO Humane 1st Quarter 2026 Service Report

4. Board Reports

G. EXECUTIVE SESSION

1.

Executive session pursuant to Sec. 24-6-402(4)(b), C.R.S., for purposes of receiving legal advice on specific legal questions related to metropolitan districts.

H. ADJOURN

The Town of Wellington will make reasonable accommodations for access to Town services, programs, and activities and special communication arrangements. Individuals needing special accommodation may request assistance by contacting at Town Hall or at 970-568-3380 ext. 110 at least 24 hours in advance.



Board of Trustees Meeting

Date: May 12, 2026

Subject: Parks, Recreation, Open Spaces, and Trails (PROST) Master Plan and Community Center Feasibility Study - Draft Presentation

- **Presentation: Billy Cooksey, Parks and Recreation Director and Jason Genk, Project Manager - Berry Dunn**

EXECUTIVE SUMMARY

The Parks, Recreation, Open Space, and Trails (PROST) Master Plan and Community Center Feasibility Study serves as a comprehensive, long-range roadmap to guide Wellington's investment in parks, facilities, programs, and community spaces over the next decade and beyond. Developed in response to sustained population growth and increasing community expectations, the plan is designed to ensure that Wellington can proactively manage change while preserving the high quality of life that defines the community.

Over the past twenty years, Wellington has transformed from a small rural town into a growing and increasingly diverse community of more than 12,000 residents, with continued growth projected. This evolution brings both opportunity and pressure; requiring the Town to balance maintaining its small-town character with the need to expand and modernize its parks and recreation system. Without intentional planning, growth risks may outpace the Town's ability to provide accessible, high-quality amenities and services that meet resident expectations.

This Master Plan represents a proactive and data-driven approach to addressing those challenges. It evaluates existing conditions, identifies service gaps, and establishes a clear set of priorities aligned with community input and the Town's broader strategic goals. The plan is grounded in a robust public engagement process and reflects a shared community vision for a parks and recreation system that is inclusive, accessible, connected, and sustainable.

BACKGROUND / DISCUSSION

The Town of Wellington initiated the Parks, Recreation, Open Spaces, and Trails (PROST) Master Plan and Community Center Feasibility Study in 2025 in partnership with Berry Dunn to proactively plan for the community's continued growth and evolving recreation needs. The plan builds upon prior efforts and aligns with the Town's Strategic Plan (2025-2029), particularly in the areas related to quality of life, community spaces, economic vitality, and responsible growth.

A comprehensive planning process was undertaken to ensure the plan reflects both data-driven analysis and community priorities. This included a full inventory and assessment of existing parks, facilities, programs, and operations; demographic and growth trend analysis; and a community center feasibility study. A statistically valid community survey, stakeholder meetings, public outreach events, and online engagement efforts generated more than 61,000 points of contact, providing a strong foundation for identifying system strengths, gaps, and future needs.



The analysis confirms that while Wellington’s parks and recreation system is performing adequately today, it is increasingly strained by population growth and changing community expectations. Key challenges include limited indoor recreation space, an overreliance on youth sports programming, gaps in trail connectivity, and geographic inequities in access to amenities, particularly highlighted east of Interstate 25 and in developing areas.

At the same time, the planning process highlighted significant opportunities. Residents expressed strong support for expanding recreation offerings, particularly in aquatics, adult wellness, family programming, and community events. The findings of this process also highlighted investing in facilities and infrastructure that enhance connectivity and community interaction. The concept of a multi-use community center, including aquatics, emerged as the most consistently supported major capital investment, along with enhanced trail connectivity throughout the town and regionally, among other key findings.

The draft PROST Master Plan translates these findings into a set of strategic initiatives and prioritized recommendations focused on:

- Enhancing and expanding parks, trails, and facilities
- Diversifying programs and services to better serve all age groups
- Advancing a community center as a long-term capital priority
- Strengthening economic sustainability and cost recovery
- Improving communication, partnerships, and community engagement

The plan is intended to serve as a guiding document for future decision-making, including capital improvement planning, operational strategies, and partnership development. As Wellington continues to grow, implementation of this plan will be critical to ensuring that parks and recreation services remain aligned with community needs, financially sustainable, and reflective of the Town’s vision for a connected and vibrant community.

This document represents a draft of the PROST Master Plan and Community Center Feasibility Study. At this stage in the planning process, feedback from the Board of Trustees is both critical and encouraged to help refine priorities, validate recommendations, and ensure alignment with the Town’s vision, values, and financial capacity. Input received will directly inform revisions and strengthen the final plan prior to formal adoption and implementation.

CONNECTION WITH ADOPTED MASTER PLANS

This action supports the following Town of Wellington Comprehensive Plan goals and strategies:

- Community Cohesion Goal 2 - Ensure that existing and future residential developments contribute to enhancing quality of life.
 - CC Strategy 2.5: Ensure adequate park, trail, and open spaces are added to land use mix as the population grows.
- Community Cohesion Goal 3 - Enhance, maintain, and increase recreational spaces and natural amenities so they can be enjoyed by all ages and abilities.
 - CC Strategy 3.1: Update the 2015 Parks and Trails Master Plan to develop a visionary network of accessible and connected trails and parks.



- CC Strategy 3.2: Develop criteria to create and update the level of service standards for parks and open spaces to ensure public spaces are safe, illuminated, accessible, and clean.
- CC Strategy 3.5: Promote the involvement of community members (of different backgrounds, ages, and abilities) in designing outdoor public spaces that can be enjoyed by all.
- Community Cohesion Goal 4 - Ensure residents and visitors are and feel safe.
 - CC Strategy 4.4: Collaborate with the community to ensure the provision of community spaces to host after school programs and recreational opportunities for the area youth.

This action supports the following Town of Wellington Board Strategic Plan Goals:

- Cultivate Community Spaces
 - Goal 1: Align needs and vision for community spaces.
 - Goal 2: Explore creating a community center.
 - Goal 3: Retain, revitalize and invest in meeting and gathering spaces.
- Ensure Strong Town Operations
 - Goal 1: Communicate strategically to community audiences.

FISCAL IMPLICATIONS

N/A

STAFF RECOMMENDATION

N/A

MOTION RECOMMENDATION

N/A

ATTACHMENTS

1. MP BOT DRAFT Presentation - Packet
2. Wellington-MP-DraftPrint

PROST Master Plan and Community Center Feasibility Study – Draft Presentation

May 12, 2026

Billy Cooksey – Parks and Recreation Director

Eric Henschel – Parks and Recreation Operations Supervisor

JR Clanton – Manager: Berry Dunn



Why This Plan Matters

- Rapid growth
- Rising demand
- Protect quality of life
- Actionable process
- Community needs



Comprehensive
Planning Effort

Data-Drive and
Community-Informed

Identifying Gaps and
Future Needs

Clear Direction for
the Future



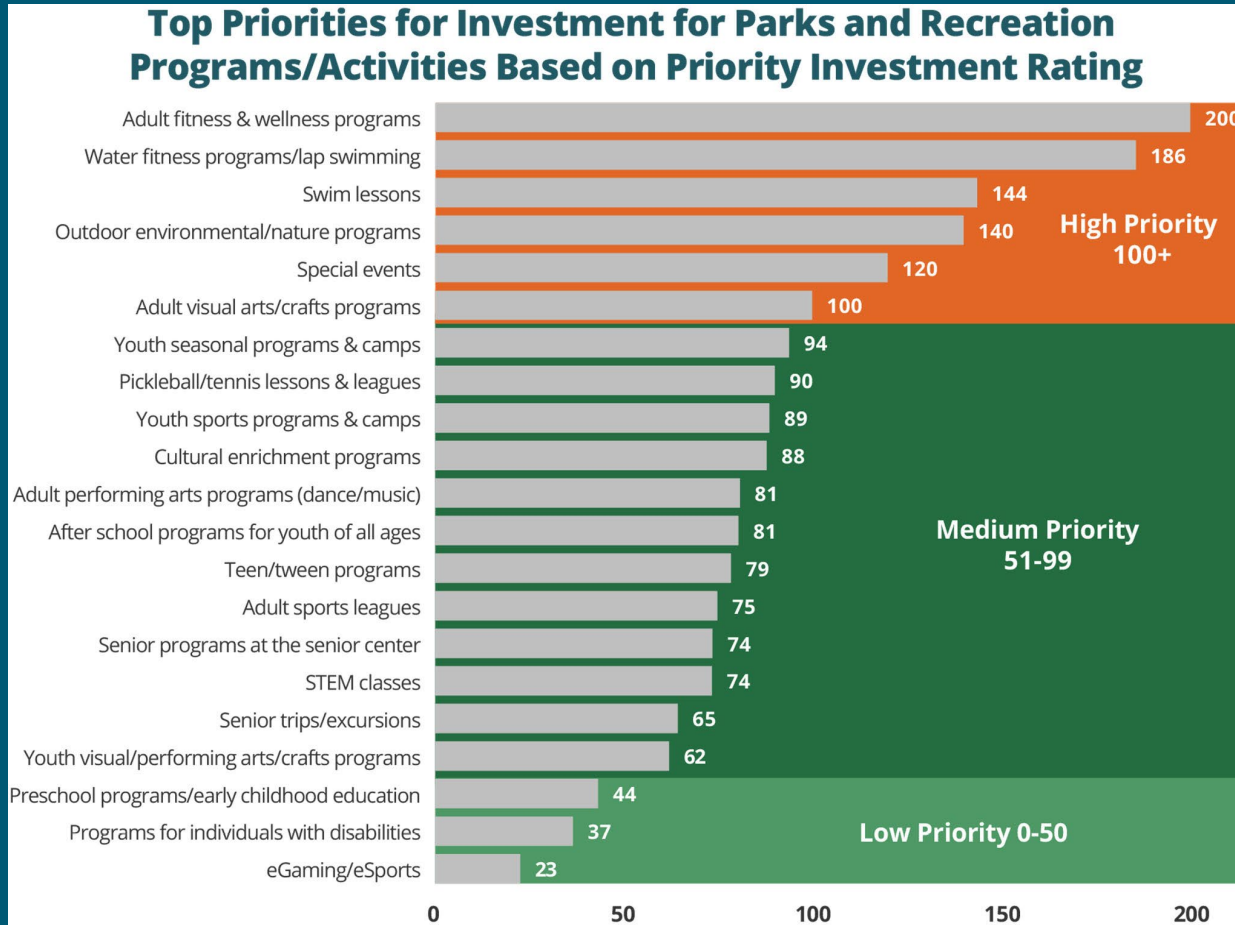
Planning Process



Points of Contact:

Outreach Method	Points of Contact
Social Media (organic)	7,482
Social Media (paid)	45,071
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Project Website	1,051
Pop-Up Engagements	6,309
Community Survey	312
Total	61,846

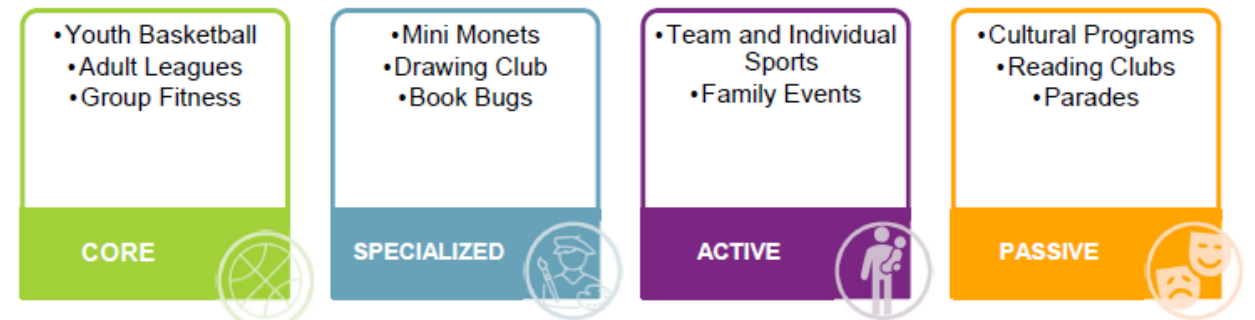
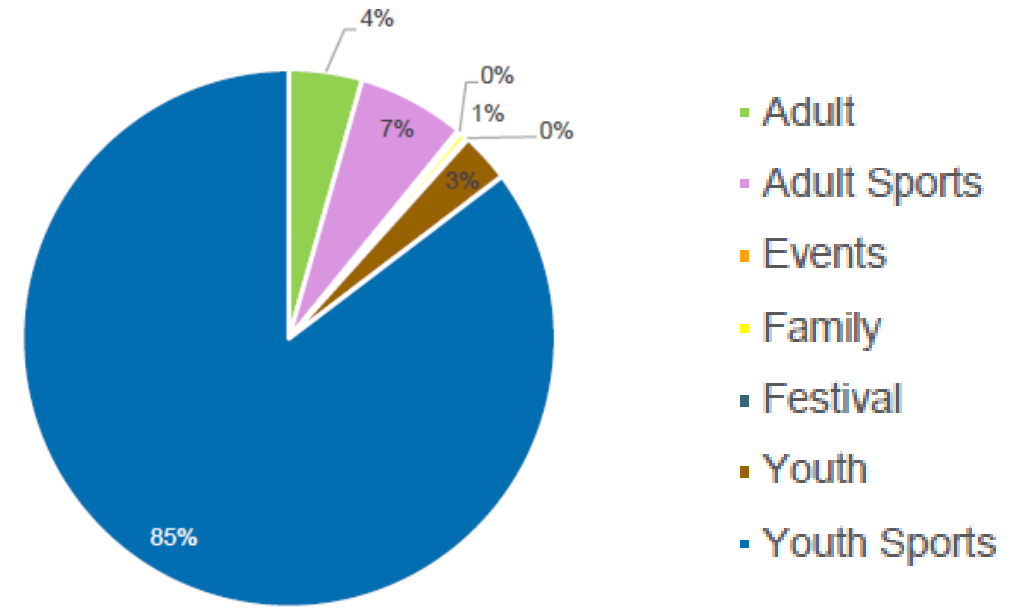
Recreation, Community, and Quality of Life: Top Priorities



- Adult fitness and wellness
- Community pool and aquatics
- Trail connectivity
- Family and cultural events
 - Outdoors, arts/crafts, enrichment

Key Challenges

- Limited indoor space
- Youth sports dominate (85%)
- Trail gaps & barriers
- Equity across town
- Balancing community needs



(Areas to Improve and Address Gaps to Better Serve Community Expresses Interests)

Program Lifecycle Management

Policy and Guideline Goals:

To maintain a balanced, sustainable, and relevant program portfolio

1. Initiation

2. Evaluation

3. Modification

4. Sunsetting

Program Recommendations

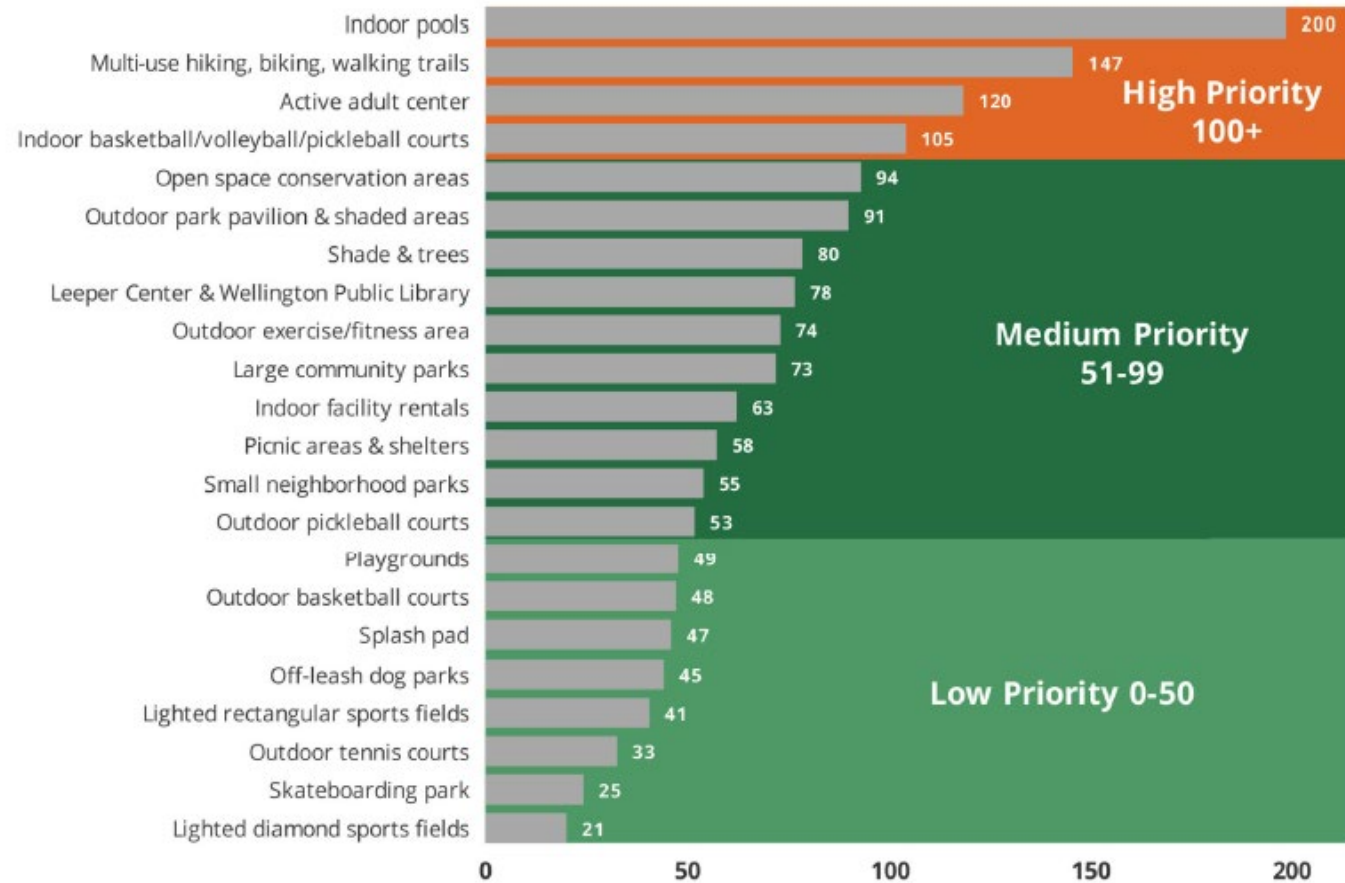
1. Develop Aquatics Portfolio
2. Create Early Childhood and Youth Non-Sports Programs
3. Strengthen Adult Fitness and Wellness Offerings
4. Expand and Formalize Pickleball Programming
5. Increase Family and Cultural Programming
6. Address Geographic and Equity Barriers
7. Diversify Revenue Beyond Sports



Park, Access, and Community Connection

- Aquatics + Fitness
- Flexible indoor community space
- Multi-use trails
- Open Spaces
- Over-reliance on Limiting Infrastructure
 - Leeper Center
 - PSD Schools
 - Boys and Girls Club

Top Priorities for Investment for Facilities/Amenities Based on Priority Investment Rating



The System Today

Level of Service (LOS)

- Strong foundation but underperforming for growing population
- Establishes foundation for investment and prioritization
- Strategic, targeted improvements

Park Distribution and Access

- Most residents have walkable access
- Uneven access to amenities
- Aging amenities reduce effective LOS

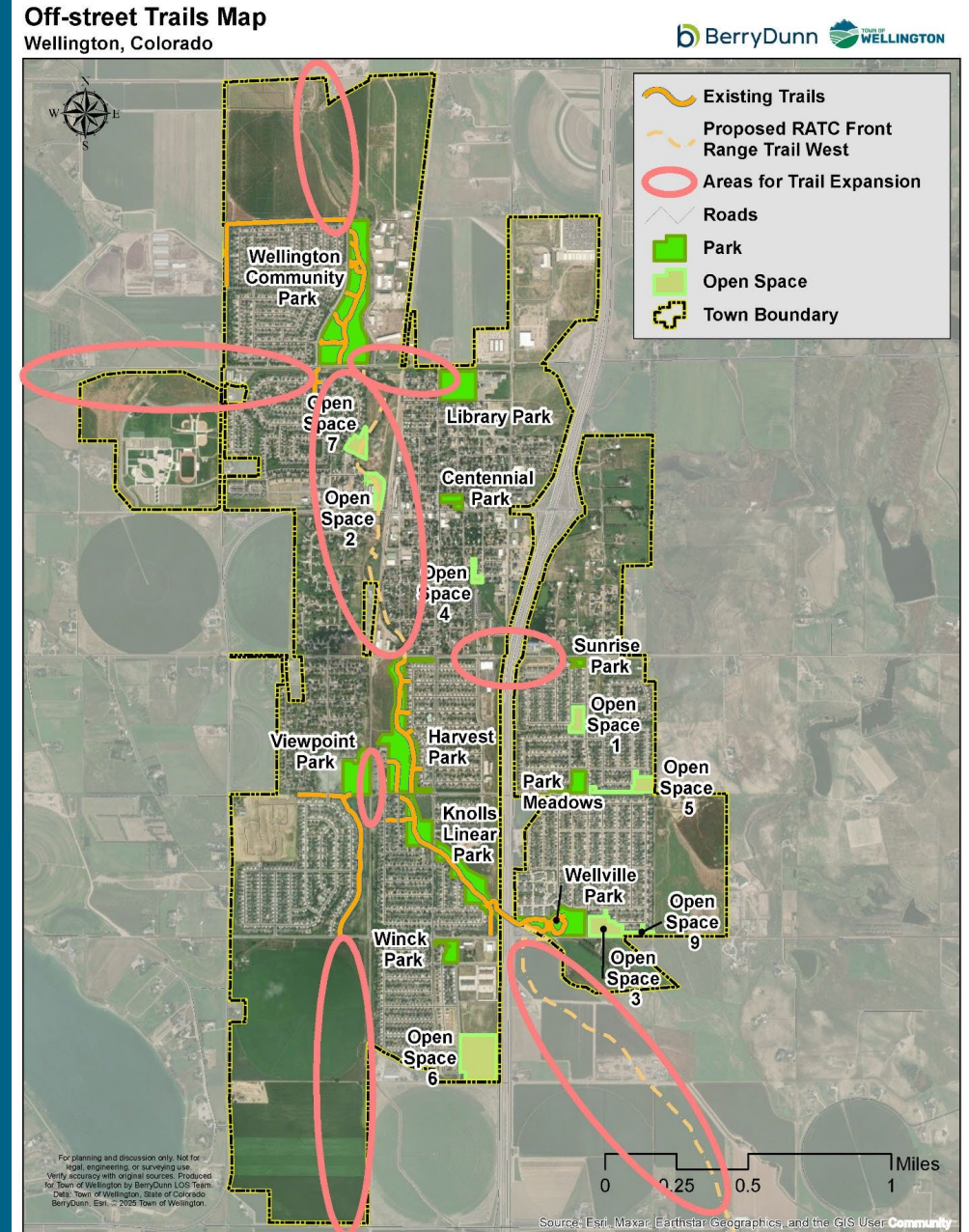
Implications

- Maintaining assets is not sufficient for future demands
- Reinvest in aging parks
- Improved connectivity
- Enhancing quality, not just quantity

Facility	Approx. Acres	Amenity Count	Park Condition
Pocket Parks			
Sunrise Park	0.55	2	Fair
Neighborhood Parks			
Centennial Park	1.58	7	Fair
Library Park	7.98	6	Fair
Park Meadows	2.57	5	Fair
Viewpoint Park	7.79	5	Fair
Winick Park	2.33	3	Fair
Community Parks			
Harvest Park	20.46	5	Good
Wellington Community Park	29.9	27	Good
Wellville Park	10.44	11	Good
Natural Areas			
Knolls Linear Park	17.49	6	Good
Open Spaces			
Open Space 1	2.42	0	Poor
Open Space 2	2.63	0	Poor
Open Space 3	4.32	0	Poor
Open Space 4	0.97	0	Poor
Open Space 5	3.43	0	Poor
Open Space 6	12.5	0	Poor
Open Space 7	2.89	0	Poor
Open Space 9	1.06	0	Poor

Trails and Mobility: Walkability and Gap Analyses

- Limited and fragmented internal network
- Walkability score masks deficiencies
 - Gaps reduce effectiveness
 - Major barriers
- Expansion and connectivity is crucial to support safe, active transportation
 - Strengthen overall access
 - Improve equity
 - Support health, recreation, and growth





Key Findings

- Strong Overall System Performance with Limited Excellence
- Emerging Trail Network with Significant Connectivity Gaps
- Positive Amenity-to-Population Ratios Mask Uneven Distribution
- Park Distribution Leaves Critical Service Gaps
- Balanced Approach to Recreation and Conservation with Limited Activation
- Walking Equity Requires Immediate Attention

Relevant Trends: Takeaways

1. Investment in parks, trails, and recreation supports local economic retention and reduces resident spending leaving Wellington.
2. Providing local recreation options strengthens community competitiveness for residents, businesses, and future growth.
3. Major recreation investments must align with infrastructure capacity, particularly water, utilities, and transportation systems.
4. Phased, coordinated implementation is essential to ensure new facilities are financially and operationally sustainable long-term.

Strategic Initiatives

Improve Organization Vitality

Balance Resources and Services with Evolving Needs

Create a Connected Community



Action Plan with Prioritized Recommendations

1. Parks, Trails and Facilities
2. Programs and Services
3. Community Center
4. Economic Development and Sustainability
5. Community Engagement and Communication



Next Steps: From Plan to Action

- Board feedback
- Refine draft
- Final adoption
- Implementation

“The Town of Wellington stands at a crossroads filled with both challenges and exciting opportunities. With intentional planning, open communication, and community-driven collaboration, Wellington can continue to grow in ways that benefit all residents - now and for generations to come.”

Town of Wellington Parks & Recreation Department

Parks and Recreation System **DRAFT** Master Plan

May 4, 2026

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Why This Plan? Why Now?

With rapid growth occurring in Northern Colorado, Wellington serves as a beacon of “small-town” charm which is beloved by residents, businesses, and visitors alike. The Town continues to be challenged with balancing this great attribute with the impact of ongoing growth. Over the past two decades, the town has grown steadily in population, diversity, and complexity. What was once a small community of fewer than 3,000 residents has become a town of more than 12,000, with continued growth projected in the years ahead. These changes bring opportunity, but they also place new and growing pressure on the systems, services, and spaces that shape daily life.

Decisions made now about the parks and recreation opportunities will shape Wellington’s quality of life for decades to come. Without strategic planning efforts, it is likely that the growth in the community would outpace the town’s ability to evolve and serve its residents, with risk of losing its “small-town” charm.

This Parks, Recreation, Open Space, and Trails (PROST) Master Plan is intended to help the Town make informed decisions that are responsive to the community’s needs. It considers the current parks and facilities, as well as the programs and services the Town provides, to help understand where and how to plan to best meet current and future needs.

The Town of Wellington stands at a crossroads filled with both challenges and exciting opportunities. With intentional planning, open communication, and community-driven collaboration, Wellington can continue to grow in ways that benefit all residents, now and for generations to come.

Growth and Demographic Change

Wellington has experienced steady population growth over the past two decades, increasing from approximately 2,800 residents in 2000 to more than 11,000 residents by 2020, with continued growth projected through 2030. While the pace of growth is expected to be moderate, the community will continue to add residents and households, placing ongoing pressure on parks, facilities, programs, and public spaces.

Demographic trends indicate:

- A gradually aging population, with increases expected among adult, older adult, and senior age groups
- Youth-serving and family oriented amenities will continue to be important as Wellington serves and attracts youth and families
- Schools will need to evolve to meet growing diverse needs (e.g., bilingual education).
- The Northern Colorado region is becoming more diverse. This diversity brings new interests, festivals, restaurants, retails, cultural events, and more.
- Current and new Wellington residents will seek ways to connect with their community and people. Volunteer opportunities with the Town and other local organizations (e.g.,

Harvest Farm – Rescue Mission, service clubs, outdoor stewardships, etc.) will be important to help people make Wellington their home.

These shifts require thoughtful planning to help ensure that parks and recreation services evolve to meet community needs.

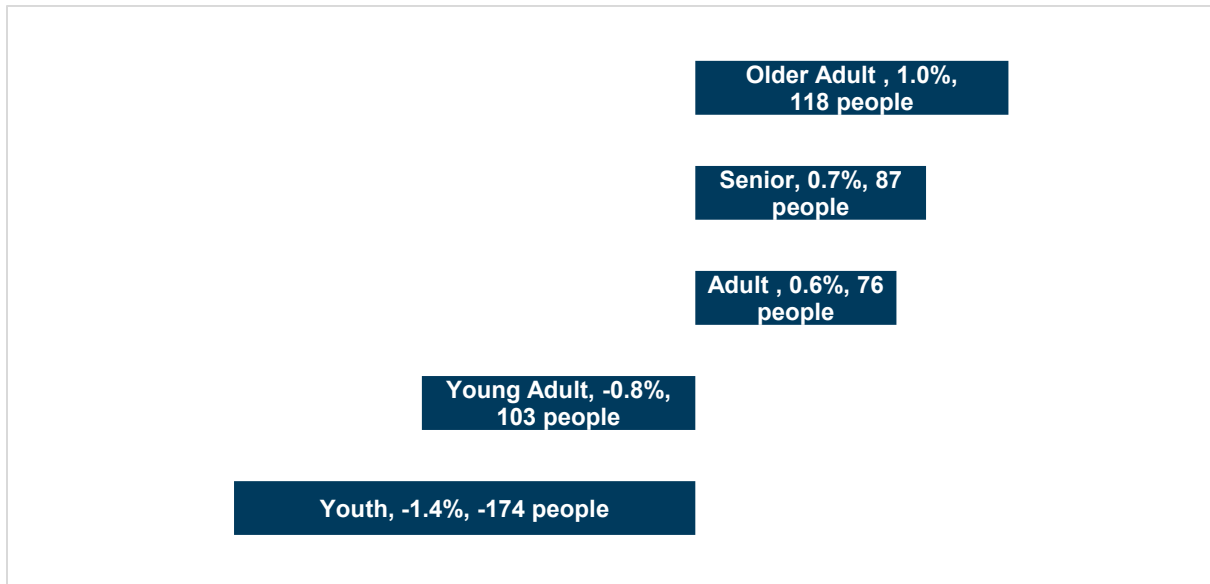
Pressure on Systems and Services

As Wellington continues to grow, the parks and recreation system faces increasing demands:



This plan provides a structured approach for responding to these pressures in a way that is fiscally responsible and aligned with community priorities.

Figure 1: Age Change Over Time (2025 – 2029)



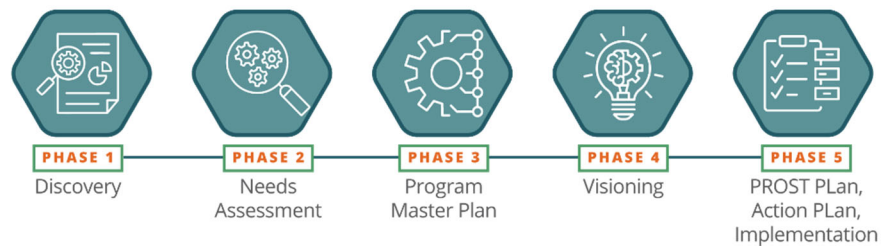
About the Planning Process

In 2025, the Town of Wellington partnered with Berry, Dunn, McNeil & Parker, LLC (BerryDunn) to prepare its PROST Master Plan and Community Center Feasibility Study. The plan was developed to guide future decision-making related to parks, facilities, programs, trails, and open space as the community continues to grow. The process began with a review of existing conditions, including prior plans, park and facility assets, programs, operations, funding, and demographic and growth trends.

Community engagement was a core component of the planning process. Input was gathered through a statistically valid community survey, stakeholder meetings, public input sessions, staff interviews, and an online engagement platform. These efforts were designed to reach a broad cross-section of the community, including residents who might not regularly participate in parks

and recreation programs. Community feedback was combined with data-driven analysis, including a market assessment, park and facility inventory, geospatial analysis, a community center feasibility study and Level of Service (LOS) evaluation, to identify strengths, gaps, and unmet needs across the system.

Building on this foundation, the project team evaluated programs, facilities, and service levels and worked with Town leadership, the PROST Advisory Board, and the Board of Trustees through visioning workshops to establish priorities and long-term direction. The planning process culminated in a set of actionable recommendations to guide future investments and help ensure Wellington’s parks and recreation system remains accessible, equitable, and responsive to community needs.



Alignment With the Town of Wellington Strategic Plan

This PROST Master Plan is informed by the Town of Wellington Strategic Plan Summary (2025 – 2029), which establishes the Town’s vision of honoring its heritage while creating a welcoming and connected community for all. The Strategic Plan outlines priorities that directly align with the role of parks, recreation, trails, and community spaces in supporting quality of life, economic vitality, and effective service delivery.

Grow Responsibly

- Proactively maintain & improve utilities, streets, and built environment.
- Improve housing diversity.
- Advance cohesive & holistic new developments.
- Reinforce & align plans for corridors and jurisdiction boundaries.
- Explore financing options for development

Cultivate and Nurture Community Spaces

- Align needs & vision for community spaces.
- Explore creating a community center.
- Retain, revitalize & invest in meeting & gathering spaces.



- Increase revenues for town facilities.

Foster Economic Vibrancy

- Retain & expand current local businesses.
- Recruit new businesses.
- Identify funding opportunities for economic development.
- Align & develop visions related to economic development.

Ensure Strong Town Operations

- Communicate strategically to community audiences.
- Invest in, retain & hire skilled staff.
- Cultivate effective staff & trustee interactions.
- Ensure safety & security, such as emergency response.
- Improve physical spaces & systems for staff efficiency & collaboration.
- Leverage & expand external relationships.

Voices, Loud and Clear

This Master Plan was grounded in an accessible and thoughtful community engagement process. Residents, stakeholders, and advisory boards participated through multiple methods, providing input that was both broad and statistically valid.

Over 60,000 points of contact were recorded through this process. A “point of contact” refers to every instance in which a unique individual provided documentable evidence of receiving and/or responding to a specific engagement tool (i.e., a recorded comment, an opened email, a piece of direct mail delivered to a residence).



Table 1: Points of Contact

Outreach Method	Points of Contact
Social Media (organic)	7,482
Social Media (paid)	45,071
E-Newsletters (August and September)	1,568
Town Website	53
Project Website	1,051
Pop-Up Engagements	6,309
Community Survey	312
Total	61,846

To encourage participation, a brand for the master plan was developed. The chosen tagline and logo—“Have a Say How you Play!”—celebrated the community’s spirit of welcoming community feedback and seeking direction on Wellington’s quality of life.

Recreation, Community, and Quality of Life

Throughout the planning process, residents consistently described quality of life as one of Wellington's defining strengths and a priority they want to preserve as the community grows. While opinions varied on specific amenities and programs, there was strong alignment around the importance of recreation, events, and opportunities for connection as core components of a thriving community.

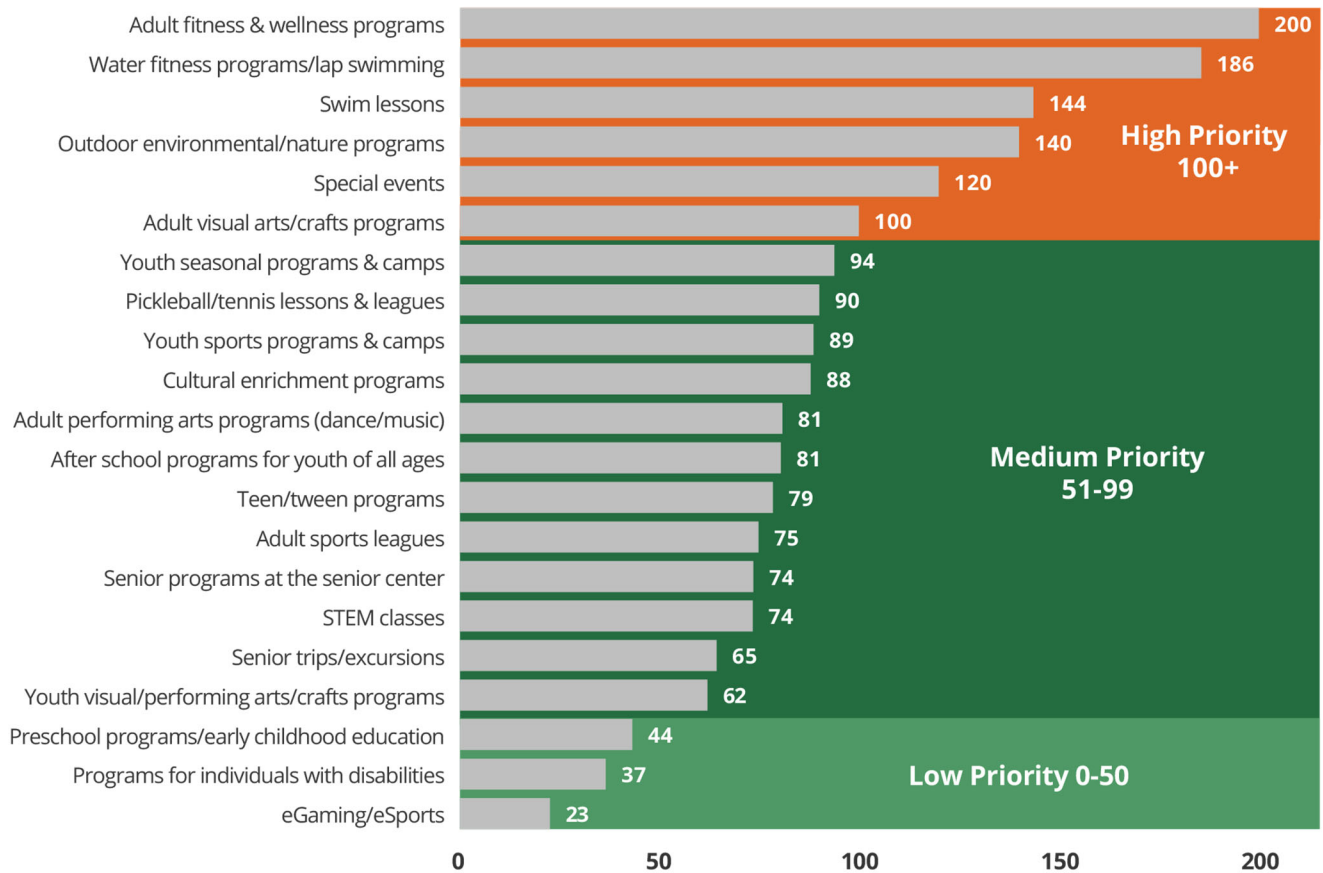
For residents, quality of life is experienced through everyday activities, such as participating in programs, attending community events, spending time in parks, and engaging with neighbors. These experiences shape how people feel about living in Wellington and influence whether the town continues to feel welcoming, connected, and vibrant.

Top Priorities for Investment

To capture an accurate picture of community preferences, BerryDunn partnered with ETC Institute to administer a statistically valid community survey—the gold standard for capturing public needs in a way that accurately represents community demographics. From that survey, ETC developed the Priority Investment Rating (PIR), an objective tool that weighs both the importance residents place on each investment area and the degree to which current needs are going unmet. Together, these measures identify where the gap between what residents value and what the system currently delivers is greatest.

The results point clearly to programs and facilities where demand is high and supply is limited. Top priorities for investment include adult fitness and wellness programs, water fitness and lap swimming, swim lessons, outdoor environmental and nature programs, special events, and adult visual arts and crafts programs.

Figure 2: Top Priorities for Investment in Programs/Activities
Top Priorities for Investment for Parks and Recreation
Programs/Activities Based on Priority Investment Rating

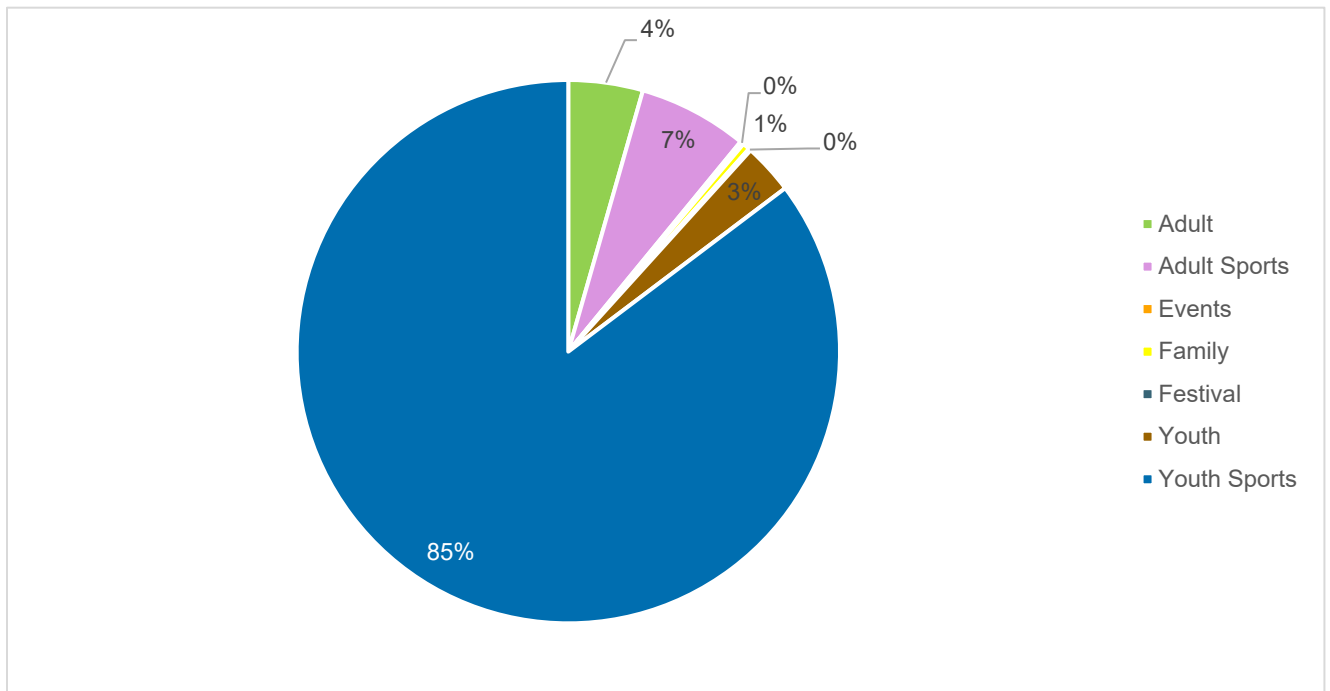


Programs and Activities Offered

While residents value a broad range of recreation opportunities, the data shows that participation is currently concentrated in a relatively narrow set of offerings. This concentration has implications for how equitably quality-of-life benefits are experienced across age groups, interests, and neighborhoods.

The Town of Wellington’s recreation system functions as a core service, with programs delivered across youth, adult, family, and special event categories. However, the Program Assessment indicates that youth sports dominate the current portfolio, accounting for approximately 85% of total program participation.

Figure 3: Percentage of Activities by Program Category



This strong participation reflects the importance of athletics within the community, but it also highlights an imbalance. Survey feedback and program analysis show that youth sports, while valued, are not the most urgent unmet need, suggesting that current offerings might exceed demand relative to other program areas.

By contrast, non-sport programs—including adult fitness, arts and culture, and enrichment opportunities—represent a much smaller share of participation and revenue, despite being repeatedly identified as areas of unmet demand.

Programs and Participation Across Life Stages

An analysis of participation by age group reveals clear patterns in how different residents engage with recreation services. Youth ages 6 – 12 account for the largest share of participants, primarily through sports leagues and camps. Adults and seniors show the strongest engagement in fitness, wellness, and community event offerings, particularly during winter months when indoor programming is available.

Several age groups are consistently underrepresented:

- Early childhood (ages 0 – 5) show limited participation beyond a small number of family programs.
- Teens (ages 13 – 17) demonstrate notably low engagement outside of youth leagues.
- Young adults (ages 18 – 34) participate primarily through adult fitness, adult sports, and events, with limited enrichment options available.

Events, Culture, and Community Connection

Special events play an important role in Wellington’s recreation system, functioning as both recreational offerings and community-building opportunities.

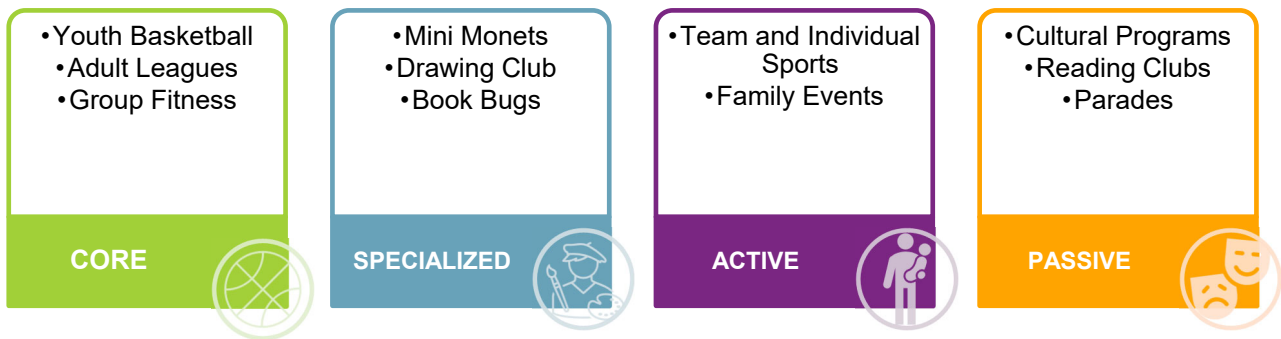
Events currently represent a relatively small portion of overall programming and participation (this current assessment will need to be further evaluated into the future as the Town has limited tools to track all events that take place in Wellington). Family programs and events together account for less than 10% of total program activity, indicating room to expand offerings that engage entire households and foster shared experiences.

Survey feedback reinforces this finding, with residents expressing interest in more cultural programming, festivals, and family-oriented events that go beyond athletics.

Program Balance and Community Needs

When current program offerings are compared with community feedback, several consistent gaps emerge.

Figure 4: Areas to Improve Gaps to Better Serve Community Expressed Interests



The Program Assessment identifies the following areas as priority needs based on survey results and participation data:

- Adult fitness and wellness, particularly year-round indoor options
- Aquatics, including swim lessons, lap swim, and aquatic fitness
- Arts, culture, and lifelong learning programs
- Family and multigenerational programming

At the same time, the analysis notes an overreliance on youth sports, both in participation and revenue generation. This imbalance creates risk if participation trends change. In addition, it limits the system’s ability to serve residents whose interests lie outside athletics.

Program Fee Findings and Recommendations

- Affordable programming has emerged as a key priority for the Wellington community through the engagement process. The department should continue to strike a balance between the cost of delivering services and the prices charged to participants.
- The reduced fee program is currently reaching only a small portion of eligible residents and may benefit from improvements. Requiring applications to be submitted in person can create barriers to access and limit participation. The department should explore other models for fee reduction requests and processing that are used as best industry practices. This may include partnering with a third-party organization to handle applications, which may make the process more accessible and help reduce the stigma often associated with income-based assistance.
- Overall Department revenue per capita is significantly lower than that of peer agencies in the region. Conducting a comprehensive cost-of-service analysis could provide valuable understanding into how the community prioritizes subsidies and user fees.
- Non-residents currently pay the same fees as residents. This is not an industry standard and is particularly challenging in considering the high demand and use of park and recreation amenities and services in Wellington. The department could consider a non-resident fee policy to better align fees with costs to minimize subsidies.
- Wellington community members travel to other nearby communities (e.g., Fort Collins and Loveland) for camps and programs that are not offered or offered with limited access in Wellington. This should be a consideration for new or expanded fee-based offerings by the Department to align with market rates (while emphasizing the cost savings of “playing local in Wellington”).
- Town waiving fees for outside special events should be reconsidered.
- Based on the Town’s 2025 operating budget, direct cost recovery from fees and charges for services is 11%, which is well below industry standards. Interest in new and growing revenue to meet current and future service needs, staffing, and financial sustainability, are supported by the Wellington community to help sustain and grow quality of life. This support should be integrated into strategically establishing fees and also cost recovery of services.

Policies to Guide Program Life Cycle Management

To maintain a balanced, sustainable, and relevant program portfolio, the department should adopt policies that govern the full life cycle of programs:

1. Initiation

- New programs must demonstrate alignment with Department mission and Master Plan goals.
- A pilot phase should be used to test demand, measure participation, and evaluate financial performance.

- Focused considerations should be applied to help ensure accessibility across demographics and neighborhoods.

2. Evaluation

- All programs should be evaluated annually using key performance indicators (KPIs) such as participation rates, cost recovery, equity reach, and community satisfaction.
- Benchmarking against peer communities and NRPA's Commission for Accreditation of Park and Recreation Agencies (CAPRA) standards should be integrated into the evaluation process.

3. Modification

- Programs that show community demand, but low performance might be modified through:
 - Adjusting schedules, pricing, or delivery methods
 - Expanding or narrowing target audiences
 - Relocating programs to facilities that better support participation

4. Sunsetting

- Programs should be phased out when they consistently fail to meet participation, equity, or cost recovery benchmarks, or when they no longer align with community needs or departmental mission.
- A clear communication plan should accompany sunsetting to help participants transition to other offerings.
- Resources freed through sunsetting should be reinvested into new or high-demand programs.

Program Recommendations

The Town of Wellington Parks and Recreation Department is well-positioned with a strong foundation in youth and adult sports, but survey findings, participation data, and revenue trends highlight the need to broaden program diversity. Priorities should include aquatics, early childhood, pickleball, adult wellness, family/cultural programming, and equitable distribution across town. These recommendations align with both Master Plan goals and CAPRA standards by helping ensure programs are inclusive, balanced, and reflective of community needs.

Table 2: Program Recommendations

Recommendation	Action Items
<p>Develop an Aquatics Program Portfolio</p> <p>Survey respondents overwhelmingly identified the lack of a community pool as the top program gap, noting needs for swim lessons, lap swim, and aquatic fitness programs</p>	<ul style="list-style-type: none"> • Pursue planning for a community pool or aquatics partnership with nearby communities. • Begin with seasonal or portable aquatics programs (e.g., contracted swim lessons, water fitness at partner facilities). • Integrate aquatics into long-term facility planning as a core program category.
<p>Create Early Childhood and Youth Non-Sport Programs</p> <p>Current inventory shows limited offerings for children ages 0 – 5, and survey feedback highlighted the need for all-day summer camps and more diverse youth programming beyond soccer, basketball, and baseball.</p>	<ul style="list-style-type: none"> • Introduce early childhood movement, arts, and STEM programs to engage ages 0 – 5. • Provide all-day camp models for school breaks and summer to support working families. • Create youth leadership and service programs to engage teens (ages 13 – 17), a group with very low participation in the data.
<p>Strengthen Adult Fitness and Wellness Offerings</p> <p>Adults and seniors (ages 45 – 64 and 65+) show strong engagement in fitness and wellness programs (e.g., yoga, group exercise). However, feedback emphasized the need for more flexible scheduling and variety.</p>	<ul style="list-style-type: none"> • Indoor group fitness classes year-round (e.g., strength training, dance fitness, tai chi) are a key priority for the community and should be provided. However, current indoor facility access and availability limit the ability to meet community demands. • Pilot low-impact wellness programs for older adults (e.g., aquatic fitness once pool access is secured). • Offer flexible times (early morning, evening, weekends) to accommodate working adults.
<p>Expand and Formalize Pickleball Programming</p> <p>Pickleball was the most frequently mentioned program request in the survey. Residents specifically asked for dedicated indoor and outdoor courts with permanent net.</p>	<ul style="list-style-type: none"> • Continue offering drop-in, leagues, and tournaments, but relocate them to dedicated facilities as soon as possible. • Partner with schools or regional providers to provide indoor winter pickleball. • Market pickleball as a core lifelong sport program, like basketball and soccer.
<p>Increase Family and Cultural Programming</p> <p>Family programs are underrepresented (only 5.4% of inventory). Survey respondents requested cultural events, music, food festivals, and family-friendly recreation opportunities.</p>	<ul style="list-style-type: none"> • Introduce monthly family programs (family movie nights, family fun runs, parent/child fitness). • Expand cultural festivals and arts programming to complement sports-heavy offerings. • Tie special events (parades, festivals) to ongoing programs, creating pathways from one-time participation to year-round engagement.

Recommendation	Action Items
<p>Address Geographic and Equity Barriers Heat map analysis shows lower participation east of I-25 and at the town's edges. Survey results confirmed residents feel underserved in these areas.</p>	<ul style="list-style-type: none"> • Explore satellite programming (pop-up fitness, mobile recreation vans, or temporary leagues) in underserved neighborhoods. • Plan future facilities with equity in mind, prioritizing east side access. • Enhance trail connectivity to make it easier for residents to walk or bike to programs.
<p>Diversify Revenue Beyond Sports Revenue analysis (2022 – 2025) showed that sports account for over 90% of program revenues, while activities contribute less than 10%. This creates a financial risk if sports participation declines.</p>	<ul style="list-style-type: none"> • Build out fee-based arts, enrichment, and wellness programs to diversify revenue. • Pilot higher-value adult programs (e.g., cooking classes, workshops, travel clubs) to broaden appeal. • Consider a tiered pricing model with scholarships to balance equity and cost recovery.

Parks, Access, and Community Connection

The Town of Wellington Parks and Recreation Department manages a parks system spanning 131.3 acres across 18 locations, serving approximately 12,432 residents in a growing Front Range community. Across this system, a variety of spaces already function as community gathering places—hosting programs, events, and everyday use. Multipurpose rooms, parks, school facilities, and outdoor athletic spaces are heavily relied upon to deliver recreation services, and their consistent use reflects the value residents place on accessible, shared spaces.

At the same time, community engagement and program analysis point to real limitations within the existing system. Indoor capacity, flexibility, and multigenerational gathering space are among the most significant gaps, and in several cases, program demand outpaces the availability or suitability of the spaces needed to support it.

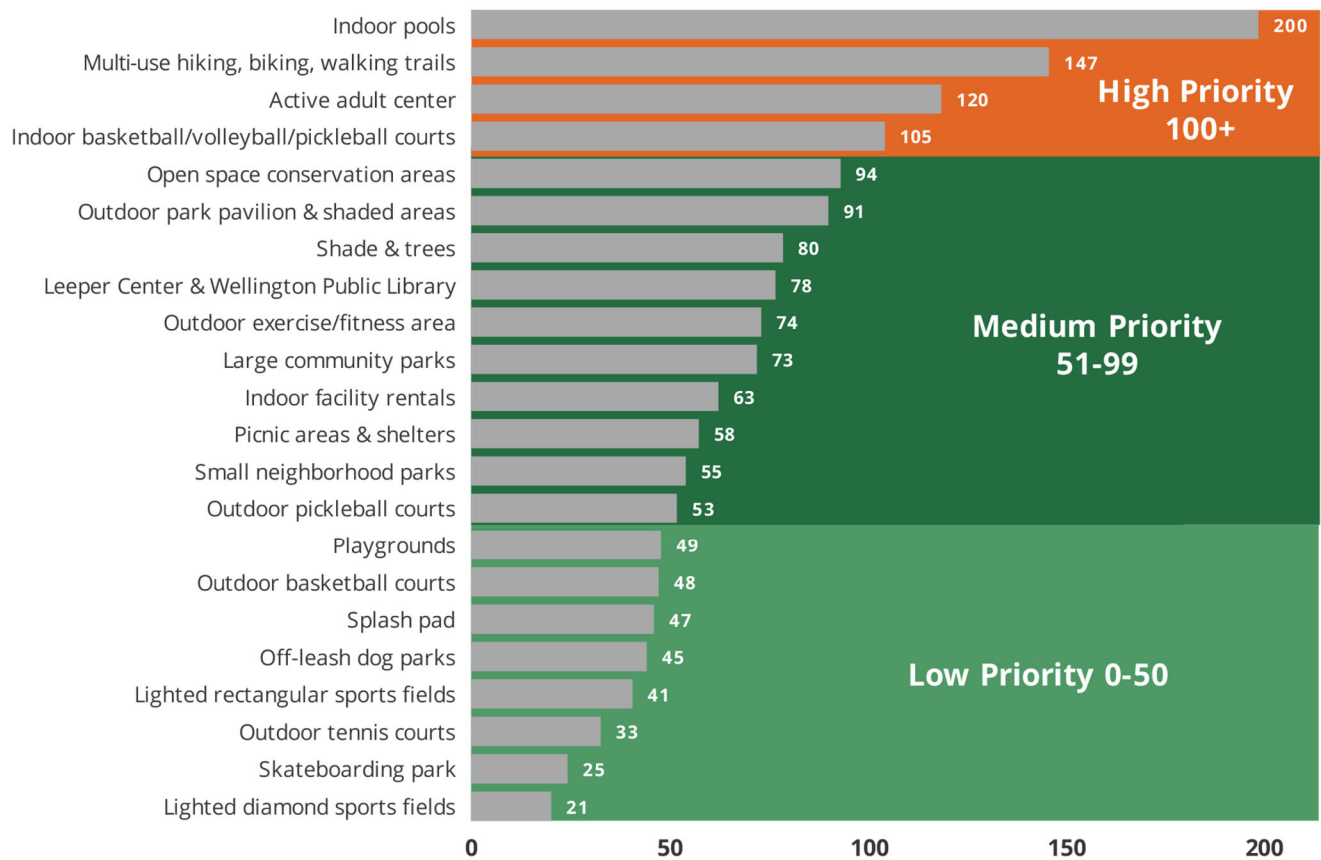
The Town's primary indoor recreation facility resource is the Leeper Center. It continues to play an important civic role in Wellington by bringing together library services, senior programming, and community meeting functions within a single facility. While the building remains operational and serviceable, it is increasingly limited by its age, has a dated interior environment, does not have enough space for demands, and lacks flexible space to support a broader range of community programs and users. As Wellington continues to grow, the facility no longer fully aligns with the service expectations, space needs, and user experience typically associated with a modern community center.

The Town otherwise relies on partnerships and other providers for indoor facility use. This is highlighted by the Poudre School District (PSD) and Boys and Girls Club. While these efforts are helping meet community needs, they also come with many limitations (e.g., other partner needs, facility policies, operations support, etc.). Even when combined, the Town's and partner's efforts are unable to meet the community's highest priorities and general needs in parks and recreation in Wellington.

Community input clarifies residents’ priorities for the parks and recreation system. The Priority Investment Rating (PIR), derived from the community survey, identifies the highest-priority facility investments as indoor pools, multi-use hiking, biking, and walking trails, an active adult center, and indoor courts for basketball, volleyball, and pickleball. These priorities reflect a community that values both active recreation and connected, accessible spaces—and they provide a clear direction for the investments and improvements outlined in this chapter.

Figure 5: Top Priorities for Facilities/Amenities

Top Priorities for Investment for Facilities/Amenities Based on Priority Investment Rating



During pop-up engagements, the following reasons for park use were identified as the following:

- To move – by walking, running or biking
- To play – using playgrounds or splashpads
- To enjoy community – going to events
- To be with family – gathering and spending time
- To be active – participate in sports or athletics

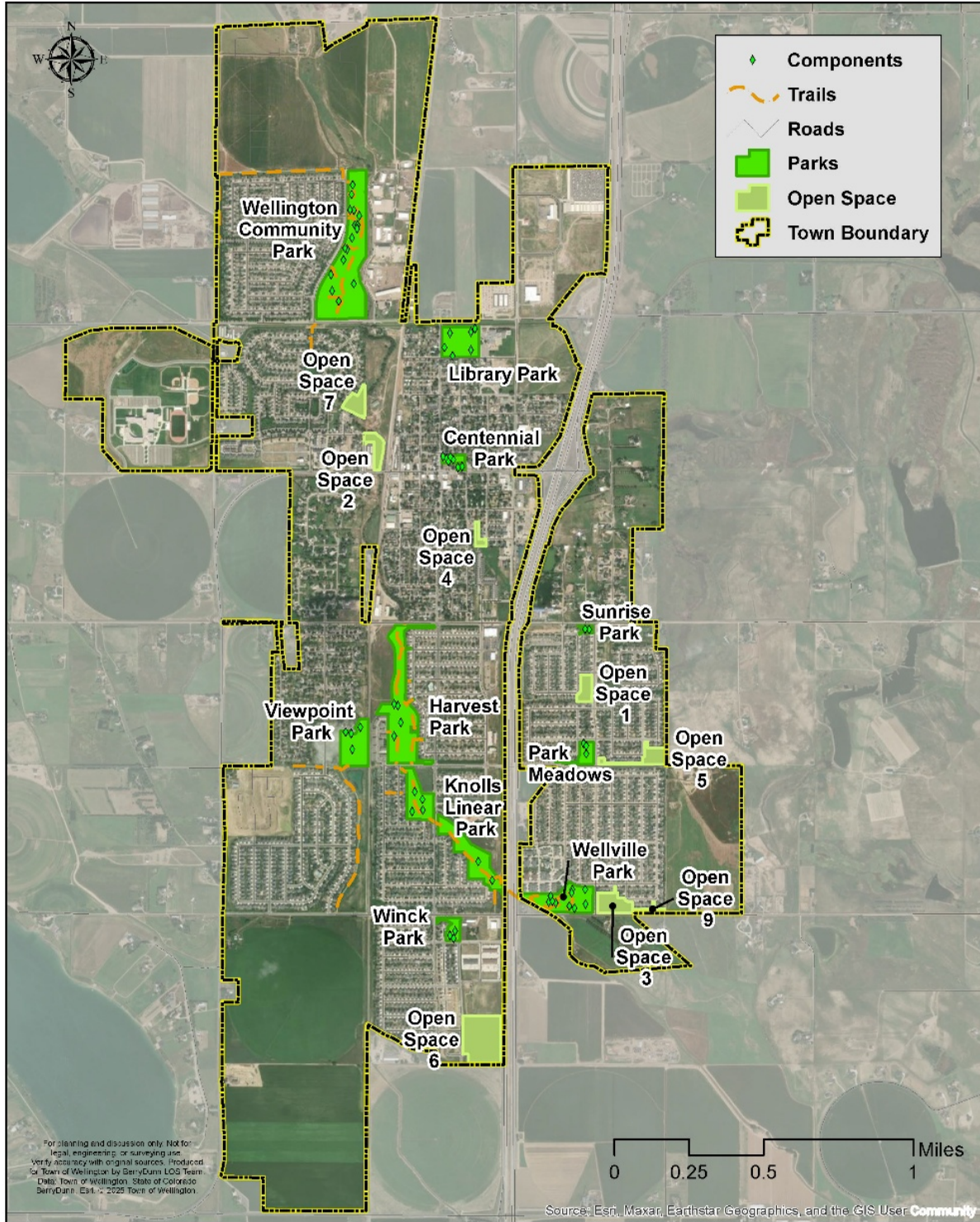
Inventory and Level of Service

This park inventory and Level of Service analysis provides a baseline for evaluating service levels and guiding future investments. Although the Department has worked diligently to maintain and expand its offerings, Wellington's parks system is underperforming relative to the needs of a rapidly growing population.

This analysis examines spatial distribution, amenity conditions, and service gaps to guide strategic planning and capital decisions. Combined with community feedback and demographic trends, the findings underscore the urgency for bold, targeted investment to close these gaps and help ensure Wellington's parks system evolves to support health, equity, and quality of life. Figure 5 provides a system inventory map that shows the relative size and distribution of existing parks and recreation facilities.

Figure 5: Park System Map

Parks and Recreation System Map
Wellington, Colorado



Park Classification System

To organize Wellington's parks and recreation facilities, parks are classified to create a system of related facilities that can be compared more easily. Some facilities could be placed into more than one classification but are placed in the classification that meets the broadest definition. The following classifications are guided by NRPA, industry best practices, and aligned specifically to the Wellington system.

Pocket Park (≤1 Acre)

These green spaces serve immediate neighborhoods with basic recreational amenities in compact settings. Sunrise Park (0.56 acres) exemplifies this classification, providing a small playground and seating area within walking distance for nearby residents. Pocket parks are designed for easy use by families with young children, offering safe, accessible play opportunities without the need for driving or parking. While limited in scope, these small parks serve as important play spaces and provide essential green space in neighborhoods.

Neighborhood Park (1 – 10 Acres)

These parks form the backbone of Wellington's system, providing essential play areas, courts, and gathering spaces. Centennial Park (1.58 acres), Library Park (7.98 acres), and Winick Park (2.33 acres) exemplify this category, offering playgrounds, basketball courts, shaded picnic spaces, and walking paths. Most are centrally located near residential neighborhoods, supporting walkable access, often without the need for dedicated parking.

Community Park (>10 Acres)

Large parks—such as Wellington Community Park (29.90 acres), Wellville Park (10.44 acres), and Harvest Park (20.46 acres)—provide a variety of amenities, including diamond fields, multipurpose turf, destination playgrounds, shelters, event spaces, disc golf courses, and aquatics. These regional destinations serve broader population segments and support large-scale events, programming, and active recreation.

Wellington Community Park: Wellington's Flagship for Family-Centered Recreation

Wellington Community Park stands as the crown jewel of the town's parks system, demonstrating how thoughtful design can create spaces that serve all ages and abilities. At nearly 30 acres, this flagship facility combines active recreation with community gathering spaces, featuring the town's only destination playground, a splash pad, and a large dog park. This great space features heavy usage which has created major repair needs. Reinvestment into the crown jewel of the system will be critical.

Community engagement drives the park's success. Local families regularly participate in volunteer project days, seasonal programming, and special events that bring neighbors together. The park's inclusive design, accessible playground equipment, and multiuse open turf areas help ensure that residents with diverse needs can enjoy quality recreation close to home.

The park's splash pad provides relief during hot summer months, while play areas offer age-appropriate challenge and discovery for children from toddlers to school-age. Expansive turf areas accommodate everything from family picnics to youth sports practice, while the dog park creates a dedicated space for four-legged friends.

With walking loops, shaded seating, and flexible event spaces, Wellington Community Park exemplifies how strategic investment in signature facilities can anchor neighborhood identity while providing exceptional recreational value for the entire community.



Natural Areas and Open Spaces

Natural linear parks and open space areas, such as Knolls Linear Park (17.49 acres), emphasize resource stewardship by providing environmental education opportunities and trails and preserving native habitats. The other eight designated open spaces in Wellington, which together cover more than 30 acres, offer no active recreation opportunities but support passive recreation and play a vital role in wildlife habitat, flood control, and stormwater management throughout the community. These areas are not maintained as recreational open space and are managed by the Department of Public Works.

Table 3 summarizes the number of identified properties in each classification and their approximate acreage.

Table 3: Park Inventory by Classification

Classification	Sites	Total Acres
Pocket Park	1 park	0.55
Neighborhood Park	5 parks	22.26
Community Park	3 parks	60.79
Natural Area/Linear Park	1 park	17.49
Open Space	6 areas	26.63
Total System	16 locations	127.73

Wellington Parks and Recreation Development Standards

This park inventory and Level of Service analysis is an important component of Wellington’s 2026 Parks, Recreation, and Open Space (PROST) Plan. This strategic planning process included community, partner, and town input. This plan should be utilized to provide guidance and direction in the future of Wellington.

To help ensure consistency, quality, and equitable access across all existing and future parks and recreation projects, Wellington should adopt the following standards based on National Recreation and Parks Association (NRPA) best practices, tailoring them to local priorities. These standards apply to town-led projects and should also be communicated to developers, schools, and partner organizations.

Inventory and Assessment

The Department maintains a variety of amenities across its park system. In summer 2025, each amenity was assessed based on condition, size, site, and overall quality during thorough field evaluations. After the on-site assessment, BerryDunn created an overview of each facility, including site-specific scorecards and inventory maps. These were presented to the Department in the form of an atlas for approval before proceeding with further analysis.

Amenity Scoring

An amenity is any feature—such as a playground, picnic shelter, athletic field, court, trail node, or gathering space—designed to help people exercise, socialize, and support their physical, mental, and social well-being. The Department maintains 61 outdoor recreation amenities across its park system.

Table 4: Wellington Amenity Scores Versus National Data Set

Wellington Component Scores		National Data Set Scores Target Levels	
Scores	%	Scores	%
0 (non-functioning)	0%	0	3%
1 (below expectations)	4%	1	10%
2 (meets expectations)	94%	2	79%
3 (exceeds expectations)	2%	3	8%

While 96% of Wellington’s amenities meet or exceed expectations, the distribution reveals a lack of high-performing assets: only 2% scored in the “exceeds expectations” category compared to 8% nationally. This suggests limited investment in premium features or contemporary design. Additionally, 4% of amenities fell below expectations, signaling deferred maintenance or outdated infrastructure that requires prompt attention. These deficiencies are detailed in Table 5 and should be prioritized for improvement to help ensure the system remains competitive and responsive to community needs.

Table 5: Wellington Amenities Not Meeting Expectations (Score of 1)

Facility	Component	Description
Centennial Park	Basketball Court	This is a narrow, fenced asphalt court with significant cracking, uneven surfacing, and poor playability. The condition limits usability and poses safety concerns.
Centennial Park	Playground	This play structure features aging equipment that are a present safety concern. Its small size also limits its functionality and makes it inadequate to support the larger events regularly held at Centennial Park.
Centennial Park	Skate Park	The skate park has deteriorating concrete and wooden elements and does not meet standards for skate parks. The location is not ideal (e.g., lacks complimentary and supporting amenities; not a key destination location for age group).
Wellington Community Park	Batting Cage	These outdated batting cages have rusted frames, torn netting, and evidence of long-term deferred maintenance. As constructed, cages are only available seasonally, making this amenity a high-cost/low-return investment.
Wellington Community Park	Bike Course	This roughly constructed jump course has eroded surfaces, exposed hazards, and no official signage or safety measures. The lack of design standards discourages use and creates liability.
Library Park	Open Turf	This park has known, costly, irrigation issues and needs renovation to improve quality of the park as a whole.

Facility	Component	Description
Viewpointe Park	Playground	This play structure is very old and at the end of its life. It supports a lot more use than it was designed for and badly needs an upgrade to support the surrounding community.

These findings highlight specific deficiencies that require attention to maintain system quality. Targeted upgrades at these sites, particularly addressing aging play equipment, sports facilities, and structural components, are essential to help prevent further decline. Regular, proactive maintenance combined with selective reinvestment will sustain high standards across Wellington’s park system and improve safety, usability, and the overall recreation experience for residents.

Parks Ratings

To better understand park conditions and guide future investments, each site was evaluated based on key amenity performance and core criteria that shape the user experience. Ratings considered the availability of supporting features such as restrooms, drinking fountains, seating, parking, and shade, which enhance comfort and accessibility. A standardized Good, Fair, Poor scale provided consistency and clarity across the system.

- **Good:** All key amenities such as picnic shelters, restrooms, playgrounds, splash pads, and sport courts are present, well maintained, and functional. Facilities are clean, safe, and free from visible damage.
- **Fair:** Most amenities are present, but one or two show signs of wear or need minor repairs. Facilities might lack modern features or experience occasional maintenance issues.
- **Poor:** Multiple amenities are missing, non-functional, or in disrepair. Conditions might include outdated structures, safety concerns, or insufficient amenities.

All of the developed park sites meet a baseline level of quality and functionality. The eight unmaintained open spaces have scored Poor in this recreation analysis, as they are not used for or intended for recreation.

Table 6: Park Scores

Facility	Approx. Acres	Amenity Count	Park Condition
Pocket Parks			
Sunrise Park	0.55	2	Fair
Neighborhood Parks			
Centennial Park	1.58	7	Fair
Library Park	7.98	6	Fair
Park Meadows	2.57	5	Fair
Viewpointe Park	7.79	5	Fair
Winick Park	2.33	3	Fair
Community Parks			
Harvest Park	20.46	5	Good
Wellington Community Park	29.9	27	Good
Wellville Park	10.44	11	Good
Natural Areas			
Knolls Linear Park	17.49	6	Good
Open Spaces			
Open Space 1	2.42	0	Poor
Open Space 2	2.63	0	Poor
Open Space 3	4.32	0	Poor
Open Space 4	0.97	0	Poor
Open Space 5	3.43	0	Poor
Open Space 6	12.5	0	Poor
Open Space 7	2.89	0	Poor
Open Space 9	1.06	0	Poor

Trail Connectivity

Wellington’s trail system provides important connections between parks, open spaces, and community destinations, but the network remains fragmented and lacks the cohesion needed for town-wide accessibility. Anchored by the Knolls Linear Park natural corridor, the system currently offers just over 1 mile of hard-surface trails, which is insufficient for a growing community that prioritizes active transportation. While these trails wind through native grasslands and creekside environments, gaps in connectivity limit their functionality.

Additional paved paths at Wellington Community Park provide accessible routes within the park and connect to nearby neighborhoods. However, these segments operate largely in isolation

and do not form a continuous network. Other parks contain internal trails or short connectors, but these are underutilized because they fail to integrate into a larger system.

Three dedicated loop walks at Harvest Park, Wellville Park, and Wellington Community Park offer safe, family-friendly circuits, yet they primarily serve recreational purposes rather than practical mobility. Numerous trail access points exist, but without strategic links, residents face barriers to reaching key destinations on foot or by other forms of multi-modal transportation (e.g., bicycle, wheel-chair, scooters, skate boards, etc.).

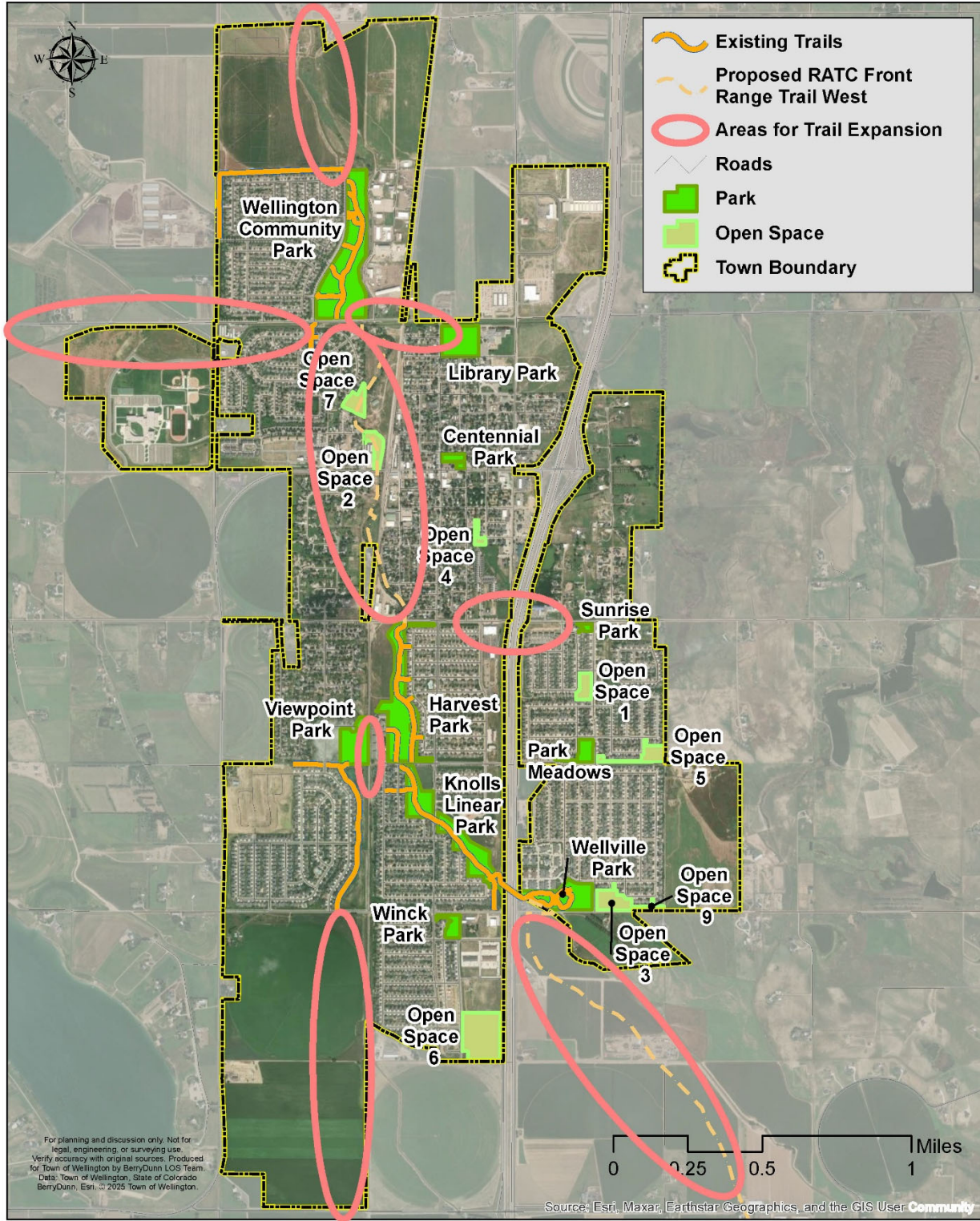
Critical Gaps and Opportunities

The current network does not adequately support walkability or car-free travel for daily errands, school access, or Main Street connectivity. To address these shortcomings, Wellington must prioritize strategic connections that unify isolated segments, eliminate major barriers, and connect into regional trail systems. Figure 6 illustrates the existing off-street trail network and highlights urgent opportunity areas, including:

1. Integrating mobility and connectivity planning throughout town, county, and partner transportation planning initiatives to maximize success. Quality transportation opportunities, especially those that maximize diverse offerings, are highly desired for residents, businesses, and visitors attracted to the Colorado lifestyle.
2. Extending the north-south trail between Wellington Community Park and Harvest Park, continuing the proposed Regional Active Transportation Corridor (RATC) and Front Range Trail West.
3. Extending the trail out of town to the north toward Wyoming, west to the foothills, and southwest toward Fort Collins, contributing to important regional systems.
4. Creating a safe pedestrian overpass or underpass near Interstate 25 and Jefferson Avenue, similar to the connection between Wellville and Knolls Park.
5. Developing pedestrian infrastructure to link Viewpoint Park with Harvest and Knolls Parks, enabling safe passage across the railroad tracks.
6. Creating safe pedestrian routes that connect parks, the town center, and nearby schools, which are presently divided by Highway 1, Cleveland Avenue, I-25, and the railroad.
7. Pursue new and enhanced opportunities to improve safe and accessibility mobility of Third Street as a main north/south community connector. Third Street is highly visible, utilized, and an important connector and should be considered for the diverse needs of the community (e.g., connections to schools, businesses, parks, downtown, etc.). A hybrid approach to serve various transportation modes/interests should be considered for integration into transportation planning (which is likely not feasible with a traditional trail consideration).

Figure 6: Off-Street Trails Map

Off-street Trails Map
Wellington, Colorado



For planning and discussion only. Not for legal, engineering, or surveying use. Verify accuracy with original sources. Produced for Town of Wellington by BerryDunn LOS Team. Data: Town of Wellington, State of Colorado, BerryDunn, Esri. © 2025 Town of Wellington.

Source: Esri, Maxar, Earthstar Geographics, and the GIS User Community

Level of Service

To evaluate Wellington's Level of Service, BerryDunn analyzed the availability, quantity, and spatial distribution of parks and amenities. By integrating the system inventory with GIS mapping, this assessment visualizes park locations, service areas, and connectivity across the town.

Benchmark Analysis

NRPA benchmarks frame parkland provision by population. Wellington's parks system comprises **127.73 acres and serves 12,432 residents**, yielding **10.27 acres per 1,000 residents**. When compared to other similarly sized agencies serving fewer than 20,000 residents, this figure is slightly below the NRPA median of 12.6 acres per 1,000 people. However, While Wellington's compact suburban form allows for robust service despite the lower acreage, considerations should be made to bring the total acreage up to per 1,000 citizen standards to align with community needs.

Key amenity-to-population ratios meet or surpass national medians:

- **Playgrounds:** Eight total, one per 1,554 residents
- **Sports Courts:** Nine total, one per 1,381 residents
- **Sports Fields:** Nine total, one per 1,381 residents

Wellington's compact layout and existing trail network provide important recreational connections, but the system remains disjointed and limited in scope. The Knolls Linear Park corridor, paved loops within community parks, and multiple trail access points offer walkable routes through neighborhoods and beyond formal park boundaries. These connections help most residents reach green spaces and amenities on foot or by bike, supporting Wellington's current service levels. However, gaps in connectivity and the absence of continuous routes reduce the network's potential to fully support safe, active transportation and daily mobility.

Future Park Access

Wellington's future development strategy must prioritize improved park access to keep pace with rapid growth. Extending multiuse trails and converting underutilized open spaces into active recreation hubs are essential steps toward meeting community needs. Town-owned properties in the east and south represent the most significant opportunities for expansion, offering adequate space for neighborhood parks that include playgrounds, sports courts, and community gathering areas to serve emerging residential areas.

In addition, strategic pocket parks should be considered in higher-density neighborhoods where walkable green space is currently lacking. These targeted investments would address service gaps and provide essential amenities while maintaining Wellington's commitment to environmental stewardship through thoughtful site design.

Future development of these properties, combined with new trail connections linking them to existing parks such as Wellington Community Park and Knolls Linear Park, is critical to creating an integrated network that serves all residents. Without these improvements, gaps in access and connectivity will persist, limiting the system's ability to support walkability and equitable recreation opportunities. Proactive planning now will help ensure Wellington remains a connected, livable, and

Table 7: Park Metric Analysis

Types of Facilities Existing in Wellington	Percentage of Agencies Offering This Facility	NRPA Median Number of Residents per Facility	Wellington Quantity	Wellington Residents Per Facility	Needed to Meet NRPA Median 2025
Playground	93%	1,990	8	1,554	0
Diamond Field	85%	1,833	6	2,072	0
Basketball Court	84%	4,366	3	4,144	0
Rectangular Field	83%	2,493	3	4,144	1
Tennis Court	72%	3,074	2	6,216	2
Dog Park	68%	10,327	2	6,216	0
Skateboard Parks	46%	11,284	1	12,432	0
Pickleball Overlay	42%	3,390	4	3,108	0
Splash Pad	23%	12,756	1	12,432	0
Disc Golf Course	20%	11,079	1	12,432	0

This analysis reveals that Wellington’s park system performs well compared to national benchmarks, but it also highlights areas where the system falls short of meeting median service levels. While counts for amenities such as playgrounds, diamond fields, basketball courts, and overlay pickleball courts currently meet or exceed NRPA medians, other facility types show notable gaps. For example, Wellington provides only two tennis courts, both of which have pickleball lines permanently painted over and are ineligible for tournament play. The community is short two tennis courts to align with the NRPA median. Similarly, rectangular fields are underrepresented, with one more needed to meet NRPA’s median.

Although dog parks and disc golf courses exceed national medians, the limited number of tennis courts and rectangular fields suggests uneven distribution of amenities and potential constraints on programming. These deficiencies will become more pronounced as the population continues to grow, underscoring the need for targeted investments in underrepresented facilities. Addressing these gaps in the near future will help Wellington maintain balanced service levels and equitable access to recreation opportunities across all neighborhoods.

Walkability Analysis

The NRPA's 10-minute walk metric is a widely recognized benchmark that recommends all residents live within a 10-minute walk (approximately 0.5 miles) of a park or green space. This standard promotes equitable access to recreation and nature for all community members.

Pedestrian barriers, such as highways, major streets, railroads, and natural features like rivers, impact walkable access. Figure 7 denotes zones created by these pedestrian barriers. In Wellington, key barriers include Interstate 25, the BNSF Railway Front Range Sub, and others, which create distinct zones of accessibility.

Figure 8 illustrates walkable access to outdoor recreation in Wellington using a 10-minute walk (0.5-mile) service area while accounting for pedestrian barriers. Darker orange areas indicate greater access to parks, while unshaded areas fall outside the 10-minute walk range. This analysis helps assess the distribution of parks and the equity of access across the community. **Most residents (98%) can reach outdoor recreation within a 10-minute walk, reflecting exceptionally well-distributed park resources.**

Figure 7: Pedestrian Barriers

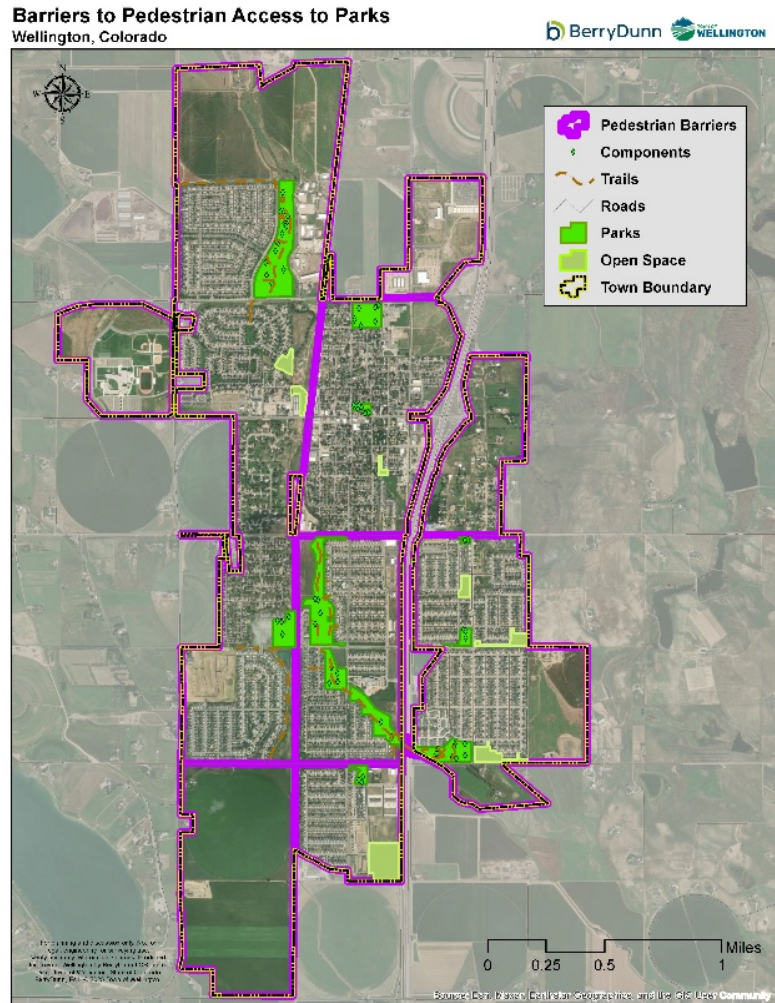
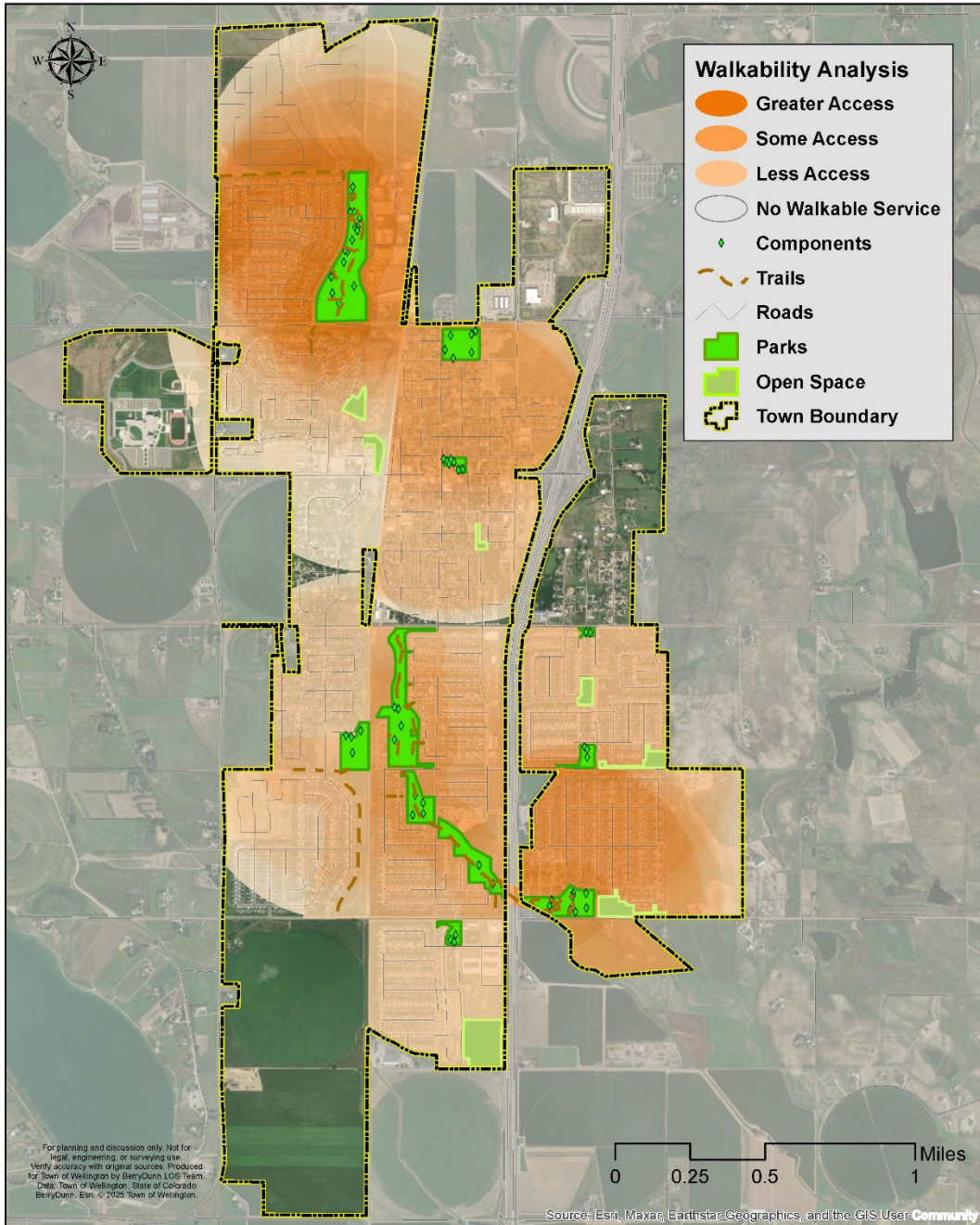


Figure 8: Walkable Access to Parks

Walkable Access to Parks
Wellington, Colorado



Key Findings

Based on the full inventory and analysis of Wellington's parks and recreation system, several key findings emerge:

- **Strong Overall System Performance With Limited Excellence:** Looking at Wellington's current amenities, 98% of amenities meet or exceed expectations—and only a small share fall into the “exceeds expectations” category. As the community continues to grow, there may be opportunities to strategically invest in signature amenities that enhance user experience and further differentiate Wellington.
- **Emerging Trail Network With Significant Connectivity Gaps:** The trail system provides important corridors, but it remains fragmented and lacks continuous routes for practical mobility. Current connections do not fully support walkability to Main Street, schools, or high-density neighborhoods. Without strategic investment, the network will fall short of Wellington's goals for active transportation and community health.
- **Positive Amenity-to-Population Ratios Mask Uneven Distribution:** Wellington meets or exceeds NRPA benchmarks for most current amenities, but these ratios do not reflect geographic equity. Large portions of the community, particularly east and south of Interstate 25, lack walkable access to sports courts and other amenities. Sunrise Park, for example, offers only a small playground, and Viewpoint Park is difficult to reach.
- **Park Distribution Leaves Critical Service Gaps:** Although 16 sites are strategically placed, the analysis identified about 200 residents in three priority areas without convenient park access. Priority Area #1 northeast of Jefferson Avenue and Interstate 25 faces the most significant barriers. These gaps undermine the system's commitment to equitable access and require targeted investments in new parks and pedestrian infrastructure.
- **Balanced Approach to Recreation and Conservation With Limited Activation:** Wellington successfully preserves 44.11 acres of open space, but many of these areas lack amenities that encourage active use. Without enhancements such as trails, seating, or interpretive features, these spaces risk underutilization and fail to maximize community benefit.
- **Walking Equity Requires Immediate Attention:** Access to amenities is inconsistent across neighborhoods. The east side of Interstate 25 has no walkable sports courts, and the west side toward the south offers minimal options beyond Viewpoint Park, which is not easily accessible. Addressing these disparities is critical to helping ensure all residents enjoy comparable recreation opportunities.

This analysis confirms that Wellington's parks and recreation system is generally well-managed and meets current community needs. However, it also reveals critical gaps in connectivity, walking equity, and amenity distribution that must be addressed to sustain quality and help ensure equitable access as the town grows. By prioritizing strategic investments and targeted improvements, Wellington can transform these challenges into opportunities, creating a more connected, inclusive, and resilient system for the future.

Relevant Trends to Wellington's Park Planning

Recreation as Economic Infrastructure

In Colorado, local parks and recreation agencies generate an estimated \$7.4 billion in economic activity annually, contribute \$3.37 billion in value added to GDP, support \$2.29 billion in labor income, and sustain nearly 40,000 jobs statewide. Colorado ranks 6th among all states analyzed in the NRPA's Park and Recreation Economic Impact Report, reflecting the significant role that outdoor recreation and public amenities play in the state's identity and economy.

For Wellington, this context is directly relevant. When residents leave town for swim lessons, fitness facilities, or family programming unavailable locally, that spending leaves with them. Investments in parks, trails, and recreation facilities are investments in local economic retention.

Well-planned public spaces also attract visitors, encourage longer stays, and support local businesses in ways that compound over time. Wellington's outdoor recreation identity, trail network, and potential new community center represent tangible assets in a regional landscape where communities increasingly compete for residents, businesses, and visitors who prioritize quality of life.

Realizing this economic potential requires deliberate planning. Strategic partnerships, phased implementation, and coordination with local businesses and organizations can help maximize public benefit.

Infrastructure Readiness

Wellington's continued growth brings both opportunity and responsibility for the parks and recreation system. Community input reflects consistent concern about ensuring that new amenities and facilities are supported by adequate infrastructure—particularly water systems, roads, and public utilities—and that development keeps pace with the town's capacity to sustain it. These concerns are directly relevant as the community prioritizes significant investments such as an indoor recreation facility with aquatics, expanded trail networks, and multipurpose spaces that carry real infrastructure demands.

Statewide guidance, including the Colorado Water Plan, reinforces the importance of aligning growth with conservation, efficient resource use, and close coordination between land use and infrastructure planning. For parks and recreation specifically, this means prioritizing water-efficient design, drought-tolerant landscaping, and facilities that deliver multiple community benefits from a single investment. Parks, open spaces, and trail corridors can serve recreational needs while simultaneously contributing to stormwater management and long-term environmental resilience—maximizing the return on infrastructure investment.

As Wellington advances the capital priorities identified in this plan, infrastructure readiness should be treated as a foundational consideration alongside community need and financial capacity. Phased development, cross-departmental coordination, and alignment with available resources will help ensure that high-priority projects are not only built but also sustainably operated over the long term. Growth that is deliberate and infrastructure-informed will allow Wellington's parks and recreation system to expand in step with the community it serves.

Strategic Initiatives

Strategic initiatives that have been created as a result of this planning process should be highly prioritized throughout future actions in the department. These initiatives serve as focus areas for the department to be best positioned for the future needs of Wellington. The strategic initiatives— **Improve Organization Vitality, Balance Resources and Services with Evolving Needs, and Create a Connected Community**, —are supported by recommended actions for success.

Improve Organization Vitality

While this planning process identified several new opportunities, Wellington needs to “catch-up” with existing impacts. To sustain and maximize the high-quality experiences that residents and visitors enjoy, Wellington will need to continue to further prioritize expanding resources. Increasing the number of staff, training, operational resources, facilities, and equipment will need to be pursued to successfully meet the community’s evolving demands.

Balance Resources and Services with Evolving Needs

Deliver high-quality services by aligning facilities, programs, and operational resources with changing community needs and available funding. This strategy emphasizes thoughtful reinvestment, space optimization, and adaptation to ensure existing assets remain relevant, flexible, and financially sustainable as the community grows and demographics evolve.

Create a Connected Community

Creating a Connected Community focuses on experiences as well as the parks and recreation infrastructure provided in Wellington. Providing facilities and services that bring community members together was a key theme throughout this planning effort. This initiative prioritizes community engagement and interaction by organizing events, stronger strategic partnerships, volunteer programs, and social activities. Additionally, enhancing Wellington’s trail and open space system is a top priority to improve mobility and accessibility for connections throughout the Town.

Action Plan with Prioritized Recommendations

Parks, Trails & Facilities

Close Priority Access Gaps with Targeted Park Investment

Park distribution analysis identified approximately 200 residents in three priority areas lacking convenient park access, with the area northeast of Jefferson Avenue and Interstate 25 representing the most significant gap. The Town should prioritize targeted investments in new park sites and pedestrian infrastructure in these areas to help ensure equitable access across the system.

Advance East-West Trail Connectivity as a Tier 1 Priority

The trail network remains fragmented and does not yet support continuous, practical mobility across town. Interstate 25 and the railroad are documented physical barriers limiting east-west access. The Town should prioritize development of a safe pedestrian overpass or underpass near I-25 and Jefferson Avenue and develop pedestrian infrastructure linking Viewpoint Park with Harvest and Knolls Parks across the railroad corridor.

Extend the North-South Trail Corridor and Regional Connections

Extend the existing north-south trail between Wellington Community Park and Harvest Park, continuing alignment with the proposed RATC and Front Range Trail West. Plan for further extensions north toward Wyoming, west to the foothills, and southwest toward Fort Collins to contribute to regional trail systems and support active transportation goals.

Improve Walkable Access to Parks, Schools, and the Downtown

Current infrastructure leaves parks, schools, and the downtown divided by Highway 1, Cleveland Avenue, I-25, and the railroad. The Town should create safe, connected pedestrian routes linking these destinations, with particular attention to underserved neighborhoods on the east side and south end of the community where walkable access to sports courts and amenities is limited or absent.

Integrate Trail and Mobility Planning with Regional Partners

Trail and connectivity investments should be coordinated with county, regional, and transportation planning partners to maximize impact and leverage external funding. Regional alignment supports Wellington's goals for active transportation, tourism, and the Colorado outdoor lifestyle that residents and visitors value.

Elevate Park Quality from Adequate to Excellent

The system currently prioritizes adequacy over innovation. The Town should establish a park reinvestment program that moves beyond minimum standards, targeting upgrades that create standout facilities and differentiate Wellington's parks from peer communities. Reinvestment in existing parks should be budgeted alongside new development.

Activate Open Space with Amenities That Encourage Use

Wellington preserves 44.11 acres of open space, but many of these areas lack amenities that support active use. The Town should evaluate open space parcels for activation opportunities—such as trails, seating, and interpretive features—to maximize community benefit from these assets.

Address Geographic Equity in Amenity Distribution

Positive amenity-to-population ratios at the system level mask uneven geographic distribution. The east side of I-25 has no walkable sports courts, and the south end of the west side offers minimal options beyond the difficult-to-access Viewpoint Park. Future facility siting and amenity investments should explicitly prioritize closing these gaps, and satellite programming should be explored in underserved areas while capital solutions are developed.

Programs & Services

Wellington's ability to provide programs and services that meet community needs is limited by available indoor recreation space. This means that accomplishing these recommendations which are aligned with community priorities, will be a significant challenge until indoor space needs are addressed.

Develop an Aquatics Program Portfolio

Survey respondents identified the lack of a community pool as the top program gap, with specific demand for swim lessons, lap swim, and aquatic fitness. Wellington should pursue aquatics access as a core program category through a phased approach: begin with contracted swim lessons or water fitness programming at partner facilities, explore aquatics partnerships with neighboring communities, and integrate a community pool into long-term facility planning.

Expand Early Childhood and Youth Non-Sport Programming

Current program inventory shows limited offerings for children ages 0 – 5, and survey feedback confirmed demand for all-day summer camps and more diverse youth programming beyond traditional sports. The department should introduce early childhood movement, arts, and STEM programs; expand all-day camp models to support working families during school breaks and summer; and create youth leadership and service programs targeting teens ages 13 – 17, a group with documented low participation rates.

Strengthen Adult Fitness and Wellness Offerings

Adults and seniors ages 45 – 64 and 65+ show strong engagement in fitness and wellness programming, with survey feedback pointing to a need for greater scheduling flexibility and variety. The department should add indoor group fitness classes year-round, offer programming during early morning, evening, and weekend times to accommodate working adults, and pilot low-impact wellness options for older adults, including aquatic fitness once pool access is secured.

Expand and Formalize Pickleball Programming

Pickleball was the most frequently cited program request in the survey, with residents specifically requesting dedicated indoor and outdoor courts with permanent nets. Drop-in, league, and tournament offerings should continue but be relocated to dedicated facilities as soon as feasible. In the interim, the department should pursue partnerships with schools or regional providers for indoor winter pickleball access, and position pickleball as a core lifelong sport alongside other court-based sports.

Increase Family and Cultural Programming

Family programs represent only 5.4% of current program inventory, and survey respondents identified clear demand for cultural events, music, food festivals, and family-friendly recreation. The department should introduce consistent monthly family programming, expand cultural festivals and arts offerings to complement a sports-heavy inventory, and create intentional pathways from one-time event participation to year-round program engagement.

Diversify Revenue Beyond Sports

Revenue analysis from 2022–2025 shows that sports account for over 90% of program revenues, creating financial vulnerability if sports participation declines. The department should build out fee-based arts, enrichment, and wellness programs; pilot higher-value adult offerings such as cooking classes, workshops, and enrichment series; and evaluate a tiered pricing model with scholarship support to balance cost recovery with equitable access.

Community Center

Advance the Wellington Community Center as the Master Plan's Anchor Capital Project

Community support for a dedicated community center and public pool is documented across multiple engagement methods and represents one of the most consistent findings in the plan. The conceptual facility program developed through the feasibility process establishes a viable foundation for a phased facility that addresses Wellington's most significant recreation gaps in a single investment. The Town should formally advance the Community Center as the highest-priority capital project in the master plan.

Develop the Facility to Address Core Program Gaps

The facility should include, at minimum: an indoor aquatics component with both a leisure pool and lap lanes to address the top-cited program gap; a full gymnasium to support year-round sports and fitness programming; dedicated fitness and cardio space; group fitness rooms; and flexible multipurpose space to support family, cultural, and community programming currently underrepresented in Wellington's inventory.

Design for Phased Expansion from the Outset

The concept plan identifies multiple future expansion zones, including outdoor amenity/gym expansion areas and a second-floor future expansion footprint. This scalable approach should be formalized in the project program so that Phase 1 construction does not preclude future additions. Land adjacent to the facility should be protected for this purpose.

Site the Community Center to Maximize Trail Access and Connectivity

The concept plan shows a trail corridor running along the northern edge of the site, consistent with the community's stated priority for trail-connected facilities. Final site planning should ensure direct, safe connections to the broader trail network so that the facility is accessible on foot and by bike from all parts of Wellington, including from the east side of I-25.

Use the Community Center to Anchor Economic Activity

Residents currently leave Wellington for swim lessons, fitness facilities, and programming available in neighboring communities. A community center with aquatics, fitness, and diverse programming creates a local destination that retains resident spending, supports nearby dining and retail, and contributes to the Town's broader economic vibrancy goals.

Economic Development & Sustainability

Frame Parks and Recreation Investment as Economic Development

Parks, trails, events, and facilities drive local spending, support mental and physical health, and attract residents and visitors. Budget and policy discussions should explicitly connect Parks and Recreation investments to Wellington's economic development goals, including downtown vibrancy, business retention, and the outdoor recreation identity that draws people to the community.

Pursue Diverse and Sustainable Funding for Capital Projects

Balancing growth with affordability is an identified community concern. The Town should actively pursue grants, regional partnerships, and alternative funding mechanisms, including potential partnerships with neighboring communities for shared facilities like aquatics, to reduce the per-resident cost of major capital investments.

Invest in Event Infrastructure to Support Economic Activity

Events are a documented strength in Wellington, and residents want more of them. Permanent event infrastructure, including a stage, power, shade, and restroom facilities at key venues, reduces per-event costs and creates conditions for a more diverse, year-round events calendar that supports local dining, retail, and community economic activity.

Community Engagement & Communication

Close the Feedback Loop with the Community

Residents and board members both noted that this process reflects genuine listening. The Town should communicate clearly and consistently that community input is being translated into action—through plan adoption announcements, project updates, and a publicly visible progress tracking mechanism—to reinforce trust and sustain participation in future engagement.

Foster Partnerships to Advance Shared Priorities

Several plan priorities, including aquatics access, trail connectivity, and programming for underserved populations, benefit from coordination with schools, neighboring jurisdictions, nonprofits, and local businesses. The Town should actively cultivate these partnerships as a strategy for expanding capacity without proportional increases in municipal cost.

From Plan to Action

This plan is not intended to mark the end of engagement, but rather to carry momentum forward. The process has helped establish shared priorities, common language, and a clearer vision for the future. Maintaining that momentum will require continued transparency, regular updates, and accessible communication as projects move from planning to implementation. Doing so reinforces trust and helps residents stay connected as changes occur over time.

Equally important is the network of relationships this process has begun to build. Collaboration among the Town, local organizations, businesses, and residents will be critical to advancing shared goals, leveraging resources, and delivering community benefits more effectively. By serving as a common reference point, this plan provides a foundation for coordinated action and ongoing collaboration.

The Town of Wellington stands at a crossroads filled with both challenges and exciting opportunities. With intentional planning, open communication, and community-driven collaboration, Wellington can continue to grow in ways that benefit all residents, now and for generations to come.

Board of Trustees Meeting

Date: May 12, 2026

Subject: Business and Economic Development Roadmap

- **Presentation:** Liz Magargel, Business Development Manager and Cody Bird, Planning Director

EXECUTIVE SUMMARY

The Wellington Business and Economic Development Roadmap proposes a phased approach to strengthen Wellington's business engagement and support foundation in the near-term, while building towards a more strategic economic development approach, policy alignment, and program expansion in the years ahead.

BACKGROUND / DISCUSSION

The proposed Wellington Business and Economic Development Roadmap is grounded in an initial review of Wellington's current economic conditions, local context, and business environment. It also reflects common best practices in strategic planning and economic development: listening and gathering information first, analyzing what is learned, and using that information to guide priorities, actions, and future strategy. Staff seeks feedback and alignment on the proposed roadmap.

To establish a strong information base and understand current conditions, Town staff conducted a listening tour with local businesses and Northern Colorado (NOCO) commercial realtors and reviewed a variety of documents and information sources. A summary of each of these engagements is attached and highlights will be presented to the Board.

CONNECTION WITH ADOPTED MASTER PLANS

This item supports the following goals to Foster Economic Vibrancy from the Board of Trustees' 2025-2029 Strategic Plan:

- Goal 1 - Retain and expand current local businesses.
- Goal 2 - Recruit new businesses.
- Goal 4 - Align and develop visions related to economic development.

This item supports the following Town of Wellington Comprehensive Plan goals and strategies:

- Thriving Economy, Goal 4. Develop a supportive business environment that aids in creating a thriving local economy.
 - TE. 4.2. Identify and address municipal and administrative barriers to business development.
 - TE. 4.3. Communicate with existing businesses to understand needs and plans for expansion and retention within the community.



FISCAL IMPLICATIONS

N/A

STAFF RECOMMENDATION

N/A

MOTION RECOMMENDATION

N/A

ATTACHMENTS

1. Presentation Slides
2. 2026 Business Development Roadmap
3. Existing Conditions Summary
4. Wellington Business Listening Tour Summary
5. Commercial Realtor and Developer Listening Tour Summary

Wellington Business and Economic Development Roadmap

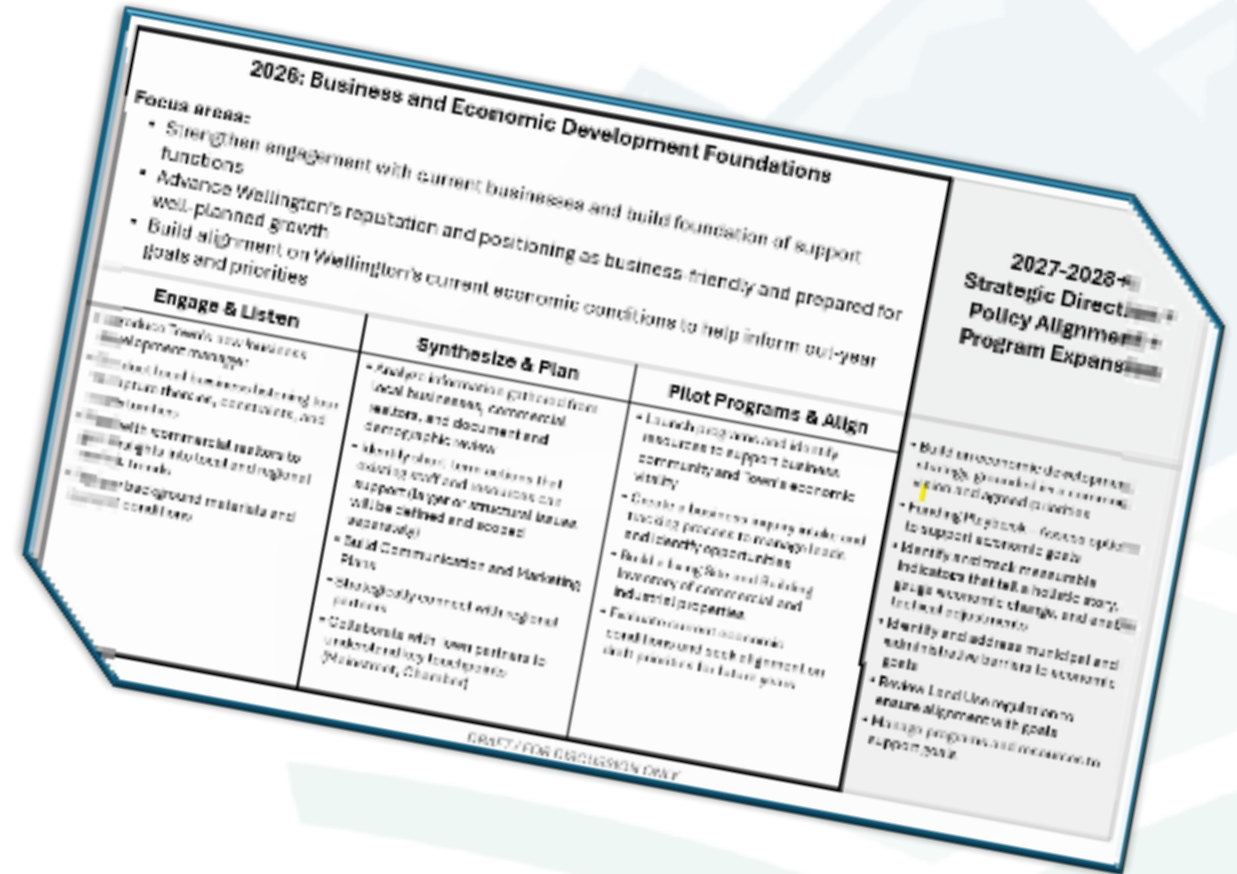
May 12, 2026

Liz Magargel, Business Development Manager



Wellington Business and Economic Development Roadmap

The proposed plan provides a phased approach to strengthen Wellington's business engagement and support foundation in the near-term, while building towards a more strategic economic development approach, policy alignment, and program expansion in the years ahead.



Focus Areas



Strengthen engagement with current businesses and build foundation of support functions



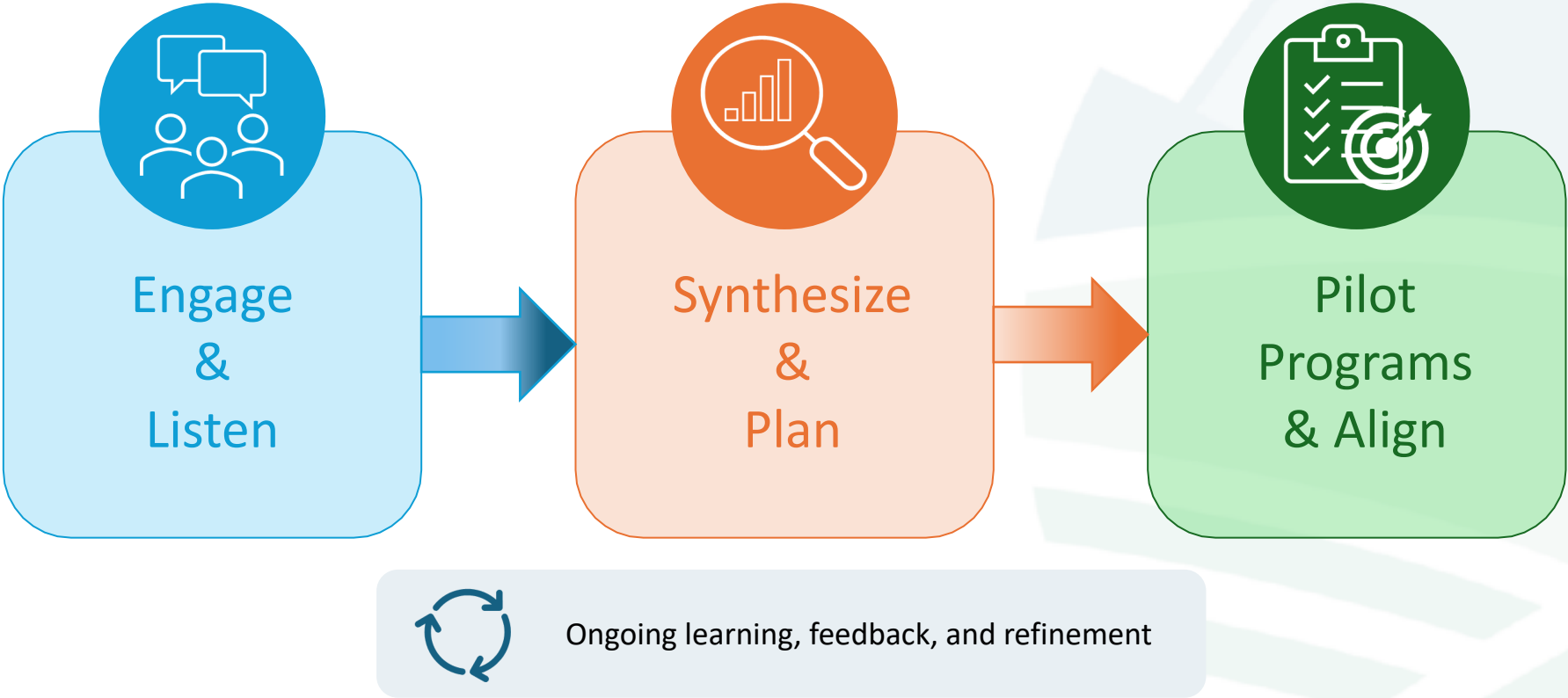
Advance Wellington's reputation and positioning as business-friendly and prepared for well-planned growth



Build alignment on Wellington's current economic conditions to help inform goals and priorities

How Phases Work Together to Deliver Progress on Focus Areas

A phased approach provides a practical way to organize work in support of key outcomes over time. The phases build on one another and may overlap, with learning from each phase informing the next and supporting ongoing refinement of programs and strategies.



From Foundations to Longer-Term Strategic Planning



Building the Foundation: Engagement with Businesses and Market Insights

Current Conditions

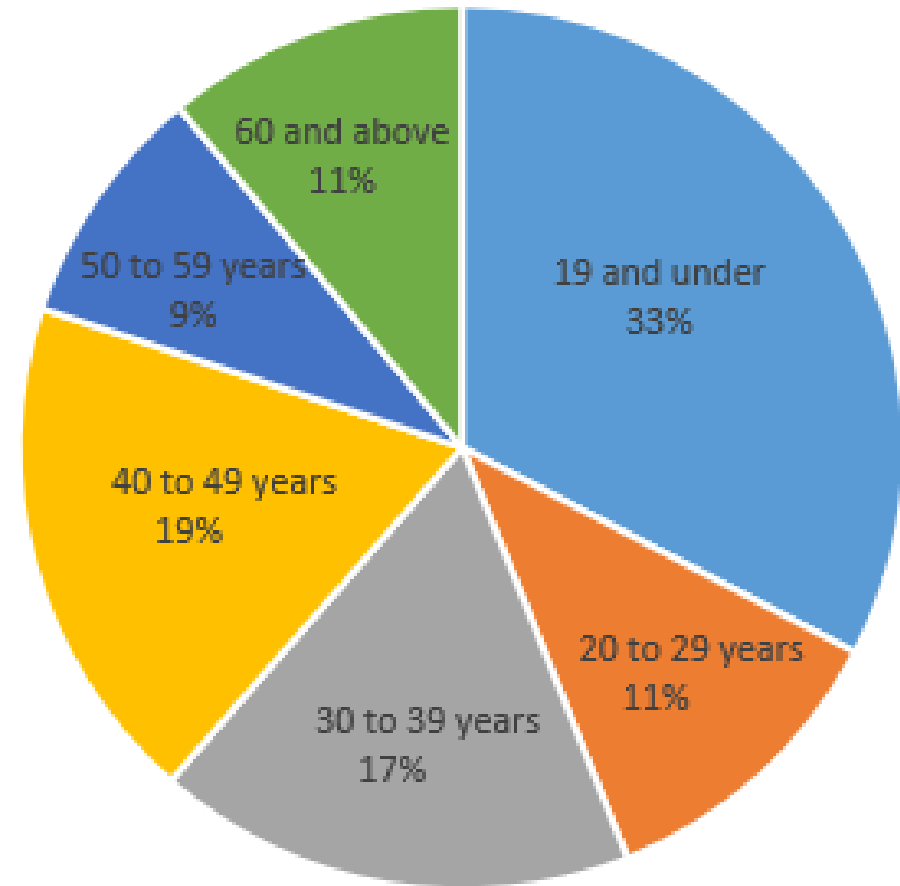
- Community demographics
- Wellington Businesses listening tour
- Northern Colorado commercial realtor and development-oriented participant listening tour



Wellington Snapshot

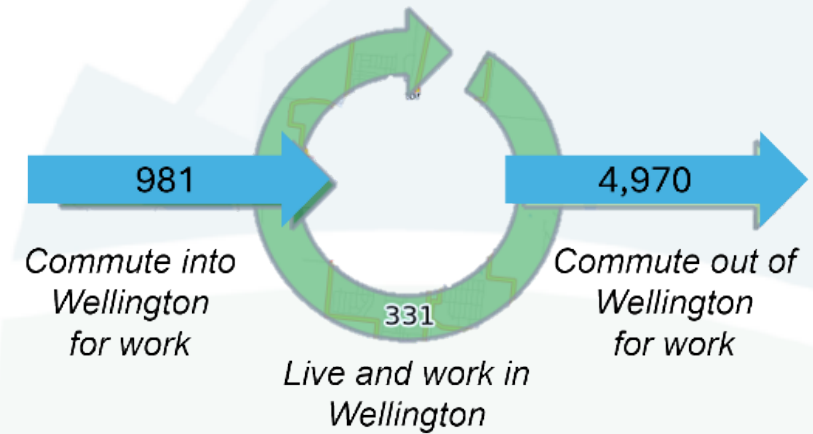
- Population: 12,100
- Median age: 35
- Persons per household: 2.83
- Owner-occupied housing: 80.8%, with 91.1% living in the same house 1 year ago
- Median household income: \$107,017
- Per capita income: \$42,408

Population Age Distribution



Workforce and Commute Patterns

- Employment rate: 70.2%
- Average commute time for residents: 31 minutes
- Inflow / Outflow: 6,282 individuals holding a primary job
 - 981 live outside of Wellington and commute into Town for work
 - 4,970 live in Town and commute elsewhere for work
 - 331 live and work in Town



Wellington Business Listening Tour

Town staff conducted a listening tour with local businesses to understand current needs and experience of doing business in Wellington.

Reoccurring themes can be understood through several broad topic categories:

- Market conditions
- Operating and growth constraints
- Business support and local systems
- Overarching community sentiment



Commercial Realtor and Developer Listening Tour

Town staff conducted a listening tour with Northern Colorado (NOCO) commercial realtors, brokers, and development-oriented market participants to better understand current commercial real estate conditions.

Reoccurring themes can be understood through several broad topic categories:

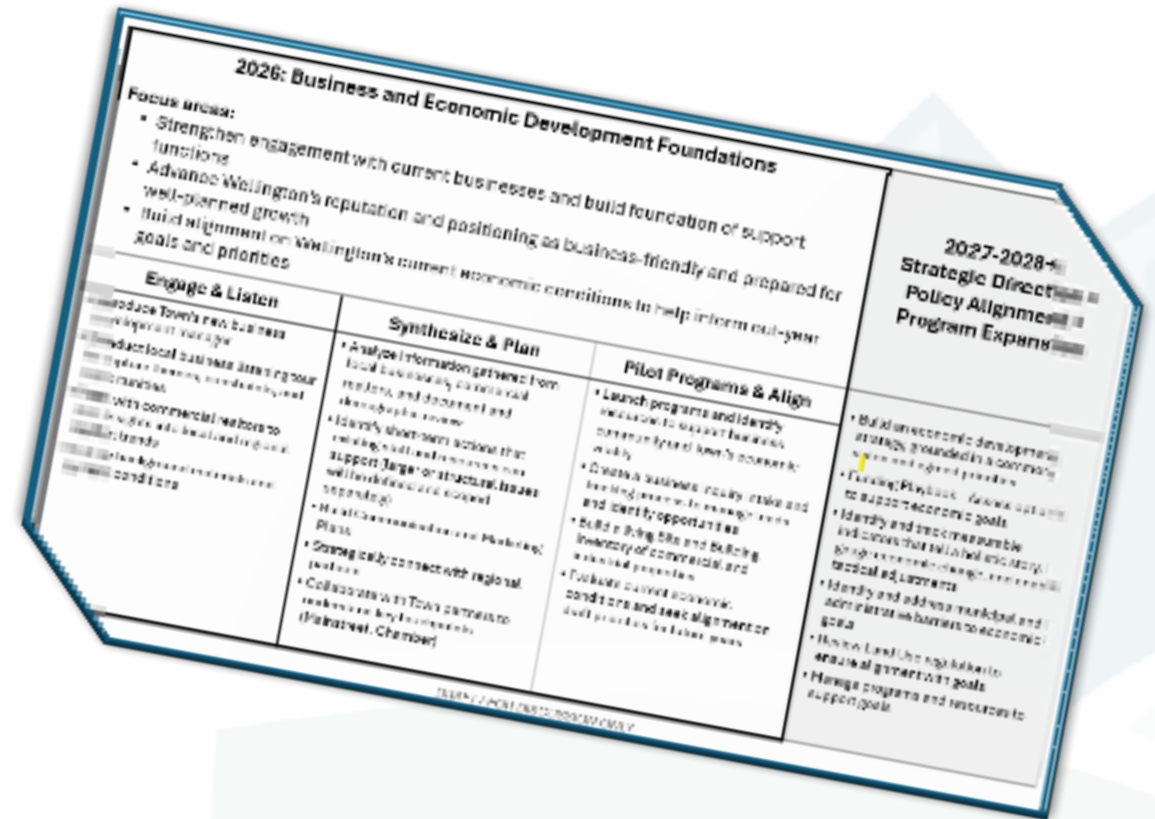
- Competitive strengths in working with Wellington
- Regional position and market context
- Site selection factors and project feasibility



Next Steps

Next steps

- Seek feedback and alignment on proposed roadmap
- Continue work that supports near-term focus areas identified in roadmap
 - Strengthen engagement with current businesses and build foundation of support functions
 - Advance Wellington's reputation and positioning as business-friendly and prepared for well-planned growth
 - Build alignment on Wellington's current economic conditions to help inform out-year goals and priorities
- Analyze input and identify actions, particularly in support of existing businesses



2026: Business and Economic Development Foundations

Focus areas:

- Strengthen engagement with current businesses and build foundation of support functions
- Advance Wellington’s reputation and positioning as business-friendly and prepared for well-planned growth
- Build alignment on Wellington’s current economic conditions to help inform goals and priorities

2027-2028→: Strategic Direction + Policy Alignment + Program Expansion

Engage & Listen	Synthesize & Plan	Pilot Programs & Align	
<ul style="list-style-type: none"> • Introduce Town’s new business development manager • Conduct local business listening tour to capture themes, constraints, and opportunities • Meet with commercial realtors to gain insights into local and regional market trends • Review background materials and current conditions 	<ul style="list-style-type: none"> • Analyze information gathered from local businesses, commercial realtors, and document and demographic review • Identify short-term actions that existing staff and resources can support (larger or structural issues will be defined and scoped separately) • Build Communication and Marketing Plans • Strategically connect with regional partners • Collaborate with Town partners to understand key touchpoints (Mainstreet, Chamber) 	<ul style="list-style-type: none"> • Launch programs and identify resources to support business community and Town’s economic vitality • Create a business inquiry intake process to manage leads and identify opportunities • Build a living Site and Building Inventory of commercial and industrial properties • Evaluate current economic conditions and seek alignment on draft priorities for future years 	<ul style="list-style-type: none"> • Build an economic development strategy, grounded in a common vision and agreed priorities • Funding Playbook – Assess options to support economic goals • Identify and track measurable indicators that tell a holistic story, gauge economic change, and enable tactical adjustments • Identify and address municipal and administrative barriers to economic goals • Review Land Use regulations to ensure alignment with goals • Manage programs and resources to support goals

Summary of Existing Conditions in Wellington

Town staff reviewed a variety of documents and information sources to understand past, current, and planned conditions in Wellington, along with the Town’s connection to the broader Northern Colorado (NOCO) region and the State of Colorado. This document summarizes some of the key factors influencing Wellington’s economic environment today.

A note on numbers: The numbers in this document are sourced from the US Census Bureau, Environmental Systems Research Institute (ESRI), and the Colorado State Demography Office.ⁱ While exact numbers are important, the most useful insights come from looking at trends, patterns, and regional comparisons and context. Different data sources may use different years or methodologies so small differences in particular data points do not necessarily change the meaning of the overall picture.

Document and Information Review

Examples of sources reviewed to understand past, current, and planned conditions:

Community Profile

- US Census – Profile, QuickFacts
- Inflow & Outflow patterns (OnTheMap)
- LocationOne
- ESRI reports

Wellington – Active and previous plans and studies

- Strategic Plan Summary 2025 – 2029
- Budget (2026)
- Comprehensive Plan (2021)
- Housing Needs and Affordability Assessment (2025)
- Retail Leakage and Surplus Analysis (Buxton Data 2019)
- Economic Development Strategic Plan (Silverlode Consulting, 2015)

Regional Plans and Studies

- NOCO Comprehensive Economic Development Strategy 2024-2029
- NOCO Regional Profile (NOCO REDI, 2024)
- NOCO Labor Market Profile (Larimer, 2025)
- NOCO Cluster Study (NOCO REDI, Larimer County, 2020)
- REDI Economic Indicator Report for Larimer County (CSU, 2026)
- NOCO Demographic Outlook (State Demography Office, April 2026)
- Various regional brokerage and market reports

State Plans and Studies

- Colorado Comprehensive Economic Development Strategy (2025)
- Colorado Economic and Revenue Forecast – Legislative Council Staff (March 2026)
- Regulation Impact Analysis Report (Colorado Chamber of Commerce, 2024)

Community Profile Summary

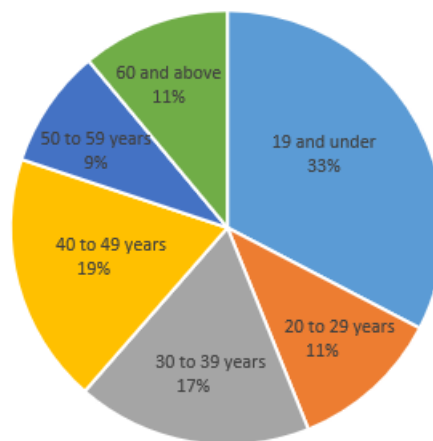
Wellington is a growing, family-oriented community strategically located along the I-25 corridor between Fort Collins and Cheyenne, with strong household income, high workforce participation, and meaningful consumer spending. Many residents commute to jobs outside Wellington, which means the Town is closely tied to the broader regional economy and has less daytime activity than a community with more jobs located in Town.

Why demographics? A town's demographic profile describes the people and households that help shape the local economy and provides context for workforce, income, housing, consumer demand, commuting, and growth trends. Together, these factors and regional comparisons provide insights into Wellington's current position, direction, role in the regional economy, and the practical implications for economic and business development.

Snapshot

- Population: 12,100
- Median age: 35
- Population Age Disruption: Over 30% of the population is 19 and under; about 10% is 65 and above; and there are large cohorts in the 30 – 39 and 40 – 49 age ranges
- Persons per household: 2.83
- Owner-occupied housing: 80.8%, with 91.1% living in the same house 1 year ago

Population Age Distribution



(Source: US Census Bureau 2024 ACS 5-year Estimates)

These statistics reinforce Wellington's profile as a community of families in their prime earning and child-rearing years. This type of population distribution is typically seen as favorable for long-term community vitality. The level of homeownership supports household stability and wealth-building, but it also reflects a relatively limited supply of rental housing.

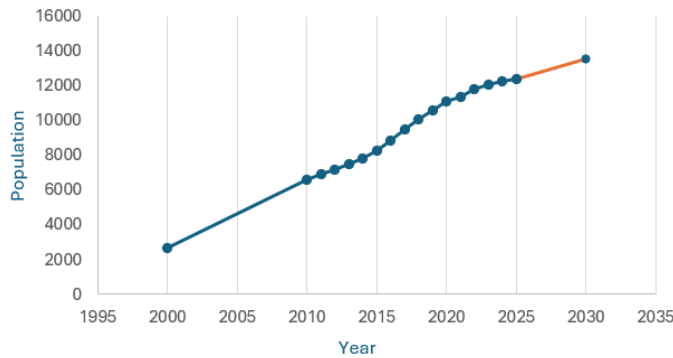
April 29, 2026

Population Growth

Wellington is growing at a consistent rate. Recent and projected growth rates are moderating, which is consistent with broader demographic trends across Larimer County, Weld County, and Colorado.

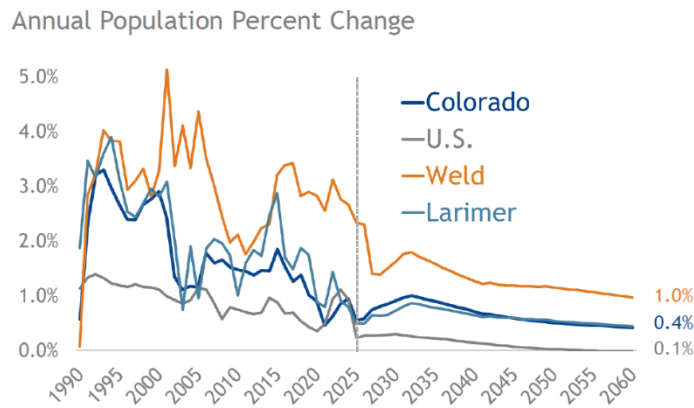
ESRI projects Wellington’s population around 13,547 in 2030. Using historical and projected estimates, the annual growth rates are roughly: 9.4% between 2000 and 2010; 4-7% in most of the 2010s; 2.25% between 2020 and 2025; and estimated 1.75% between 2025 and 2030.

Wellington Population Growth Estimates



Larimer County, Weld County, and Colorado population growth rate projections were revised downward in the latest outlook by the Colorado State Demography Office. While growing overall, the region is moving into a more moderate growth era with Weld County as a relative growth leader.

Population Growth Rates are Slowing



Source: State Demography Office, vintage 2024 estimates and projections; U.S. Census Bureau population projections, main series 2022-2100.

Income Indicators

- Median household income: \$107,017
- Per capita income: \$42,408
- Educational Attainment: 46.3% have a bachelor's degree or higher

State of Colorado, Northern Colorado Counties, and Peer Comparisons

When compared to Larimer County, Weld County, and Colorado (see table below):

- Wellington has a higher median household income and a lower per capita than Larimer County, Weld County, and Colorado. This typically suggests a community has strong household earnings spread across larger family households, rather than concentrated among smaller or higher-income individual households.
- Wellington has a higher average number of people per household than Larimer County and Colorado and about equal to Weld County.
- Wellington has a higher percentage of residents with a Bachelor’s degree or higher than Weld County, lower than Larimer County, and about equal to Colorado.

Northern Colorado Counties and State Income Indicatorsⁱⁱ

County and State	Population (v2024)	Average People Per Household	Median Household Income	Per Capita Income	Bachelor’s Degree or Higher
Wellington	12,100	2.8	\$107,017	\$42,408	46%
Larimer	374,574	2.3	\$93,765	\$51,165	53%
Weld	369,745	2.8	\$97,097	\$43,312	33 %
Colorado	5,957,493	2.4	\$95,470	\$52,636	46%

When compared to peer communities in Northern Colorado (see table below):

- Wellington has a lower median household income and lower per capita income.
- Wellington has a higher average number of people per household than Berthoud and Windsor and a lower average number of people per household than Mead, Timnath, and Severance.
- Wellington has a slightly lower percentage of residents with a Bachelor’s degree or higher.

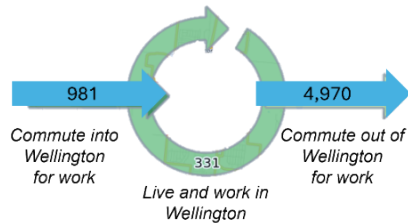
Peer Communities Income Indicatorsⁱⁱⁱ

Community	Population (v2024)	Average People Per Household	Median Household Income	Per Capita Income	Bachelor's Degree or Higher
Wellington	12,100	2.8	\$107,017	\$42,408	46%
Berthoud	13,648	2.5	\$119,385	\$56,260	48%
Mead	6,735	3.0	\$125,357	\$49,247	50%
Timnath	10,848	2.9	\$178,257	\$91,675	76%
Windsor	41,734	2.5	\$127,028	\$57,380	56%
Severance	11,554	3.0	\$124,572	\$44,605	48%

Workforce and Commute Patterns

- Wellington has a 70.2% employment rate, or about seven in ten residents aged 16 and older are working.
- ESRI estimates occupations for the 2025 civilian labor as 65% white collar, 22% blue collar, and 13% services.
- Means of Transportation to Work: 70.6% drive alone, 9.5% carpool, 0.6% use public transportation, 0.4% walk, and 18.9% work from home. Wellington’s workforce is heavily auto-oriented, with most residents driving to work and nearly one in five working from home.
- Average commute time: 31 minutes
- Inflow and Outflow Count (Primary Jobs): A primary job is the highest earning job for an individual worker (one job per worker). As of 2023, *US Census Bureau OnTheMap* says Wellington has 6,282 individuals holding a primary job. Of these, 981 live outside of Wellington and commute into Town for work, 4,970 live in Town and commute elsewhere for work, and 331 live and work in Town (see graphic below).

Wellington Inflow and Outflow Count (Primary Jobs)



(Source: US Census Bureau OnTheMap)

Endnotes

ⁱ Unless noted otherwise in the document text, statistics were sourced in Q1 2026 from the publicly available [Wellington, Colorado – Census Bureau Profile](#) and the [U.S. Census Bureau QuickFacts: Wellington, Colorado](#).

ⁱⁱ The statistics in the *Northern Colorado Counties and State Income Indicators* table are publicly available through the [US Census Bureau QuickFacts](#). Some numbers are rounded for readability.

ⁱⁱⁱ The statistics in the *Peer Communities Income Indicators* table are publicly available through the [US Census Bureau QuickFacts](#). Some numbers are rounded for readability.

Wellington Business Listening Tour

Town staff conducted a listening tour with local businesses to understand current needs and their experience of doing business in Wellington. Staff contacted 71 businesses and met with 27 businesses (approximately a 38% response rate). The businesses that staff met with represent a diverse mix of industries – from restaurants and retail to manufacturing and finance/insurance – with broad geographic coverage across Town. Staff met with businesses in Q4 2025 and Q1 2026.

The following summarizes the key themes that staff heard during the meetings. The themes are best understood as a whole, capturing how multiple factors combine to shape day-to-day conditions. Individual points should be viewed in context, as they often interact and reinforce one another.

These conversations are the beginning of ongoing dialogues to understand both individual business needs and the shared experiences across businesses to develop actionable strategies that support the business community and Wellington’s economic vitality.

Thank you to the businesses that shared their time, candor, and thoughtful insights. Staff welcomes the opportunity to meet with additional Wellington businesses.

Market Conditions

The following themes relate to demand, spending patterns, and the local market’s ability to support businesses.

- **Demand is softer and more price-sensitive than prior years.** Most businesses reported fewer customers and tighter discretionary spending.
- **Cost-to-customer mismatch is a core constraint.** Taxes, rent, and operating expenses are similar to nearby municipalities, but many businesses feel Wellington lacks the baseline volume needed to sustain those costs.
- **Many household routines occur outside of Wellington.** Some businesses speculated that household spending occurs elsewhere when people leave Town for work, services, or activities.
- **Customer traffic is inconsistent.** For example: Low weekday traffic; events can create spikes but can also pull customers away; seasonality impacts (winter slowdowns; school-in-session effects).

Operating and Growth Constraints

The following themes relate to practical realities, costs, and risks of starting, running, or expanding a business.

April 29, 2026

- **Commercial real estate feasibility is challenging for new construction, which increases desire for “move-in ready” space.** New construction often requires high rent to cover costs. Tenant finishes or major upgrades can also be cost-prohibitive, especially for small businesses.
- **In addition to broader conditions and local demographic factors, businesses cited factors that can add complexity, cost, and risk,** including: the scope of legal/regulatory compliance (e.g. Colorado employment law, federal Americans with Disabilities Act (ADA) requirements, licensing, fire/safety, insurance requirements, code and permits); taxes; tariffs; power reliability events; hiring; inconsistent information; and determining options and return-on-investment from marketing.
- **Small monetary incentives or grants alone are unlikely to significantly impact business decisions or mitigate long-term market and operational challenges.** Some businesses shared that small amounts do not significantly offset expensive projects or alter conditions.

Business Support and Local Systems

The following themes relate to local processes, communication, and the broader business support environment.

- **Business start-up experiences vary, reflecting occasional process inconsistency and understandable confusion, particularly for owners navigating processes for the first time.** Businesses suggested current business guides; welcome packets; clarity on timelines and responsibilities across government; use of plain language; and a consistent point of contact.
- **Perceptions of the Town government and business interactions vary widely.** Some businesses report strong relationships and “minimal red tape,” while others cited inconsistent communication and perceptions of uneven access or preferential treatment.
- **The business support ecosystem feels fragmented.** Roles among the Town, Chamber, Main Street Program, and other committees are not consistently understood; some see coordination skewed toward events and social gatherings rather than a strategic approach to business support.

Overarching Community Sentiment

- **Businesses take great pride in Wellington.** While many businesses shared challenges, there is a general sense of optimism and excitement about the future in Wellington.

NOCO Commercial Realtor and Developer Listening Tour

Town staff conducted a listening tour with Northern Colorado (NOCO) commercial realtors, brokers, and development-oriented market participants to better understand current commercial real estate conditions. Staff met with these professionals in Q1 2026.

The following summarizes the key themes that staff heard during the meetings. The themes are best understood as a whole, capturing how multiple factors combine to shape regional and local conditions. Individual points should be viewed in context, as they often interact and reinforce one another.

These conversations are the beginning of ongoing dialogues to better understand market conditions and opportunities for collaboration as the Town develops actionable strategies that support the business community and Wellington's economic vitality.

Thank you to the professionals that shared their time, candor, and thoughtful insights. Staff welcomes the opportunity to meet with additional commercial realtors, brokers, and development-oriented market participants.

Competitive Strengths in Working with Wellington

The following themes relate to business relationships and experience working with the Town.

- **Wellington is viewed as easy to work with.** Interviewees described Town staff as helpful and noted processes are comparatively easy to navigate.
- **Relationship building and a nimble, responsive approach to economic development are meaningful tools.** Interviewees described the benefits of a clear point of contact, timely communication, internal coordination, and predictability.
- **Wellington is seen as a community with long-term potential.** Interviewees shared that Wellington compares favorably in terms of relationships, working environment, and future opportunity, while also noting some market constraints and regional "competition."

Regional Position and Market Context

The following themes relate to Wellington's opportunities within the broader regional economy, while also reflecting the market conditions and location dynamics that shape business decisions.

- **Wellington is part of a broader regional ecosystem,** with proximity to Fort Collins, Loveland, Weld County, and Wyoming. Some businesses will be pulled towards other communities because of size, centralized location, or different cost, tax, and regulation structures. Interviewees observed that some clients are increasingly differentiating between doing business in Larimer County and Weld County.

April 29, 2026

- **Wellington has an opportunity to attract businesses seeking a growing community in a strategic regional location.** Interviewees observed Wellington is positioned for resident serving businesses (i.e. businesses people tend to use close to home) and businesses with local or nearby ownership. Interviewees also observed Wellington’s strategic location and competitively priced land can appeal to some manufacturing and industrial users.
- **Commercial real estate activity is slower than in recent years.** Interviewees described a buyer’s market and observed less interest in viewing available land or new development.

Site Selection Factors and Project Feasibility

The following themes relate to the opportunities and considerations that shape business location decisions, project feasibility, and development potential.

- **Site selection and development feasibility are shaped by many factors,** including: type of business, regional comparisons, overall project economics, timing certainty, leasing confidence, financing costs, capital stack structure, and others.
- **Successful projects must align with current market realities.** Interviewees noted that population and workforce patterns (how people actually live, work, and move), consumer behavior, construction costs, and economic conditions will shape site selection decisions and impact project feasibility.
- **Small public incentives alone are unlikely to move a deal.** Interviewees suggested that modest fee reductions or incentives do not typically determine whether a project moves forward or influence location selection.
- **Existing structures or move-in-ready spaces are often preferred, particularly for retail and small businesses.** Businesses must weigh both short- and long-term factors to determine profitability, and many cannot afford to be closed for long periods of time.
- **Business type matters in site selection.** Interviewees shared that retail feasibility is often tied to rooftops and potential foot traffic; industrial to site and building requirements; and mixed-use to visibility and convenience.
- **Flexible industrial space may be one of the more viable product types.** Interviewees noted continued demand for spaces that can accommodate a wide range of businesses and the success of these spaces in Wellington.
- **Water:** Water is a factor across the region. Interviewees speculated that it is unlikely for a one-time or monthly water utility costs to be a singular determining factor for most individual commercial projects. One-time impact fees could have a multiplying effect when developing several commercial properties and monthly costs are more likely to impact single-family home buyers. *Note: Interviews occurred prior to the February 2026 rate changes.*

April 29, 2026



Board of Trustees Meeting

Date: May 12, 2026
Subject: April 14, 2026 Meeting Minutes

- **Presentation: Hannah Hill, Town Clerk**

EXECUTIVE SUMMARY

Attached for review and approval are the April 14, 2026 Board of Trustees Meeting minutes.

BACKGROUND / DISCUSSION

N/A

CONNECTION WITH ADOPTED MASTER PLANS

N/A

FISCAL IMPLICATIONS

N/A

STAFF RECOMMENDATION

Staff recommends approval on the consent agenda.

MOTION RECOMMENDATION

- Option 1) Move to approve the consent agenda.
- Option 2) Move to approve the April 14, 2026 Meeting Minutes.

ATTACHMENTS

1. 2026-04-14 Meeting Minutes (1)



BOARD OF TRUSTEES
April 14, 2026
6:30 PM

Leeper Center, 3800 Wilson Avenue, Wellington, CO

Regular Meeting Minutes

A. CALL TO ORDER

Mayor Chaussee called the April 14, 2026 Regular Meeting to order at 6:30 pm.

1. Pledge of Allegiance

Mayor Chaussee led the pledge of allegiance.

2. Roll Call

The Clerk noted a quorum with the below roll call:

Tietz – Present

Cannon – Present

Mason – Present

Dailey – Present

Wiegand – Absent

Moyer – Absent – arrived virtually at 6:47 pm.

Chaussee – Present

3. Amendments to Agenda

Mayor Chaussee asked for any amendments to the agenda and noted the request to add a presentation under Community Participation.

4. Conflict of Interest

Mayor Chaussee asked if there were any conflicts of interest on the agenda, to which there were none.

B. COMMUNITY PARTICIPATION

1. Public Comment

Bryan Ehrlich spoke to the weather and fire danger regarding the 4th of July fireworks, and spoke to Poudre Valley REA being open to speaking to the Town.

Town Administrator Patti Garcia asked for clarification for a final date of a decision to be made regarding the fireworks, which Mr. Ehrlich noted he would work with the Town on.

2. Mayor Chaussee presented Trustee Tietz with a plaque and spoke to her service on the Board of Trustees, expressing thanks for her service.

C. CONSENT AGENDA

1. March 24, 2026 Meeting Minutes

Trustee Cannon moved to approved the consent agenda

Mayor Pro Tem seconded and the motion passed.

D. ACTION ITEMS

1. Ordinance No. 04-2026: An Ordinance Clarifying Effect and Timing of Ordinance No. 12-2024 and Ordinance No. 02-2026 Relating to Capital Investment Fees for Existing Approved Developments

Meagan Smith, Deputy Director of Public Works, Nic Redavid, Finance Director | Town Treasurer, and Cody Bird, Director of Planning, presented the ordinance. Ms. Smith noted this item came from Board discussion at the March 24, 2026 meeting from a request to the Town to review options related to increases in the water and wastewater impact fees, related to projects that were in progress when these fees were passed.

The Board asked for clarification on non-potable lots, which Ms. Smith noted all existing pipeline lots would pay the then effective December 20, 2024 non-pot rates, under the proposed ordinance.

The Mayor opened public comment for this item.

Darrin Roberson, Sage Meadows, spoke to the consideration and timing of the impact fees, and the needs of builders to know these items while planning developments.

Aaron Blackstone spoke on half of the Housing Catalyst Committee, to the future affordability of developments.

Discussion centered around the future of Wellington, lowering utility costs for all in Town, adding in additional items into the ordinance and having development pay its own way with members of the Board noting more studying could be done on this item.

Trustee Dailey moved to approve Ordinance No. 04-2026 clarifying effect and timing of Ordinance No. 12-2024 and Ordinance No. 02-2026 Relating to Capital Investment Fees for Existing Approved Developments

Mayor Pro Tem Mason seconded.

Trustee Daily withdrew her motion.

Mayor Pro Tem Mason withdrew his second.

Trustee Dailey moved to table the ordinance

Trustee Tietz seconded and the motion passed.

2. Resolution 11-2026: A Resolution Considering a Contract for Construction Services for the Cleveland Avenue Improvement Project

Lucas Flax, Senior Engineer spoke to the resolution, and the funding available including several grants. Timeline relating to the project was reviewed, noting mobilization would occur in beginning of May.

Mayor Chaussee opened public comment to which there was none.

Trustee Cannon moved to approve Resolution No. 11-2026 Committing to the Award of a Construction Contract for the Cleveland Avenue Improvements Project, in the amount of \$6,231,678.85

Trustee Tietz seconded and the motion passed.

E. REPORTS

1. Town Attorney

Karl Kumli, Town Attorney, spoke to getting up to speed on Box Elder Basin and other items, including presenting at the April 21st 2026 meeting regarding Board communication options.

2. Town Administrator

Ms. Garcia noted the irrigation and watering guidelines memo included in the packet. A meeting at the Poudre School District was attended, and the next meeting was noted to be swearing in the new board.

It was noted the power outages in town were not intentional shut offs but shut offs due to lines being impacted and Xcel has not done any power service shut offs in Wellington.

3. Staff Communications

Items were included in the packet.

a. Quarterly CORA Report (January-March 2026)

b. 1st Quarter 2026 Residential Building Permit and Lot Inventory Report

c. Board of Trustees Planning Calendar

d. Irrigation and Watering Guidelines

4. Board Reports

Trustee Tietz spoke to the Volunteer Appreciation Dinner and welcomed incoming Board members.

Trustee Cannon spoke to working with Trustee Tietz and wished her the best.

Mayor Pro Tem Mason spoke to a partnership with the Girl Scouts and American Legion.

Ms. Garcia noted that staff has been working on this project and discussing what some options are. Staff has also been working on several items that have been spoken to as project ideas.

Trustee Dailey noted the meeting with Poudre School District, an additional meeting on April 21, 2026 a meeting regarding Cleveland Ave Business Support; Arbor Day on April 25th with tree plantings and celebrations. Trustee Dailey wished Trustee Tietz well in future adventures.

Trustee Moyer spoke to relationships with the Girl Scouts and American Legion and spoke to appreciating working with Trustee Tietz.

Mayor Chaussee spoke to working on the Board.

F. ADJOURN

Mayor Chaussee adjourned the April 14, 2026 meeting at 7:39 pm.

Rebekka Dailey, Mayor

Hannah Hill, Town Clerk



Board of Trustees Meeting

Date: May 12, 2026
Subject: April 21, 2026 Meeting Minutes

- **Presentation: Hannah Hill, Town Clerk**

EXECUTIVE SUMMARY

Attached for review are the April 21, 2026 Special Meeting Minutes.

BACKGROUND / DISCUSSION

N/A

CONNECTION WITH ADOPTED MASTER PLANS

N/A

FISCAL IMPLICATIONS

N/A

STAFF RECOMMENDATION

Staff recommends approval on the consent agenda.

MOTION RECOMMENDATION

- Option 1) Move to approve the consent agenda
- Option 2) Move to approve the April 21, 2026 Special Meeting Minutes

ATTACHMENTS

1. 2026-04-21 Meeting Minutes



BOARD OF TRUSTEES
April 21, 2026
6:30 PM

Leeper Center, 3800 Wilson Avenue, Wellington, CO

Special Meeting Minutes

A. CALL TO ORDER

Mayor Chaussee called the April 21, 2026 Special Meeting to order at 6:30 p.m.

1. Pledge of Allegiance
Mayor Chaussee led the pledge of allegiance.
2. Roll Call
The Clerk noted quorum with the below roll:
Tietz – Absent
Cannon – Present
Mason – Present
Dailey – Present
Wiegand – Present
Moyer – Present virtually
Chaussee – Present
3. Amendments to Agenda
Mayor Chaussee asked if there were any amendments to the agenda and there were none.
4. Conflict of Interest
Mayor Chaussee asked if there were any conflicts of interest on the agenda, to which there were none.

B. COMMUNITY PARTICIPATION

1. Public Comment
There was no public comment.

C. PRESENTATION

1. Outgoing Board Member Appreciation
Mayor Chaussee spoke to the last four years on the Board of Trustees and expressed appreciation for other Board members, staff and the community. Trustee Dailey spoke to Mayor Chaussee's leadership and presented a plaque.
2. Incoming Trustee Oaths

Hannah Hill, Town Clerk, administered the oath of office to the newly elected officials.

D. ACTION ITEMS

1. Roll Call
The Clerk noted quorum with the below roll:
Blackstone – Present
Barrett – Present
Moyer – Present virtually
Cannon – Present
Mason – Present
Dailey – Present

2. Interview and Appointment to Vacant Trustee Seat

The Board of Trustees interviewed the two applicants to fill the Trustee seat vacated by Mayor Dailey.

Mayor Dailey called for a secret ballot vote, and Ms. Hill noted the tallied votes were a majority for Sophia Moore.

Ms. Hill administered the oath of office for Trustee Moore.

3. Appointment of Mayor Pro Tempore

Mayor Dailey opened nominations for Mayor Pro Tem.

Trustee Moyer nominated Trustee Mason.

There was no opposition or other nominations, and Mayor Dailey asked for a motion.

Trustee Cannon moved to nominate Trustee Mason as Mayor Pro Tem

Trustee Blackstone seconded and the motion passed.

4. Resolution No. 12-2026: A Resolution Appointing Officers and Municipal Judge Until 2028 Election

Patti Garcia, Town Administrator, noted the Wellington Municipal Code that directs the Board of Trustees to appoint several officers in the Town, including their direct reports of the Town Administrator, the Town Attorney and the Municipal Judge.

Mayor Pro Tem Mason moved to approve Resolution No. 12-2026 – a Resolution Appointing Officers and Municipal Judge until the 2028 Election

Trustee Moyer seconded and the motion passed.

E. REPORTS

1. Town Attorney
Karl Kumli, Town Attorney, noted discussions on communication preferences with the Board and work being done with staff.
2. Town Administrator
Ms. Garcia noted work being done on an ordinance regarding e-bikes.
3. Board Reports

Trustee Cannon noted an upcoming District Meeting with Colorado Municipal League.

Trustee Moyer congratulated the new Board members.

Mayor Dailey expressed thanks to the Town, and noted she looks forward to the next few years with the Board.

F. ADJOURN

Rebekka Dailey, Mayor

Hannah Hill, Town Clerk



Board of Trustees Meeting

Date: May 12, 2026

Subject: Resolution No. 16-2026 - A Resolution of the Town of Wellington, Colorado Making Appointments to Parks, Recreation, Open Space and Trails, Planning Commission and the Finance Advisory Board

- **Presentation:** Hannah Hill, Town Clerk

EXECUTIVE SUMMARY

The Town of Wellington Planning Commission is responsible for developing, adopting, and implementing the Comprehensive Plan to address community development and growth. This includes creating zoning regulations, land use policies, and other guidelines that help shape the community's physical and economic landscape. Two members of the Planning Commission have terms that expire in April 2026.

The Parks, Recreation, Open Space and Trails (PROST) advises the Board of Trustees relative to the development and operation of the Town's park systems and the Town's recreational program. PROST has two terms that are expiring and two vacancies.

The Finance Advisory Board (FAB) The Wellington Finance Advisory Board was adopted by the Trustees on March 25, 2025 through Ordinance No. 03-2025; the ordinance contains additional details about the purpose and the duties of the Advisory Board, including but not limited to reviewing the Town's annual draft budget and making recommendations to the Board concerning Town finances, annual budget and long-range financial planning. FAB has three terms expiring in April 2026, and three vacancies.

BACKGROUND / DISCUSSION

Staff opened and advertised all term endings and vacancies in March and April of 2026 and received one (1) application for FAB; three (3) applications for Planning Commission and two (2) for PROST. Interview committees of the staff liaison, chair of each commission and Board of Trustee members interviewed the applicants. After discussion, the individual committees would recommend for appointment:

PROST: Lorilyn Bockelman for a full term, ending 2030.

FAB: Nick Nudell for a full term, ending 2030.

PC:

CONNECTION WITH ADOPTED MASTER PLANS

Ensure Strong Town Operations, Grow Responsibly, Foster Economic Vibrancy and Cultivate & Nurture Community Spaces.

FISCAL IMPLICATIONS

N/A



STAFF RECOMMENDATION

Based on the interview committee's recommendation, staff would recommend adoption of the resolution to appoint to the various Boards and Commissions.

MOTION RECOMMENDATION

Option 1) Move to approve the consent agenda

Option 2) Move to Approve Resolution No. 16-2026, a Resolution of the Town of Wellington, Colorado Making Appointments to Various Boards and Commissions.

ATTACHMENTS

1. Resolution No. 16-2026 - A Resolution Appointment Members to Boards and Commissions
2. PROST Application - Lorilyn Bockelman 2026-04-16_Redacted
3. FAB Application 2026-04-16 Nick Nudell1_Redacted
4. 2026-04-27 PLN Application Troy Spaker 2_Redacted
5. PLNC Application Lisa Chollet 2026-04-16_Redacted
6. PLNC Application Linda Knaack 2026-04-16_Redacted

TOWN OF WELLINGTON

RESOLUTION NO. 16-2026

A RESOLUTION OF THE TOWN OF WELLINGTON, COLORADO MAKING
APPOINTMENTS TO VARIOUS BOARDS AND COMMISSIONS

WHEREAS, the Board of Trustees of the Town of Wellington, Colorado, has adopted and reenacted the Wellington Municipal Code (the “Code”); and

WHEREAS, the Code provides for appointment of a Planning Commission Member in Chapter 2, Article 10; and

WHEREAS, Section 2-10-30 of the Code provides that there shall be seven (7) voting members appointed by the Board of Trustees; and

WHEREAS, the Planning Commission will have two (2) vacant seats with terms expiring in April 2026; and

WHEREAS, the Code provides for appointment of a Parks, Recreation, Open Space and Trails Board Member in Chapter 2, Article 13; and

WHEREAS, Section 2-13-30 of the Code provides that there shall be seven (7) voting members appointed by the Board of Trustees; and

WHEREAS, the Parks, Recreation, Open Space and Trails Board will have two (2) vacant seats with terms expiring in April 2026, and two (2) vacant seats; and

WHEREAS, the Code provides for appointment of a Finance Advisory Board Member in Chapter 2, Article 16; and

WHEREAS, Section 2-16-30 of the Code provides that there shall be up to seven (7) voting members appointed by the Board of Trustees; and

WHEREAS, the Finance Advisory Board will have three (3) vacant seats with terms expiring in April 2026 and three (3) vacancies; and

WHEREAS, the Town accepted applications for candidates; and

WHEREAS, candidates did apply, and after conducting interviews, it is recommended to appoint the below individuals to fill the seats on the Boards and Commissions.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF WELLINGTON, COLORADO, AS FOLLOWS:

Section 1. Lorilyn Bockelman is hereby appointed to the Parks, Recreation, Open Space and Trails Board with a term ending April 2030.

Section 2. Nikiah Nudell is hereby appointed to the Finance Advisory Board with a term ending April 2030.

Section 3. Lisa Chollet and Troy Spraker are hereby appointed to Planning Commission with a term ending April 2030.

Upon a motion duly made, seconded, and carried, the foregoing Resolution was adopted, this 12th day of May, 2026.

TOWN OF WELLINGTON, COLORADO

By: _____
Rebekka Dailey, Mayor

ATTEST:

Hannah Hill, Town Clerk

Online Form Submittal: Application for Board or Commission Vacancy

From noreply@civicplus.com <noreply@civicplus.com>

Date Mon 4/13/2026 4:25 PM

To Hannah Hill <hillha@wellingtoncolorado.gov>; Patti Garcia <garciapa@wellingtoncolorado.gov>

Application for Board or Commission Vacancy

Eligibility Requirements

- *Board/Commissions that require 1-year residency*

Which board or commission would you like to be appointed to? Parks Recreation Open Spaces and Trails (PROST)

Name Lorilyn Bockelman

Address

City Wellington

State CO

Zip Code 80549

Home Phone Number

Work Phone Number *Field not completed.*

Cell Phone Number

Email Address

Wellington Resident (Number of Years/Months) 21 Years

Current Occupation Office Manager and Coffee Shop

Please list any relevant education, employment, or volunteer experience you have.

I started volunteering to help get more parks in Wellington in 2012. We met as residents in the side room off of the library. In 2014 we became an advisory board for the Town and began making recommendations to the Board of Trustees. Our first meeting took place in the ACE hardware store which is now Bomgaars. I have experience helping get quotes and choosing playground equipment, organizing community builds, updating master plans and interviewing companies for construction. Back when we first started we did not have the town staff that we do now so the board members were pretty involved. I wrote

the applications for our years participating in the Playful City USA program as well.

Currently for employment I work as an office manager for my husbands residential construction company and am co-owner of Owl Canyon Coffee. I have also volunteered over the years with an HOA board, the booster club for the high school football team, the Wellington Area Chamber of Commerce, with the promotions committee for the Main Street program and with Friends of the Library book sales. I love Wellington and supporting our community!

Are you currently serving on any other board or commission? No

Have you attended a meeting of the board or commission you are applying to? Yes

Why do you want to become a member of this particular board or commission? I have been a member of the parks advisory board since it was started in 2014. I have enjoyed the years volunteering and serving the community. I have seen the expansion of the trail system, the addition of several parks and updates to existing parks. I have seen the recreation program grow as well. I want to stay on the parks board and see the implementation of the new master plan, the completion of the veterans gardens, the update of Centennial Park and the trail system get completed through town.

What do you believe are the 3 most important issues that this board or commission have now or will have in the next few years? This board has their hands full working through an already long priorities list but high on that list is the completion of the master plan, completing the trail system, updating current parks and planning for new parks.

Please specify any activities you are involved in that may create a conflict of interest should you be appointed to this board or commission. I do not believe there would be any conflicts.

If appointed, what is one item that you'd like to accomplish on this board or commission? I would like to finish working on getting the trail system through town.

What relevant experience, skills and/or talents do you feel would help you be a contributing member and help accomplish the mission of this board or commission, and why?	All of my past experience on this board helps me contribute. I hope I can continue to motivate others to get involved as well.
What do you believe is the most important role of this board or commission in supporting the Town's goals and Strategic Plan	By focusing on parks, recreation, open spaces and trails, we are helping "To cultivate and nurture community spaces."
Please think about your perception of the Committee as a group when you're responding to the following questions:	
What is the purpose of the committee?	To advise town trustees on parks, recreation, open spaces and trails.
What are the goals of the committee?	Create, improve, and maintain inclusive spaces and activities that enhance and promote healthy, active lifestyles for all residents.
Is there a clear understanding and agreement of the purpose and goals by all members of the committee? Please explain.	Yes, this is a great group of people who deeply care about Wellington and all things parks, recreation, open spaces and trails. Everyone is clear on our mission, vision and priorities.
Is there alignment between the work of the committee and the Town Board? Please explain.	Yes, we have a trustee liaison who comes to our meetings and we present a couple of times a year to the trustees.
Does the committee membership represent diverse perspectives and are diverse perspectives encouraged as part of effective dialogue? Please explain.	Yes, the current members are from all over town and have different backgrounds and interests. It helps to bring a different perspective and insight.
Are there certain skill sets, talents, or experience that you feel would benefit the committee membership? Please explain.	I think just being excited about Wellington and all things PROST is the most important. Also being able to attend events outside of just the monthly meeting.
What do you believe could be a concern or issue facing this board or commission?	This board needs more volunteers to be on the board and committees, I think we may also want to expand our board by a couple more members.

What have you done/will you do to familiarize yourself with the ordinances or master plans relating to the board or commission for which you're applying?	I helped write the parks and trails masterplan in 2015 and being on the board I am familiar with the newest one coming out. I was part of helping write the bylaws and am familiar with all the ordinances.
Do you have experience with outdoor recreation, public events, outdoor recreation, or community engagement?	Yes, through my previous years experience on the parks board I have been involved as a board member and I am also familiar with the recreation department as my children have participated in soccer and flag football.
How would you prioritize funding between new park development and maintenance of existing facilities and amenities?	It's a balance to be looking at future planning and future needs and weighing out what the needs are currently. At the moment we need to prioritize updating Viewpointe Park playground equipment, Centennial Park and completing the trail through town.
What ideas do you have for improving accessibility and inclusivity in our parks, trails and open space and recreation programs?	The PROST board has been pushing for improving accessibility and inclusivity in our parks since WCP was designed and built in 2015. We have continued to look at and advocate for playground equipment as well as pour in place surfacing, the fishing dock and the completion of trails. Pour in place surfacing at all parks is on the list for the board.
How do you think the conservation and use of open spaces within the Town of Wellington contributes to the overall quality of life in Town?	While we all agree that we need more dedicated open spaces the ones we do have add to the natural aesthetic of the town and attract birds and wildlife.
Electronic Signature Agreement	I agree.
Electronic Signature of Applicant	Lorilyn Bockelman
Date	4/13/2026

Email not displaying correctly? [View it in your browser.](#)

Online Form Submittal: Application for Board or Commission Vacancy

From noreply@civicplus.com <noreply@civicplus.com>

Date Tue 4/7/2026 10:07 AM

To Hannah Hill <hillha@wellingtoncolorado.gov>; Patti Garcia <garciapa@wellingtoncolorado.gov>

Application for Board or Commission Vacancy

Eligibility Requirements

- *Board/Commissions that require 1-year residency*

Which board or commission would you like to be appointed to? Finance Advisory Board

Name Nick Nudell

Address

City Wellington

State CO

Zip Code 80549

Home Phone Number

Work Phone Number *Field not completed.*

Cell Phone Number *Field not completed.*

Email Address

Wellington Resident (Number of Years/Months) 6

Current Occupation Executive Director

Please list any relevant education, employment, or volunteer experience you have.

I bring a combination of executive leadership, public policy, healthcare administration, finance oversight, and nonprofit governance experience. I serve as Executive Director of the Northeast Colorado RETAC, where I am responsible for organizational leadership, public-sector coordination, budgeting, contracts, financial oversight, and strategic planning across a nine-county region. My professional background also includes paramedic and health systems leadership roles, applied research, and program development.

My academic preparation includes graduate education in public policy and related disciplines, with ongoing doctoral work focused on governance and public systems. In addition to my employment experience, I have served in board and committee leadership roles for nonprofit and public-serving organizations, including service connected to EMS, healthcare, and community governance. I have also served on the Wellington Finance Advisory Board, which has strengthened my familiarity with municipal budgeting, fiscal review, and the importance of transparent and responsible stewardship of public resources.

Are you currently serving on any other board or commission?

No

Have you attended a meeting of the board or commission you are applying to?

Yes

Why do you want to become a member of this particular board or commission?

I want to serve on the Wellington Finance Advisory Board because sound financial governance is one of the most important responsibilities in local government. Community priorities, public trust, and the Town's long-term stability all depend on thoughtful budgeting, careful review of financial information, and disciplined stewardship of public resources.

I am interested in contributing in a way that is practical and service-oriented. I value transparent decision-making, clear analysis, and the kind of steady advisory work that helps elected officials make well-informed choices. Having previously served in a finance committee role, I appreciate both the technical and public-facing importance of this work.

I also care about Wellington as a community. Serving on this board is a meaningful way for me to contribute my experience in governance, budgeting, and organizational oversight in support of the Town's continued strength and responsible growth.

What do you believe are the 3 most important issues that this board or commission have now or will have in the next few years?

I believe the three most important issues for the Wellington Finance Advisory Board over the next few years are fiscal sustainability, growth-related capital demands, and maintaining public trust through transparency.

First, fiscal sustainability will remain central. The Town will need to balance service expectations, inflationary pressures, revenue uncertainty, and long-term obligations without overextending itself. That requires careful attention not only to annual budgeting, but also to reserves, structural balance, and long-range financial planning.

Second, Wellington will continue to face decisions related to

growth and the infrastructure that comes with it. As the community evolves, the Town will need to evaluate how to fund and prioritize capital improvements, public facilities, and service capacity in a way that is both responsible and forward-looking. The challenge is not simply whether growth occurs, but how financial planning keeps pace with it.

Third, public trust and transparency will remain essential. Residents need confidence that public funds are being managed thoughtfully, fairly, and in alignment with community priorities. The board plays an important role in supporting clear financial communication, sound review processes, and disciplined stewardship that helps maintain that trust.

Please specify any activities you are involved in that may create a conflict of interest should you be appointed to this board or commission.

At this time, I am not aware of any activities that would create a direct conflict of interest with service on the Wellington Finance Advisory Board. My professional work is in nonprofit and public-serving healthcare and regional governance, which is separate from Town financial decision-making.

If appointed, I would review any matter that comes before the board for a potential actual or perceived conflict and would disclose and recuse myself when appropriate. I understand that maintaining public trust requires transparency, independence, and careful attention to ethical obligations.

If appointed, what is one item that you'd like to accomplish on this board or commission?

If appointed, one accomplishment I would like to help advance is a stronger long-range financial planning framework that connects annual budget decisions to Wellington's future service, infrastructure, and reserve needs. I think one of the most valuable contributions a finance advisory body can make is helping ensure that short-term decisions are considered in the context of long-term fiscal sustainability.

That kind of work supports better decision-making, clearer communication with the public, and greater confidence that the Town is planning responsibly for growth, uncertainty, and future obligations.

What relevant experience, skills and/or talents do you feel would help you be a contributing member and help accomplish the mission of this board or commission, and why?

I believe I would bring a useful combination of governance experience, financial oversight, strategic thinking, and clear communication. In my professional roles, I have been responsible for budgeting, contracts, program oversight, policy development, and organizational leadership in settings that require careful stewardship of public and nonprofit resources. That work has required me to review complex information, ask disciplined questions, and keep decisions aligned with mission, accountability, and long-term sustainability.

I also bring experience serving in advisory and board-related roles, including prior service connected to Wellington's finance work. That has given me an appreciation for the importance of thoughtful review, preparation, and collaboration in supporting

elected officials and the public. I understand that the mission of a finance advisory board is not simply technical. It is also about judgment, credibility, and helping ensure that financial decisions are understandable, responsible, and connected to community priorities.

In addition, I think I contribute a calm, analytical approach. I am comfortable working through detailed material, identifying key issues, and helping translate complex financial or governance questions into practical discussion. I would hope to contribute as someone who is dependable, constructive, and focused on helping the Town make sound financial decisions over time.

What do you believe is the most important role of this board or commission in supporting the Town's goals and Strategic Plan

I believe the most important role of the Finance Advisory Board in supporting the Town's goals and Strategic Plan is to help ensure that Wellington's financial decisions are disciplined, sustainable, and aligned with the community's long-term priorities. A strategic plan is only meaningful if the Town has the fiscal capacity and judgment to carry it out. The board helps connect those priorities to responsible budgeting, financial review, and long-range planning.

In that way, the board serves as an important bridge between vision and implementation. It supports the Town by helping evaluate whether resources are being allocated thoughtfully, whether financial risks are being understood, and whether short-term decisions are consistent with long-term community goals. Just as importantly, it helps strengthen transparency and public confidence by showing that financial stewardship is being approached carefully and with accountability.

Please think about your perception of the Committee as a group when you're responding to the following questions:

What is the purpose of the committee?

My perception is that the committee exists to provide thoughtful, independent, and informed advice on financial matters that affect the Town. Its purpose is to review budgets, financial policies, long-range fiscal issues, and other related questions in a way that helps strengthen decision-making by the Board of Trustees.

Just as importantly, the committee serves as a public-facing forum for financial stewardship. It helps bring transparency, discipline, and community perspective to the Town's financial planning, while supporting responsible use of public resources in alignment with Wellington's goals and priorities.

What are the goals of the committee?

My perception is that the goals of the committee are to support sound financial stewardship, strengthen the quality of budget and policy review, and help ensure that the Town's financial decisions remain aligned with its broader goals. In practical terms, that means helping evaluate financial information carefully, considering both short-term needs and long-term

sustainability, and providing thoughtful recommendations that assist the Board of Trustees in its decision-making.

I also believe the committee's goals include promoting transparency and public confidence. A strong finance committee does more than review numbers. It helps make financial issues understandable, encourages accountability, and contributes to a culture of careful, responsible planning as the Town grows and changes.

Is there a clear understanding and agreement of the purpose and goals by all members of the committee? Please explain.

My impression is that there is likely a general shared understanding of the committee's purpose, particularly around financial review, stewardship, and advising the Board of Trustees. That said, in many committees, broad agreement on purpose does not always mean there is complete alignment on how the committee should operate, how proactive it should be, or where its advisory role begins and ends. I would expect that some variation in perspective is normal.

For that reason, I think it is important for the committee to revisit its purpose and goals periodically and make sure members have a common understanding of priorities, expectations, and scope. A clear and shared understanding helps the committee function more effectively, improves consistency in its recommendations, and strengthens its value to the Town.

Is there alignment between the work of the committee and the Town Board? Please explain.

My perception is that there is generally alignment between the work of the committee and the Town Board, in the sense that both are ultimately focused on the Town's fiscal health, responsible stewardship of public resources, and support for Wellington's long-term goals. The committee's role is advisory, but that role is most valuable when its work is clearly connected to the Board's decision-making responsibilities and strategic priorities.

At the same time, alignment does not necessarily mean complete overlap in perspective. A healthy advisory committee should be able to provide careful analysis, raise questions, and offer recommendations that help inform the Board's decisions. In my view, the strongest alignment exists when the committee understands the Board's priorities, and the Board sees the committee as a credible source of thoughtful financial review and constructive input.

Does the committee membership represent diverse perspectives and are diverse perspectives encouraged as part of effective dialogue? Please explain.

My perception is that effective committee service depends in part on whether members bring different professional backgrounds, life experiences, and ways of thinking to the table. In a finance-related committee, diversity of perspective is important because financial decisions affect the community broadly, and good discussion is stronger when it includes both technical understanding and varied community viewpoints.

I would hope the committee reflects that kind of diversity and that differing perspectives are genuinely encouraged as part of its dialogue. For a committee to function well, members need to feel comfortable asking questions, respectfully challenging assumptions, and contributing different points of view without that being seen as disruptive. In my view, the strongest committees are those that combine shared commitment to the Town's interests with openness to thoughtful, constructive disagreement.

Are there certain skill sets, talents, or experience that you feel would benefit the committee membership? Please explain.

Yes. I think the committee benefits most from a mix of financial literacy, strategic thinking, governance awareness, and community perspective. Members who can understand budgets, reserves, capital planning, and long-term fiscal trends are important, but so are members who can connect those issues to practical policy choices and community impact.

I also think the committee is strengthened by people who bring sound judgment, independence, and the ability to communicate clearly. A strong member should be able to review detailed information, ask constructive questions, and engage in respectful discussion even when perspectives differ. Experience in public service, nonprofit leadership, business operations, auditing, finance, law, or organizational management can all be valuable, especially when combined with a genuine commitment to stewardship and transparency.

Most importantly, I think the committee benefits from members who are prepared, thoughtful, and focused on helping the Town make responsible decisions over time rather than simply reacting to immediate issues.

What do you believe could be a concern or issue facing this board or commission?

One concern that may face the committee is maintaining a clear and effective role within the Town's broader decision-making structure. Advisory bodies are most useful when their purpose, scope, and relationship to the Town Board are well understood. If that clarity weakens, there can be uncertainty about expectations, priorities, or how the committee's work informs final decisions.

Another likely issue is balancing immediate financial pressures with long-term planning. Committees like this are often asked to consider current budget realities while also keeping attention on reserves, capital needs, growth, and future obligations. That can be challenging, particularly when resources are limited and community expectations are high.

I also think public trust is always an important concern. Financial advisory work depends on credibility, transparency, and confidence that issues are being examined carefully and in the public interest. Maintaining that trust requires thoughtful communication, disciplined review, and a strong commitment to stewardship.

What have you done/will you do to familiarize yourself with the ordinances or master plans relating to the board or commission for which you're applying?

I have reviewed materials related to the Town's financial governance and advisory structure, and I would continue that preparation by carefully reading the ordinances, policies, budget documents, and strategic planning materials that guide the committee's work. If appointed, I would make it a priority to understand not only the formal authorities and responsibilities of the committee, but also how its work fits within the Town's broader governance and budgeting process.

More broadly, my approach is to prepare by reading the governing documents closely, reviewing recent agendas and minutes, and studying the plans and policies that shape current decision-making. I think effective service on a committee requires more than general interest. It requires taking the time to understand the framework, history, and expectations that define the role.

How do you define transparency, and why is it important in financial management?

I define transparency in financial management as providing clear, accurate, and accessible information about how public funds are collected, allocated, managed, and evaluated. It means that decisions are not only made properly, but can also be understood and explained in a way that allows elected officials, committee members, and the public to see the reasoning behind them.

Transparency is important because financial management depends on trust. In a public setting, people need confidence that resources are being used responsibly, that decisions are grounded in sound analysis, and that priorities are being addressed fairly. Transparency supports accountability,

improves the quality of decision-making, and helps prevent misunderstanding or the perception that financial choices are being made without appropriate scrutiny.

I also think transparency has a practical value. When financial information is presented clearly, it allows for better oversight, more meaningful public engagement, and more informed discussion about tradeoffs, risks, and long-term priorities. In that sense, transparency is not just about openness. It is a core part of good governance.

What do you believe are the most important financial priorities for the Town?

I believe the Town's most important financial priorities are long-term stability, responsible management of growth, and preservation of public trust. First, the Town should prioritize structural fiscal health by maintaining balanced budgets, strong reserves, and careful attention to future liabilities and operating costs. That creates the foundation for everything else.

Second, Wellington should focus on aligning growth with what the Town can realistically support over time. Growth can create opportunity, but it also brings demands for infrastructure, facilities, staffing, and service expansion. Financial planning needs to ensure that development and community expectations do not outpace the Town's fiscal capacity.

Third, I think the Town should prioritize clear, transparent stewardship of public resources. Residents need confidence that decisions are being made thoughtfully, that financial tradeoffs are being understood, and that the Town is planning not only for immediate needs but for long-term community well-being.

What experience do you have with budgeting, financial analysis, or government finance?

I have experience with budgeting, financial oversight, and fiscal planning through executive and board-level roles in nonprofit and public-serving organizations. As Executive Director of the Northeast Colorado Regional EMS and Trauma Advisory Council, I am responsible for budget development, financial monitoring, contracts, program funding oversight, and aligning expenditures with organizational priorities, statutory responsibilities, and board direction. That work requires careful review of revenues, expenses, grant and program allocations, and long-range planning to support sustainability and accountability.

I also have experience reviewing financial information in governance settings, including prior service connected to Wellington's finance work. In those roles, I have worked with budgets, financial reports, policy considerations, and the broader relationship between financial decisions, public trust, and organizational strategy. My background is not that of a municipal accountant, but I am experienced in the kind of disciplined financial review, stewardship, and policy-oriented analysis that advisory bodies rely on.

More broadly, my professional and academic work in public policy and governance has reinforced the importance of transparency, structural balance, and long-term planning in the management of public resources. I would bring that perspective to the committee, along with a practical understanding of how financial decisions affect operations, services, and community confidence.

Electronic Signature Agreement	I agree.
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Electronic Signature of Applicant	Nick Nudell
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Date	4/7/2026
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Online Form Submittal: Application for Board or Commission Vacancy

From noreply@civicplus.com <noreply@civicplus.com>

Date Mon 4/27/2026 3:07 PM

To Hannah Hill <hillha@wellingtoncolorado.gov>; Patti Garcia <garciapa@wellingtoncolorado.gov>

Application for Board or Commission Vacancy

Eligibility Requirements

- *Board/Commissions that require 1-year residency*

Which board or commission would you like to be appointed to? Planning Commission

Name Troy Daniel Spraker

Address

City Wellington

State CO

Zip Code 80549

Home Phone Number

Work Phone Number

Cell Phone Number

Email Address

Wellington Resident (Number of Years/Months) 22 years

Current Occupation Civil Engineer

Please list any relevant education, employment, or volunteer experience you have.

Employed with Lamp Rynearson - Engineering / Survey Firm
22 years as a Professional Engineer (Licensed in CO, WY, TX, UT)
Certified Floodplain Manager
ENV-SP Certificate
Member of COSSA
Member of Colorado Municipal League
Volunteer for Habitat for Humanity

Are you currently serving on any other board or commission?	No
Have you attended a meeting of the board or commission you are applying to?	Yes
Why do you want to become a member of this particular board or commission?	I am interested in serving on the Planning Commission because it provides an opportunity to give back to the Town of Wellington in a meaningful way. With my background and experience, I believe I can contribute thoughtful insight to community development. I'm also eager to become more active in shaping Wellington's future as a resident.
What do you believe are the 3 most important issues that this board or commission have now or will have in the next few years?	<ol style="list-style-type: none"> 1) Smart development (Planning and Zoning) 2) Safe transportation through town and connection to the Interstate. Transportation planning to support the downtown. 3) Support the Town in becoming a Home Rule City. 4) Supporting local citizen activities and connectivity to Downtown and to parks and recreation places.
Please specify any activities you are involved in that may create a conflict of interest should you be appointed to this board or commission.	<p>I am a project Manager with Lamp Rynearson.</p> <p>If we had a development project in the Town of Wellington, I would need to recuse myself during that portion of the hearing.</p>
If appointed, what is one item that you'd like to accomplish on this board or commission?	<p>To be a trusted board member.</p> <p>I have a lot of experience that I could contribute to the Town.</p>
What relevant experience, skills and/or talents do you feel would help you be a contributing member and help accomplish the mission of this board or commission, and why?	<p>I bring over 26 years of experience as a licensed civil engineer, with a strong background in both municipal and private sector land entitlement and development projects. I am currently licensed in Colorado, Texas, Wyoming, and Utah.</p> <p>My experience includes serving as a floodplain manager and development review engineer for the City of Dacono, as well as an on-call engineer for the Town of Berthoud. Previously, I served as Town Engineer and floodplain manager for the Town of Milliken and as a Development Review Engineer for the City of Greeley.</p> <p>This combination of public and private sector experience provides me with a well-rounded perspective on development, infrastructure, and community planning, allowing me to contribute informed, balanced decision-making to the Commission.</p>

What do you believe is the most important role of this board or commission in supporting the Town's goals and Strategic Plan	The role of the Planning Commission is to be knowledgeable of Town Codes, Master Plans and to be involved in the review and recommend approval or denial of a project to the Town Board. The planning commissions role is to also take a closer look at each project that goes through a public hearing process, to determine if the project would be a benefit to the citizens.
--	--

Please think about your perception of the Committee as a group when you're responding to the following questions:

What is the purpose of the committee?	To bring difference perspectives to the table and discuss whether a proposed project is a benefit for the citizens and the town. Weigh out risks and provide a recommendation of approval or denial to the Town Board of Trustees for final decision.
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What are the goals of the committee?	The goal of the Planning Commission is to follow the adopted development code and Master Plans, and decide if the proposed projects are in-line with the Town goals as determined by the citizens and the Town Trustees. The Public Hearings are a forum for citizen to present, and allow their voice to be heard to have an input on decisions being made for planning growth.
--------------------------------------	--

Is there a clear understanding and agreement of the purpose and goals by all members of the committee? Please explain.	The goal of having the Towns interest should be the base understanding between the Planning Commissioners. However, the background and individual thought should be maintained, as we all have different perspective and ideal of where the Town should grow.
--	---

Is there alignment between the work of the committee and the Town Board? Please explain.	Yes, however both have different roles in the public hearing process. The Planning Commission should be looking more at Codes and Master Plans for land development, and the Town Board should weigh their decisions on what is beneficial for the Town as a whole. The Town Board has many other decisions to make that are for citizens, businesses, financial stability, future stability and growth.
--	--

Does the committee membership represent diverse perspectives and are diverse perspectives encouraged as part of effective dialogue? Please explain.	Yes, there should be a diverse membership in the Planning Commission. Having diverse backgrounds will provide a much more robust discussion and bring different viewpoints to consider.
---	---

Are there certain skill sets, talents, or experience that you feel would benefit the committee membership? Please explain.	I would provide a development background and technical-based decision-making. I have been on the presenting side to the Planning Commission and Town Board, for both a government staff member and on a private consulting.
--	---

What do you believe could be a concern or issue facing this board or commission?	For the Town, I can see there will be varying perspectives to allow growth and others that will want to keep the same feel of the Town. It is a ballance and growth needs to be planned and in-line to the overall goals of the Town (TOB and Citizens)
What have you done/will you do to familiarize yourself with the ordinances or master plans relating to the board or commission for which you're applying?	I will review the current Development Codes and Master plans and be familiar with the Town's ultimate growth goals.
What do you think the Town's responsibility is in overseeing and regulating residential and commercial development?	The government's role should be more focused on the health, safety and welfare of the Town citizens and business owners. The Planning Commission should be looking at Master Plans and aligning development with adopted plans.
How would you balance growth and development with preserving community character?	Follow the development standards and balancing it with infrastructure growth. Development needs to be resilient and financially stable.
List what experience you have with land use, zoning or urban planning.	26 years of entitlements as a Civil Engineer. 2.5 year experience working with the City of Greeley as a Development review engineer.
Electronic Signature Agreement	I agree.
Electronic Signature of Applicant	Troy D. Spraker
Date	<i>Field not completed.</i>

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Online Form Submittal: Application for Board or Commission Vacancy

From noreply@civicplus.com <noreply@civicplus.com>

Date Wed 3/18/2026 1:22 PM

To Hannah Hill <hillha@wellingtoncolorado.gov>; Patti Garcia <garciapa@wellingtoncolorado.gov>

Application for Board or Commission Vacancy

Eligibility Requirements

- *Board/Commissions that require 1-year residency*

Which board or commission would you like to be appointed to? Planning Commission

Name Lisa Chollet

Address

City Wellington

State Colorado

Zip Code 80549

Home Phone Number

Work Phone Number *Field not completed.*

Cell Phone Number *Field not completed.*

Email Address

Wellington Resident (Number of Years/Months) 8 years 6 months

Current Occupation Self employed

Please list any relevant education, employment, or volunteer experience you have. I am a current Planning Commissioner and the Chair of the Larimer County Planning Commission

Are you currently serving on any other board or commission? No

Have you attended a meeting of the board or Yes

commission you are applying to?

Why do you want to become a member of this particular board or commission? I have enjoyed the work and wish to continue

What do you believe are the 3 most important issues that this board or commission have now or will have in the next few years? Affordable housing
Business development
Land Use Planning

Please specify any activities you are involved in that may create a conflict of interest should you be appointed to this board or commission. None

If appointed, what is one item that you'd like to accomplish on this board or commission? Affordable housing plan and development

What relevant experience, skills and/or talents do you feel would help you be a contributing member and help accomplish the mission of this board or commission, and why? My historical knowledge of the challenges and successes in Wellington along with my knowledge of land use code.

What do you believe is the most important role of this board or commission in supporting the Town's goals and Strategic Plan To follow land use and make decisions in line with values and needs of this town.

Please think about your perception of the Committee as a group when you're responding to the following questions:

What is the purpose of the committee? This board plays a vital role in the development process serving as both the voice of the community and the judges of land use code alignment.

What are the goals of the committee? To follow land use code, the comprehensive plan, and strategic plan to review development, improvement and long range vision of the town.

Is there a clear understanding and agreement of the purpose and goals by all members of Yes - our role is statutory and we all understand the importance of our responsibility to the Trustees and the citizens of Wellington.

the committee? Please explain.

Is there alignment between the work of the committee and the Town Board? Please explain.

Yes- we are entrusted to both decide or recommend approval or disapproval of applicants, along with policy as it applies to Planning in alignment with the policy and direction of the Trustees.

Does the committee membership represent diverse perspectives and are diverse perspectives encouraged as part of effective dialogue? Please explain.

Yes - we are a good cross section of the community. The structure of our proceedings allow for robust discussion before a vote is taken. We are always respectful of differing perspectives.

Are there certain skill sets, talents, or experience that you feel would benefit the committee membership? Please explain.

I worked in construction for over 30 years along with my current service on the Board for Wellington and the county.

What do you believe could be a concern or issue facing this board or commission?

The need for diversity in housing and the desire of the community to see business grow.

What have you done/will you do to familiarize yourself with the ordinances or master plans relating to the board or commission for which you're applying?

I am already familiar.

What do you think the Town's responsibility is in overseeing and regulating residential and commercial development?

Field not completed.

How would you balance growth and development with preserving community character?

Field not completed.

List what experience you have with land use, zoning or urban planning.

Field not completed.

Electronic Signature Agreement

I agree.

Electronic Signature of Applicant

Lisa M. Chollet

Date

3/18/2026

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Online Form Submittal: Application for Board or Commission Vacancy

From noreply@civicplus.com <noreply@civicplus.com>

Date Sun 4/5/2026 10:22 AM

To Hannah Hill <hillha@wellingtoncolorado.gov>; Patti Garcia <garciapa@wellingtoncolorado.gov>

Application for Board or Commission Vacancy

Eligibility Requirements

- *Board/Commissions that require 1-year residency*

Which board or commission would you like to be appointed to? Planning Commission

Name Linda Knaack

Address

City Wellington

State CO

Zip Code 80549

Home Phone Number

Work Phone Number

Cell Phone Number *Field not completed.*

Email Address

Wellington Resident (Number of Years/Months) 54

Current Occupation Business owner

Please list any relevant education, employment, or volunteer experience you have. I have served on the planning commission for the last 6 years. I also serve on the Wellington Main Street Board.

Are you currently serving on any other board or commission? Yes

Have you attended a meeting of the board or Yes

commission you are applying to?

Why do you want to become a member of this particular board or commission?	I'd like to continue serving on the board. As a business owner I feel that it's important to help ensuring the right businesses come to town and meets the planning requirements.
--	---

What do you believe are the 3 most important issues that this board or commission have now or will have in the next few years?	Helping the town attract/control businesses and Residential to town and follow planning commissions guidelines. Review guidelines for the planning commission. Send good recommendations to the Town Board in a timely manor.
--	---

Please specify any activities you are involved in that may create a conflict of interest should you be appointed to this board or commission.	Owner of Automotive Repair shop.
---	----------------------------------

If appointed, what is one item that you'd like to accomplish on this board or commission?	Encourage more plan reviews to be forwarded to planning commission.
---	---

What relevant experience, skills and/or talents do you feel would help you be a contributing member and help accomplish the mission of this board or commission, and why?	There is a large learning curve as a new planning commissioner. I have also served on the development of the most recent comprehensive plan for the town and am familiar with the plan.
---	---

What do you believe is the most important role of this board or commission in supporting the Town's goals and Strategic Plan	Managed growth.
--	-----------------

Please think about your perception of the Committee as a group when you're responding to the following questions:

What is the purpose of the committee?	Review site plans that staff brings for to the commission as well as insuring that the recommendations from planning commission are clear for board approval.
---------------------------------------	---

What are the goals of the committee?	Support staff with recommendations and follow strategic plan.
--------------------------------------	---

Is there a clear understanding and agreement of the purpose and goals by all members of	<i>Field not completed.</i>
---	-----------------------------

the committee? Please explain.

Is there alignment between the work of the committee and the Town Board? Please explain.

Yes, as a commissioner we need trust and good communication with the board as well as town staff.

Does the committee membership represent diverse perspectives and are diverse perspectives encouraged as part of effective dialogue? Please explain.

Field not completed.

Are there certain skill sets, talents, or experience that you feel would benefit the committee membership? Please explain.

Field not completed.

What do you believe could be a concern or issue facing this board or commission?

Sight plan and business reviews falling flat and not getting enough active plans.

What have you done/will you do to familiarize yourself with the ordinances or master plans relating to the board or commission for which you're applying?

Been on the commission previously and served on comprehensive plan.

What do you think the Town's responsibility is in overseeing and regulating residential and commercial development?

Field not completed.

How would you balance growth and development with preserving community character?

Field not completed.

List what experience you have with land use, zoning or urban planning.

Previous experience on the board.

Electronic Signature Agreement

I agree.

Electronic Signature of Applicant

Linda Knaack

Date

4/5/2026

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Board of Trustees Meeting

Date: May 12, 2026

Subject: Resolution No. 15-2026 - A Resolution of the Town of Wellington, Colorado Amending the Town of Wellington Financial Management Policies Effective May 12, 2026

- **Presentation:** Nic Redavid, Finance Director | Town Treasurer

EXECUTIVE SUMMARY

Amendments to the Town of Wellington Financial Management Policies considered for adoption, effective May 12, 2026, superseding any previously adopted fiscal management policy, and applicable to all officials, employees, and agents of the Town.

BACKGROUND / DISCUSSION

The Town of Wellington Financial Management Policies were adopted by the Board of Trustees on November 12, 2025, and effective January 1, 2026. Following several months of development, including a work session and regular meeting with the Board of Trustees, Finance Advisory Board input and review, and Staff collaboration, three previous and outdated policies were replaced with the comprehensive Financial Management Policies. The Policies align financial best practices of the Government Finance Officers Association (GFOA) with the Board of Trustees' guiding principle for fiscal responsibility and the Strategic Plan's direction to ensure strong town operations.

The Board provided direction that Appendix A of the Financial Management Policies — Signature Authority, P-Card per Transaction, and P-Card Monthly Spending Limits — may be updated as needed by consent agenda item. The updates in the amended Financial Management Policies proposed are:

- Addition of Senior Communications & Marketing Specialist role in the Administration Department

No changes to policies, approval thresholds, or limits are proposed. The January 1, 2026, version of the Policies with tracked changes is provided for reference.

CONNECTION WITH ADOPTED MASTER PLANS

Ensure Strong Town Operations

FISCAL IMPLICATIONS

N/A

STAFF RECOMMENDATION

Staff recommends adoption of Resolution No. 15-2026 - A Resolution of the Town of Wellington, Colorado Amending the Town of Wellington Financial Management Policies Effective May 12, 2026, as presented.

MOTION RECOMMENDATION

I move to adopt Resolution No. 15-2026 - A Resolution of the Town of Wellington, Colorado Amending the Town of Wellington Financial Management Policies Effective May 12, 2026.



ATTACHMENTS

1. Resolution No. 15-2026 A Resolution Amending the Town of Wellington Financial Management Policies Effective May 12, 2026
2. Town of Wellington Financial Management Policies Effective May 12, 2026
3. Town of Wellington Financial Management Policies Effective January 1, 2026 (with tracked changes)

TOWN OF WELLINGTON
RESOLUTION NO. 15-2026

A RESOLUTION OF THE TOWN OF WELLINGTON, COLORADO AMENDING THE TOWN OF WELLINGTON FINANCIAL MANAGEMENT POLICIES EFFECTIVE MAY 12, 2026

WHEREAS, the Board of Trustees of the Town of Wellington adopted the Town of Wellington Financial Management Policies effective January 1, 2026, by Resolution No. 44-2025 on November 12, 2025; and

WHEREAS, the Government Finance Officers Association (GFOA) recommends the adoption of financial management policies that are monitored, reviewed, and updated as needed in a systematic way; and

WHEREAS, the Board of Trustees of the Town of Wellington desires to amend the Town of Wellington Financial Management Policies.

NOW, THEREFORE, be it resolved by the Board of Trustees for the Town of Wellington, Colorado, as follows:

1. The policies set forth in the Town of Wellington Financial Management Policies, attached hereto as EXHIBIT A, are adopted, implemented, and applicable to all Town of Wellington officials, employees, and agents.
2. The policies set forth in the attached EXHIBIT A will become effective on May 12, 2026.
3. This resolution and the attached EXHIBIT A shall supersede and replace any previously adopted fiscal management policy of the Town of Wellington on the effective date.

Upon motion duly made, seconded and carried, the foregoing Resolution was adopted this 12th day of May, 2026.

TOWN OF WELLINGTON, COLORADO

By: _____
Rebekka Dailey, Mayor

ATTEST:

Hannah Hill, Town Clerk



Town of Wellington Financial Management Policies

Effective: May 12, 2026
Adopted: May 12, 2026
Resolution No. 15-2026

Supersedes: Financial Management Policies, Effective January 1,
2026, Adopted November 12, 2025, Resolution No. 44-2025

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Introduction

The Town of Wellington’s Financial Management Policies serve as a comprehensive resource for Town staff, consolidating all fiscal management policies into a single, accessible document. These policies are essential to maintaining the Town’s fiscal health, ensuring consistency in financial decision-making, and upholding accountability to the community. They provide a strategic framework to guide both day-to-day operations and long-term financial planning, helping staff manage public funds responsibly and efficiently.

Importance. As stewards of public resources, Town staff play a critical role in ensuring that municipal funds are used wisely to sustain essential services, public facilities, and infrastructure that meet both current and future community needs. These policies establish clear guidelines to:

- Define boundaries. Financial policies define limits on the actions staff may take. The policy framework provides the boundaries within which staff can operate.
- Promote transparency and accountability in fiscal management.
- Ensure compliance with regulatory requirements, including the annual audit and state and federal grant funding requirements.
- Support effective financial planning and internal controls that safeguard public funds.
- Align financial practices with best practices and industry standards, as recommended by the Government Finance Officers Association (GFOA).

Adopted by resolution of the Board of Trustees, these financial policies provide a foundation for sound fiscal management.

Updates. These policies will be evaluated annually. Revisions and updates will be made periodically, as needed and at least every three years, and require adoption by resolution of the Board of Trustees.

Distribution. These policies will be available on the Town’s website at www.WellingtonColorado.gov.

Auditing and Financial Reporting

Purpose. This section establishes the Town of Wellington’s commitment to transparency, accountability, and compliance in its financial operations through structured reporting and oversight practices. It outlines requirements for annual independent audits, adherence to accounting standards, and regular financial reporting to leadership. These policies ensure that financial information is accurate, timely, and in compliance with state law, while supporting informed decision-making and responsible fiscal management at both the department and Town-wide level.

Independent Audit. An independent firm of certified public accountants will annually perform a financial and compliance audit of the Town’s financial statements as required by state statute (C.R.S. 29-1-603). The completed audit must be submitted to the Office of the State Auditor annually. (C.R.S. 29-1-601).

The Town shall strive to enter into agreements with its auditors that permit the Town to extend the contract annually, to reduce the need to seek out a new auditor each year. The Government Finance Officers Association (GFOA) recommends that governmental entities should enter into agreements for at least five years when obtaining the services of independent auditors. Such agreements allow for greater continuity and help to minimize the potential for disruption in connection with the independent audit. Due to legal prohibitions on multiyear commitments, a series of one-year commitments with rights to renew can attain a similar effect.

Accounting Information System. The Town’s accounting system shall be maintained in conformance with Generally Accepted Accounting Principles (GAAP) established by the Governmental Accounting Standards Board (GASB).

Financial Statements. The Finance Department will produce monthly financial statements for presentation to and review by review by the Board of Trustees. Additional financial statements may be produced and presented to the Board, as deemed appropriate by the Finance Director.

Financial Monitoring. Each Town department is responsible for reviewing financial statements provided by the Finance Department and managing its resources to ensure that the department’s appropriations are not overspent and that all expenditures are in conformity with Town, state and federal ordinances, statutes, policies and regulations.

Basis of Budgeting. Basis of budgeting refers to the methodology used to include revenues and expenditures in the budget. The Town of Wellington primarily budgets on a cash basis. Using this assumption, the current year revenues are compared to expenditures to ensure that each fund has sufficient revenues to cover expenditures during the budget year, or

that there are sufficient cash reserves in the fund to cover any anticipated revenue shortfall.

Basis of Accounting. Basis of accounting refers to the point at which revenues or expenditures are recognized in the accounts and reported in the financial statements. The governmentwide and enterprise fund financial statements are reported using the economic resource measurement focus and the accrual basis of accounting. Under the accrual basis of accounting, revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of when the cash is received. Governmental fund financial statements are reported using current financial resources measurement focus and the modified accrual basis of accounting. Under modified accrual basis of accounting, revenues are recognized as soon as they become both measurable and available, and expenditures are recorded in the periods that the expenditure occurs and becomes a liability.

Fund Structure.

The Town of Wellington has (8) eight funds, each serving a unique purpose as described below.

Fund Type	Purpose of Fund	Services Provided	
General Fund	The main operating fund for the Town. It accounts for discretionary resources used for activities, programs, and services deemed necessary by the community. Major revenue sources include sales tax, property tax, use tax, and various fees.	<ul style="list-style-type: none"> - Administration - Administrative Facilities - Board of Trustees - Building & Planning - Cemetery - Economic Development - Finance - Human Resources 	<ul style="list-style-type: none"> - Information Technology - Larimer County Sheriff's Office - Library - Municipal Court - Public Work Administration - Town Clerk
Enterprise Funds	These are self-supporting operations run similarly to private businesses. They finance services primarily through user charges.	<ul style="list-style-type: none"> - Water - Sewer - Drainage 	
Special Revenue Funds	These funds support activities financed by taxes or revenues that must be spent on specific programs. Some fees may also support these funds, though they are not the primary source.	<ul style="list-style-type: none"> - Streets - Parks - Conservation Trust - Library Trust 	

Fund Balance

Purpose. The Town of Wellington hereby establishes and will maintain reservations of fund balance as defined herein in accordance with Governmental Accounting Standards Board Statement No. 54 Fund Balance Reporting.

The Board recognizes that the maintenance of a fund balance is essential to the preservation of the financial integrity of the Town and is fiscally advantageous for both the Town and the taxpayer. This policy establishes goals and provides guidance concerning the desired level of fund balance maintained by the Town to mitigate financial risk that can occur from unforeseen revenue fluctuations, unanticipated expenditures, and similar circumstances.

Minimum Level of Unassigned Fund Balance. Unassigned fund balance will be maintained at a level sufficient to provide for the required resources to meet operating cost needs, to allow for unforeseen needs of an emergency nature, and to permit orderly adjustment to changes resulting from fluctuations of revenue sources.

General Fund and Special Revenue Funds (Streets, Parks, and Conservation Trust funds). The Town of Wellington, at a minimum, will maintain unrestricted budgetary fund balance of no less than four month (33%) of regular operating expenditures or 110% of debt service whichever is greater.

Enterprise Funds (Water, Sewer, and Drainage). The Town of Wellington, at a minimum, will maintain the greater of an unrestricted budgetary fund balance of no less than 90 days of regular operating expenditures or a debt service coverage ratio of 1.10 as required by State Revolving Fund (SRF) loan obligations. In addition, all enterprise funds will build up a capital reserve equal to one (1) years' depreciation expense by the end of 2029.

Library Trust Fund. The Library Trust fund, a private purpose trust fund, will have no minimum fund balance requirement other than the 3% TABOR reserve.

Replenishment Strategy. If the unassigned fund balance at fiscal year-end falls below the minimum level established by the Financial Management Policy, the Town shall develop a replenishment strategy to restore compliance within one to three years. As part of this strategy, the Finance Department will provide a progress report to the Board of Trustees annually. The report will include:

- The current level of fund balance compared to the policy minimum.
- The replenishment plan and timeline.
- Actions taken during the fiscal year to restore the fund balance.
- Recommended adjustments to the strategy, if necessary, to remain on track.

The annual progress report will be presented during the budget development process and incorporated into the financial planning documents provided to the Board of Trustees.

Order of Expenditure of Funds. When multiple categories of fund balance are available for expenditure (e.g., a project is being funded partly by a grant, funds set aside by the Board, encumbrances for obligations, and unassigned fund balance), the Town will start with the most restricted category and spend those funds first before moving down to the next category with available funds.

In accordance with governmental accounting standards the Town's total fund balance is comprised of five components:

- A. Non-spendable Fund Balance represents resources that are physically or legally in a non-spendable form such as inventory,
- B. Restricted Fund Balance represents resources limited by state law or the provider such as grants or resources reported as "Stabilization by State Statute",
- C. Committed Fund Balance represents resources previously committed by the Trustees and encumbered for a particular purpose such as a project partially funded by grants, such as executed contracts,
- D. Assigned Fund Balance represents resources assigned less formally for a particular purpose such as insurance reserves or subsequent year spending, and
- E. Unassigned Fund Balance represents all remaining resources. Annual Review and Determination of Fund Balance Reserve Amounts Compliance with the provisions of this policy shall be reviewed as a part of the annual budget adoption process and amounts of the minimum level of unassigned fund balance shall be determined during this process.

Investments

Purpose. The Town is committed to investing public funds in a manner that will provide preservation of capital, maintain sufficient liquidity to meet anticipated cash flows, diversify investments to avoid unreasonable market risks, generate market rates of return and conform to all local and state statutes.

Permitted Investments. In accordance with state law, (C.R.S. 24-75-601) the Town may invest in the following instruments, provided they meet all statutory rating and risk requirements:

- A. Obligations of the U.S. Treasury and U.S. Government Agencies
- B. Certain international agency securities (e.g., World Bank)
- C. General obligation and revenue bonds of U.S. local governments
- D. Commercial paper rated at least A-1/P-1 by a Nationally Recognized Statistical Rating Organization (NRSRO)
- E. Bankers' acceptances issued by certain qualifying banks
- F. Local Government Investment Pools (LGIPs) organized under C.R.S. 24-75-701
- G. Repurchase agreements collateralized by authorized securities
- H. Certain SEC-registered money market mutual funds
- I. Guaranteed investment contracts and funding agreements that meet state requirements

Authority to Invest. The Finance Department will be responsible for investment transactions. These transactions will be made in accordance with the goals and guidelines of this investment policy. The Finance Department may choose to use investment managers to manage a portion of the Town's investment portfolio.

Standard of Prudence. The standard of prudence to be used shall be the "prudent expert" rule and shall be applied in the context of managing the overall portfolio. Investments shall be made with the care, skill, prudence, and diligence, under circumstances then prevailing, which prudent person acting in like capacities and familiar with such matters would use in the conduct of an enterprise of like a character and with the aims – not for speculation, but for investment considering the probable safety of their capital as well as possible income to be derived.

Conflict of Interest. Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the Town's investments.

Diversification. It is the policy of the Town to diversify investments within the portfolio. Securities shall be diversified to eliminate the risk of loss resulting from over-concentration of investment in a specific maturity, a specific issue or a specific class of

securities. Diversification strategies shall be determined and revised by the Finance Department.

Safekeeping and Custody. Investments of the Town shall be held by a third-party custodian (bank or broker/dealer) or any branch of the Federal Reserve. Investment officials shall be bonded to protect the public against possible embezzlement and fraud.

Collateral Requirements. To qualify as a depository, financial institutions and savings and loan associations must collateralize the Town's deposits in accordance with: Sections 11-10.5-101 through 11 10.5-121, C.R.S. as amended entitled "Public Deposit Protection Act"; Sections 11-47-101 through 11-47-120 C.R.S. as amended entitled "Savings and Loan Association Public Deposit Protection Act."

Internal Controls. The Finance Department shall establish a system of internal controls to ensure the integrity of the investment process. Investment transactions shall be supported by written evidence, such as a confirmation ticket issued by the broker/dealer. In addition, the Town's independent auditor shall perform a review of the controls on an annual basis. The controls shall be designed to prevent loss of public funds because of fraud, errors, and misrepresentation by another party or imprudent actions by an employee or employees of the Town.

Budget

Purpose: This section defines the Town of Wellington’s policies and legal obligations for preparing, adopting, and amending the annual budget. It ensures that the budgeting process aligns with state law, supports long-term community priorities, and reflects sound financial planning. These policies promote transparency, accountability, and fiscal discipline by requiring balanced budgets, timely approvals, public engagement, and a clear link between resources and service delivery. The goal is to create a budget that not only meets statutory compliance but also serves as a strategic roadmap for achieving the Town’s objectives.

Fiscal Year. The Town’s budgets on a calendar year, January 1 – December 31 for all funds.

Budget Development Process Timeline. Not later than the first regular meeting of the Board of Trustees in October of each year, staff shall submit to the Board the itemized annual budget for the ensuing fiscal year (WMC Sec. 4-3-10). Prior to December 15, Finance Department staff will finalize a budget pursuant to Board direction. On or before December 15, the budget must be adopted, funding appropriated, and mill levies certified. A copy of the Town’s adopted budget must be filed with the Colorado Department of Local Affairs Division of Local Government by January 31.

Balanced Budget. The recommended budget presented annually to the Board of Trustees shall be balanced by fund. According to C.R.S. 29-1-103 no budget adopted shall provide for expenditures in excess of available revenues and beginning fund balances. Surplus fund and fund balance are considered a financing source.

Compliance with Colorado Revised Statutes. The Town’s budget development process complies with applicable sections of the Colorado Revised Statutes (C.R.S.), including but not limited to:

- A. 29-1-103(2), C.R.S. – No budget shall provide for expenditures in excess of available revenues and beginning fund balances.
- B. 29-1-103(1)(e), C.R.S. – Budgets must include a description of the services to be delivered during the budget year.
- C. 29-1-102(11), C.R.S. – Budgets must show the balance of total resources available for future budgets.
- D. 29-1-103(1)(d), C.R.S. – Budgets must present three years of comparable data.

Overhead Allocations. The budget will include overhead allocations to ensure the full cost of services for enterprise funds is reflected. This formula will be reviewed and updated **as needed** to maintain accuracy and equity across funds.

Fund Level. The annual budget is adopted and appropriated by the Board of Trustees on a fund level.

Budget Monitoring. The Finance Department will maintain a system for monitoring the Town's budget performance. This system will provide the Board with monthly reports that include resource collections, and expenditure on a fund level.

Link to Long-term Community Plans. The Town's annual budget will be developed in accordance with priorities set forth by community plans such as the Comprehensive Plan, master plans, Board of Trustees Strategic Plan, the needs of the community, and state and federal laws.

Distinguished Budget Presentation. The Town will seek to obtain the Government Finance Officers Association Distinguished Budget Presentation Award for each annual budget. The budget will be presented in a way that clearly communicates the budget to the members of the public.

Budget Amendments. It can be anticipated that budget amendments may occur each year. Budget amendments that would increase a fund's adopted budget, such as to expend unanticipated revenues or to transfer appropriated monies to another fund, require Board approval at a duly noticed public meeting.

Debt

Purpose. This section outlines the Town of Wellington’s policy for responsibly managing debt and long-term financing. It ensures that debt is only used when necessary, aligns with capital investment priorities, and supports the Town’s long-term financial health. The policy promotes transparency, limits borrowing to appropriate uses, and safeguards affordability by setting clear standards for debt issuance, term limits, oversight, and professional guidance. These principles are intended to maintain financial flexibility, obtain favorable borrowing terms, and preserve the Town’s creditworthiness.

Use of Debt. The Town will use long-term debt only for capital projects that cannot be financed out of current revenues. The Town will not use long-term debt for current operations.

Length of Issuance. Debt payments shall not extend beyond the estimated useful life of the project being financed up to a maximum of 35 years.

General Fund Debt Limitation. The Town will follow the most widely used ratio to express the impact of debt on the budget, which is annual debt service as a percentage of general expenditure. The Town will strive to maintain a General Fund Debt Limit of 8% to 10%, unless authorized by the Board of Trustees to exceed range.

Standards and Poor’s Debt Service as a Percentage of Expenditure:

- Low: Below 8%
- Moderate: 8% – 5%
- Elevated: 15% – 20%
- High: Above 25%

Enterprise Fund Debt Limitation. Revenue debt is paid off using dedicated revenue stream and is commonly associated with enterprise funds. The standard ratio used to express the limitation is debt service coverage, which is calculated by dividing net available revenues (regular or recurring revenues minus operating expenses) by principal and interest requirements for the year. This measure shows the extent to which revenues are available to “cover” annual debt service requirements, after operating costs have been paid for. The Town will strive to maintain a debt service coverage ratio of 1.25 and no lower than 1.10 as required by State Revolving Fund (SRF) loan obligations.

Standards and Poor’s Analytical Characterizations of Coverage Ratios:

- Strong: Greater than 1.50
- Good: Between 1.26 & 1.50
- Adequate: Between 1.0 & 1.25
- Insufficient: Less than 1.0

Approval of Debt Issuance. Long-term financing shall comply with federal, state, and local legal requirements. Staff will analyze the long-term affordability of the debt and assess the issue's impact of the Town's self-imposed financial limitation of indebtedness. The Finance Advisory Board may provide a recommendation to the Board of Trustees on the issuance of debt. Final approval rests with the Board of Trustees.

Determining the Method of Sale. All bonds will be sold at public sale; however, the Town reserves the right to reject any and all bids and sell the bonds at private sale if it is in the best interest of the Town.

Selection and Use of Professional Service Providers. The Town may obtain outside professional assistance including bond counsel and public finance professionals, through a request for proposals, to successfully authorize, structure, and market debt obligations.

Bond Proceeds and Compliance Practices: Currently, the Town has not issued bonds. In the event a bond issue is needed, the Finance Department and Board of Trustees will need to address this section. Professional services may be utilized to help in the issuance and sale of bonds.

Debt Refinancing. When advantageous to the Town, the Town Administrator and/or Finance Director shall present options to the Board of Trustees.

Revenue

Revenue Diversification. The Town should strive to maintain a diversified mix of revenues in order to provide ongoing stability and predictability. The Town will review revenue raising proposals in light of its total revenue mix in order to encourage growth and keep the Town economically competitive.

Revenue Forecasting. All revenue projections will be estimated conservatively. Revenue estimates will be based on trend analysis, economic conditions, and other factors.

Fees and Charges. The Town will review its fees and other charges for services annually to ensure that revenues are meeting intended program goals and are keeping pace with inflation, other cost increases and any applicable competitive rate. All changes to the schedule of fees and charges must be approved by resolution by Board of Trustees.

Collections of Existing Revenues. The Town will collect as efficiently as possible the resources to which it is already entitled. The Town will follow a proactive process of collecting and minimizing receivables.

Enterprise Funds. The Town of Wellington maintains enterprise funds for water, wastewater and drainage. Utilities function like a business/non-profit – expenditures must be paid by the revenues generated, per the amendment to the State Constitution (the "Amendment") as codified in Article X, Section 20. Revenue sources: Rates paid by current customers, impact fees (capital investment fees) paid by developers and homebuilders, loans and grants.

Enterprise Fund Limitations. Enterprise Funds shall only receive up to 10% of the revenue received in the fund from taxpayer transfers, through the General Fund, under the Taxpayer Bill of Rights (TABOR) and must be approved by the Board of Trustees. As a best practice, Enterprise Funds should not be subsidized by the General Fund and should be supported wholly by the fees and charges generated by the Enterprise. General Fund support functions provided to the Enterprise Fund will be handled with a high level of efficiency and respect for those Enterprise Fund missions and personnel and will be reviewed for compliance annually during the budget development process.

Internal Fund Loans. Interfund loans must be approved by the Board of Trustees and may be charged interest.

TABOR. On November 3, 1992, the Citizens of the State of Colorado approved Amendment 1, also known as the Taxpayers Bill of Rights (TABOR). TABOR specifically and significantly addresses the following issues: spending limitations, operating reserves and debt service.

In November 1994, voters permitted the Town, without increasing or adding any taxes of any kind, to collect, retain or expend revenues generated from all sources during 1994 and each subsequent year for trails, parks, and open space, storm water facilities and drainage, street, curb and sidewalk construction, repair and maintenance, police services, and for other basic municipal services and lawful purposes, without limitation. The Town has established an emergency reserve, representing 3% of qualifying expenditures, as required by TABOR.

Legal Requirements. The Town will maintain compliance with legal revenue restrictions as identified by voters, for special revenue funds, compliance with State Law, and other restricted revenues.

Grant Revenues. The Town will refrain from using grants to meet ongoing service delivery needs. In the Town's financial planning, grants will be treated in the same manner as all other temporary and uncertain resources and will not be used to fund ongoing, basic service needs. When pursuing or applying for grants, the Town should consider and plan for the long-term implications including increased maintenance, operational costs and replacement costs that may be necessary.

Grants – General

Grant Funding. Funding through grants is encouraged as a means of financing a project or one-time expenditure. Costs associated with grant reimbursements shall be separated into general ledger accounts or groups of accounts as is appropriate according to the specific grantor requirements.

Conflict of Interest. No employee or official of the Town shall have any interest, financial or otherwise, direct or indirect, or have any arrangement concerning prospective employment that will, or may be reasonably expected to, bias the design, conduct, or reporting of a grant-funded project on which he or she is working.

It shall be the responsibility of the Finance Department for each grant-funded project to ensure that in the use of sponsored funds, officials or employees of the Town and non-governmental recipients or sub-recipients shall avoid any action that might result in, or create the appearance of:

- A. Using their official position for private gain
- B. Giving preferential treatment to any person or organization
- C. Losing complete independence or impartiality
- D. Making an official decision outside official channels
- E. Affecting adversely public confidence in the grant-funded program and the Town in general

Grant Identification and Application. Departments intending to apply for grant funding from a federal, state, local, or private source – or anticipating receipt of such funds – must notify the Finance Department in a timely manner.

As part of the process, staff must complete the internal Grant Submission Form. This form will be reviewed by Town Leadership to determine approval based on the following criteria:

- A. **Timeline:** Sufficient lead time is available to prepare a high-quality application; the more time available, the better.
- B. **Budget Alignment:** The proposed project is included in the current year's approved budget.
- C. **Capital Plan Inclusion:** The project is identified in the Town's 5-Year Capital Improvement Plan (CIP).
- D. **Strategic Consistency:** The project aligns with the goals outlined in the Town's adopted master plan and related planning documents.
- E. **Project Ownership:** A designated staff member has been identified to lead the grant application and oversee grant management.
- F. **Community Support:** There is strong public or stakeholder support for the project.

- G. **Administrative Capacity:** The level of administrative effort required is reasonable given current staff capacity and workload, which can include but is not limited to daily operations staff, engineering, and project management.
- H. **Ongoing Obligation:** Operation and maintenance considerations, impacts, and costs.
- I. **Return on Investment:** Financial health factors, such as grant value, match requirements, and cost/benefit analyses as needed.

Strategic Alignment. Applications for grants and financial assistance and their awards shall align with existing Town strategic plan, master plans, and processes. Awards typically support activities in two categories:

- A. **Capital:** Applications and awards for capital should align with the Town’s 5-Year Capital Improvement Plan, Strategic Plan, or Masterplans.
- B. **Operating:** Applications and awards for program support should align with other existing plans, or the Town’s Strategic Plan.

Funding and Cost/Benefit Analysis. Prior to submitting or accepting any grant application, the requesting department should conduct a multi-year cost/benefit analysis that includes:

- A. Required matching funds and whether these are currently available
- B. Administrative and operating costs during and after the grant period
- C. In-kind contributions and overhead recovery
- D. Costs associated with grant reporting, monitoring, audit, and closeout
- E. Risk of Town funding being required beyond the grant period
- F. Cash flow implications, including potential needs for temporary funding via general revenues or short-term borrowing

Administrative and Operational Support. To ensure successful implementation and compliance, departments must provide the following:

- A. **Project Plan:** A clear plan for implementing the grant-funded project, identifying tasks, timelines, responsible staff, and key deliverables.
- B. **Staffing and Training:** Staff involved in grant management must receive appropriate training and understand the importance of accurate timekeeping, procurement compliance, and financial tracking.
- C. **Designation of a Grant Lead:** Each grant must have a designated individual responsible for oversight, compliance, and communication with Finance Department staff, auditors, and funding agencies.

Compliance and Monitoring. The designated Grant Lead will work with the Town Clerk to ensure record management in accordance with the Town’s records policy and grant guidelines. The Grant Lead will also work with the Finance Department to ensure that grant

expenditures are recorded properly, financial reports are submitted on time, and grant audits are supported. Departments must cooperate fully in all grant-related reviews and must maintain documentation in accordance with federal, state, and Town requirements.

Grants – Federal

Purpose. This Policy for Federal grants applies to all expenditures of funds received through federal grants, whether those funds come directly from a federal agency or through an intermediary, known as a “pass-through entity”.

Policy Statement. The federal government imposes a set of standards for the acquisition of supplies, equipment and real property purchased with federal funds. Federal grant funds received by the Town must conform to the procurement standards identified in CFR§200.317 through §200.327. Individual federal grants may contain further requirements that are unique to those grants and are in addition to this Policy. It is therefore important for the applicant to work closely with the Finance Department to ensure compliance of each grant.

Ethics and Conflicts of Interest. The Town, as a government entity, is required to comply with the regulations under Federal Uniform Grant Guidance (UGG) (2 CFR §200.318(c)(1)), which requires written standards of conduct covering conflicts of interest and governing the performance of its employees engaged in the selection, award and administration of contracts.

- A. Conflict of Interest – Employee/Officer/Agent No employee, officer, or agent may participate in the selection, award or administration of a contract supported by a federal award if he or she has a real or apparent conflict of interest. Such a conflict of interest would arise when the employee, officer, or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in or a tangible benefit from a firm considered for a contract. Officers, employees and agents of the Town of Wellington may neither solicit nor accept gratuities, favors or anything of monetary value from contractors or parties to subcontracts. All business-related gratuities are specifically prohibited except nominally valued, widely distributed items (calendars, pencils, etc.)
- B. Organizational Conflict of Interest Organizational conflict of interest means that because of relationships with a parent company, affiliate, or subsidiary organization, the Town of Wellington is unable or appears to be unable to be impartial in conducting procurement action involving a related organization.
- C. Disclosing Potential Conflicts of Interest Employees, officers and agents are expected to comply with any applicable requirements pertaining to Conflicts of Interest with regards to grant awards. Employees, officers and agents must file a Conflict of Interest Disclosure Statement with the Finance Department before a grant application is filed. If the grant is awarded without an application process, then the disclosure must be completed as soon as possible after notification of the award is received. In the event that a conflict of interest arises after the award has been received, employees, officers and agents must disclose the potential conflicts

of interest in writing to the Finance Department as soon as they become aware of them. The written disclosure will include the name of the person, form or organization with whom the conflict exists, the nature of the conflict of interest, and the date that the conflict status began. Any potential conflicts of interest affecting the awarded funds will be disclosed by the Finance Department to the U.S. Treasury or pass-through entity in accordance with 2 C.F.R. § 200.112.

General Requirements. The following requirements are applicable to all procurement transactions regardless of size.

- A. Procurement transactions shall be conducted in a lawful and ethical manner.
- B. Unnecessary/duplicative purchases are not permitted (and are not reimbursable expenses.)
- C. Enter into agreements to share common goods or services with other governmental entities when possible.
- D. Use federal excess or surplus property in lieu of new purchases.
- E. Use value engineering clauses in contracts for construction projects of sufficient size to offer reasonable opportunities for cost reductions.
- F. Award contracts only to responsible contractors possessing the ability to perform successfully under the terms and conditions of the procurement.
- G. Maintain sufficient records to detail the history of procurement, including rationale for the method of procurement, selection of contract type, contractor selection or rejection, and the basis for contract price.
- H. Purchases must remain in aggregate and cannot be separated into multiple increments in order to bypass procurement threshold requirements.

Competition. See the Code of Federal Regulations, 2 CFR 200.319 for the most up to date requirements.

Methods of procurement. See the Code of Federal Regulations, 2 CFR 200.320

Contracting with small and minority businesses, women’s business enterprises, and labor surplus area firms. See the Code of Federal Regulations, 2 CFR 200.321

Domestic preferences for procurement. See the Code of Federal Regulations, 2 CFR 200.322

Procurement of recovered materials. See the Code of Federal Regulations, 2 CFR 200.323

Contract cost and price. See the Code of Federal Regulations, 2 CFR 200.324

Federal awarding agency or pass-through entity review. See the Code of Federal Regulations, 2 CFR 200.325

Bonding requirements. See the Code of Federal Regulations, 2 CFR 200.326

Contract provisions. See the Code of Federal Regulations, 2 CFR 200.327

Operating Expenditures

Current Revenues to Pay for Current Expenditures. Current operating revenues should meet or exceed current operating expenditure. The budget of the Town must identify ongoing resources that strive to match ongoing annual requirements. One-time cash transfers and ending balances in excess of reserves may be applied to reserves or to fund one-time expenditures. They should not be used to fund ongoing programs.

Personnel Compensation. The Town strives to always provide excellent service to the community. The Town is committed to offering competitive compensation packages that attract and retain highly qualified staff. The Town's compensation philosophy is based on internal and external considerations; salary ranges and pay structures should be evaluated every two years to determine the relative competitiveness of the pay structure to job market. All proposed merit and cost-of-living (COLA) adjustments require approval by the Board of Trustees during the annual budget development process.

Maintenance and Replacement of Capital Assets. Departments should maintain inventories and assess the condition of their buildings, equipment, and vehicles annually. The budget should include multi-year projections for facility and vehicle replacement. The Town will strive to provide sufficient funding for adequate maintenance and orderly replacement of capital assets and equipment.

Sale of Obsolete or Surplus Item. Items that have not been used or moved in three years – unless specifically designated for departmental use – will be considered obsolete and may be sold, donated, recycled, or auctioned. All obsolete or surplus item dispositions will be managed by the Finance Department, or its designee. Town employees and their relatives may not be given or transferred any obsolete or surplus items.

Obsolete or surplus items must first be made available for use by other Town departments. Notification will be given to Town Leadership via email, intranet, or other standard methods and items shall remain available for a minimum of five (5) business days. Items not claimed by another Town department may be sold to the original vendor to expediate revenue return and generate savings in Town time and expense.

Available remaining items shall be assigned an estimated fair market value based on condition, age, and other pertinent determining factors. All items under \$50 in estimated fair market value shall be donated to a nonprofit or governmental agency, recycled, or otherwise properly disposed of at minimal expense to the Town.

All other items will be disposed of as follows:

- A. Items between \$50 and \$250 in estimated fair market value:
 1. Notification will be given to all Town employees via email, intranet, or other standard method of available item(s).

2. The estimated fair market value is to be posted and is not negotiable.
 3. The item(s) shall remain available for a minimum of five (5) business days.
- B. Items over \$250 in estimated fair market value, or items of lesser value not sold to a Town employee:
1. Town employees and their relatives may not purchase obsolete or surplus items with a fair market value over \$250 outside of a public process.
 2. Items shall be made available to the public through auction or a competitive written bid, at the discretion of the Finance Department, or its designee.
 3. Notice of the sale or bid opportunity will be advertised at least ten (10) days prior to the sale.
 4. All sales shall be documented by the Finance Department, or its designee, to ensure transparency and compliance with Town policy.

Purchasing. Goods and services shall be procured in accordance with the Purchasing Policy.

Lease Purchase and Straight Lease of Capital Items. Lease purchase will be considered only when the useful life of the item is equal to or greater than the length of the lease. If the item becomes technologically obsolete or is likely to require major repair during the lease purchase period, then the item should either be purchased or placed on a straight lease.

Capital Improvement Projects (CIP)

Purpose. The five-year CIP budget is prepared and updated annually in the budget development process to account for financial resources that are used for planned construction projects, to acquire major and long-lived capital assets, and for large professional services expenses. These projects are consistent with the Town's long-term goals. Projects must cost more than \$25,000 and capital assets should have an expected life of greater than three (3) years.

Ongoing Operation Impacts. Resources for both ongoing operations and capital projects are not without limits, and the capital planning must work in conjunction with the annual budget development process. After a capital project is completed, the ongoing operation and maintenance appears in the operating budget for years to come and must be considered in the context of overall community needs. The decision to embark on a capital project or purchase capital equipment must be balanced with the demands of existing services.

Funding Strategies. The Town will use a variety of diverse sources to fund capital projects, including the "pay- as-you-go" philosophy, replacement related using fees for service, and capacity related funded by impact fees.

Budget Carryover. CIP appropriations are project-based, not strictly bound to the fiscal year in which they are adopted, and may be carried forward into future years if one or more of the following apply:

- A. The project remains active, with contracts in place or expenditures occurring
- B. Material progress has been made on planning, design, permitting, or construction
- C. External dependencies or funding delays (e.g., grant cycles, regulatory review) justify an extension

CIP appropriations shall be encumbered for executed contracts and shall lapse at the end of the fifth fiscal year. The Finance Department should maintain a detailed tracking system for carryover balances and report on carryover status as part of the annual budget process.

CIP appropriations not under contract by the following year's budget development process, and any lapsed projects, may be resubmitted for consideration in a subsequent CIP.

Project Identification. CIP submissions shall include a ranking identified by the project manager utilizing the standardized project ranking system outlined below. Each project submission must also include an operating budget impact statement to assess long-term costs and financial implications.

Standardized Project Ranking System.

Priority I: IMPERATIVE: Projects that cannot reasonably be postponed in order to avoid harmful or otherwise undesirable consequences.

- Corrects a condition dangerous to public health or safety
- Satisfies a legal obligation
- Alleviates an emergency service disruption or deficiency
- Prevents irreparable damage to a valuable public facility

Priority II: ESSENTIAL Projects that address clearly demonstrated needs or objectives.

- Rehabilitates or replaces an obsolete public facility or attachment thereto
- Stimulates economic growth and private capital investment
- Reduces future operating and maintenance costs
- Leverages available state or federal funding

Priority III: IMPORTANT: Projects that benefit the community but may be delayed without detrimental effects to basic services.

- Provides a new or expanded level of service
- Promotes intergovernmental cooperation
- Reduces energy consumption
- Enhances cultural or natural resources

Priority IV: DESIRABLE

- Desirable projects that are not included within five-year program because of funding limitations or more competitive project offers.

Emergency Procurement

The Town should take necessary steps to ensure preparedness for disasters and emergencies. Mutual aid agreements may be utilized to provide or receive emergency assistance during such events. These agreements are generally established in writing; however, in certain circumstances they may be arranged verbally after a disaster or emergency has occurred.

Notwithstanding any other provision of this policy, the Town Administrator or successor, in consultation with the Mayor or successor, may make, or authorize others to make, emergency procurement when there exists a threat to public health, welfare, public infrastructure, or safety under emergency conditions. A written determination of the basis for emergency and for the purchase or selection of the vendor or contractor shall be included with the purchase documentation (invoice, purchase order, check request, etc.).

If a threat to public health, welfare, public infrastructure, or safety under emergency conditions arises within Public Works and Utilities, the Public Works Director or successor must first attempt to contact the Town Administrator and can authorize emergency procurement within a reasonable amount of time. A written determination of the basis for emergency, the justification for timeline to act, and for the purchase or selection of the vendor or contractor shall be provided to the Town Administrator and Mayor, and shall be included with the purchase documentation (invoice, Purchase Order, check request).

When such an emergency condition arises, such as a natural disaster, that necessitates immediate action to minimize damage and inconvenience resulting from such condition, the Town Administrator or successor, is authorized to enter into emergency contracts not to exceed \$500,000, per contract, without bids or notice. If an emergency contract exceeds this amount, the Mayor or successor must sign an emergency declaration granting authority to execute such emergency contracts. All documentation, including justifications and contracts, must be provided to the Board of Trustees.

Purchasing

Purpose. This policy is intended to ensure adequate and uniform control of the Town of Wellington's purchasing and payment activities. Principles and policies incorporated into this policy are in accordance with Government Financial Officers Association best practices and applicable State of Colorado Law.

All parties involved in the negotiation, performance or administration of procurement and/or contracts for the Town shall act in good faith. All procurements should be made for the purpose of meeting the Town's current budget goals.

This policy encompasses all purchasing activity conducted on behalf of the Town. Any questions on any purchasing or payments situation should be directed to the Finance Department for assistance.

All purchases shall be made in accordance with the policies prescribed in this policy. Any agreement made contrary to these policies shall not be binding to the Town.

Code of Conduct.

- A. Every person engaged in purchasing for the Town shall act to acquire materials and services at the lowest reasonable price, of the proper quality, to reliably accomplish the service intended.
- B. Officials, employees, or agents of the Town shall not accept money, forbearance, or forgiveness of indebtedness from contractors, vendors, or potential contractors or vendors.
- C. Officials, employees, or agents of the Town shall not accept things of value, including but not limited to gifts, loans, rewards, favors or services, honoraria, travel, entertainment, or special discounts having a fair market value or aggregate actual cost greater than \$75.00 from contractors, vendors, or potential contractors or vendors, in alignment with State of Colorado Independent Ethics Commission current gift ban amount.
- D. No official, employee, or agent of the Town shall participate in any purchasing decision which affects the individual's personal financial interest or the interest of the individual's immediate family or of any corporation, partnership, or association of which the individual is a partner, member, creditor, or stockholder.
- E. No contractor, vendor, or potential contractor or vendor shall bribe, coerce, or attempt to bribe, coerce, or otherwise improperly influence an official, member, employee, or agent of the Town.
- F. Officials, employees, or agents of the Town shall not attempt to circumvent the intent of these purchasing policies by placing multiple orders with a single vendor, or orders on consecutive days, or by other practices that avoid triggering a specific purchasing procedure.

- G. Violations of these purchasing policies shall be examined first by the Town Administrator or the Finance Director, referred to Human Resources to determine appropriate action to be taken, and reported to the Board of Trustees.

General Provisions/Restrictions.

- A. No personal purchases shall be made using the Town’s funds. Purchasing venues provided within this policy will be utilized only in the interest of the Town.
- B. Only designated Town staff are permitted to purchase utilizing Town funds within Signature Authorization and Purchasing Card limits.
- C. Purchases must be charged to the proper account, regardless of budget availability in the appropriate budget line item.
- D. Alcohol may only be purchased with Town funds with prior approval from the Town Administrator or Finance Director.
- E. Sales tax is not to be charged on any purchase in Colorado. The Town’s tax-exempt numbers should be given to the vendor before the sale is completed. The Town’s tax-exempt certificate is available from the Finance Department.
 - 1. For out-of-state travel, note that airlines, hotels, and other vendors may not honor the Town’s tax-exempt status.
- F. All bid information shall be maintained by the purchasing department. Required bid information shall be attached to the documentation requesting payment by the Finance Department (i.e., Purchase Order, check request, invoice, etc.).
- G. No multi-year financing obligations (including rentals of equipment or space) will be committed without the review and concurrence of the Finance Director and the Town Administrator.
- H. Requests to open merchant charge accounts must be authorized by the Finance Director or the Town Administrator. The process to open the accounts, including completing the credit application and vendor setup, will be administered by the Finance Department.

Purchasing Thresholds. The following limits exist to ensure seamless operation of the Town while providing oversight and Board of Trustee approval for large expenditures.

A. Thresholds:

- | | |
|----------------------------------|-----------------|
| 1. P-Card Monthly Spending Limit | Up to \$40,000 |
| 2. P-Card Per Transaction Limit | Up to \$10,000 |
| 3. Signature Authorization | Up to \$250,000 |
| 4. Emergency Procurement | up to \$500,000 |

B. Bidding Thresholds:

**See Appendix B for*

guidelines

- | | |
|--------------------------------|------------------------|
| 1. Buyer’s best judgement | up to \$25,000 |
| 2. Two written quotes | \$25,000 to \$100,000 |
| 3. Three written quotes | \$100,000 to \$250,000 |
| 4. Sealed competitive bidding* | \$250,000.01 and above |

C. Board of Trustees Approval Thresholds:

1. Non-appropriated (non-budgeted) purchases above \$25,000
2. Appropriated (budgeted) purchases above the Town Administrator's signing authority.
3. All purchases and change orders made in accordance with a Board approved contract and within the appropriated budget do not need further approval.

Cooperative Purchasing. By approval of the Town Administrator or their designee, the Town may join other governmental bodies, including but not limited to, the State of Colorado and other local governments in making cooperative purchases in the best interest of this Town, notwithstanding other provisions of this Policy.

Negotiating Price. Unless specifically stated otherwise within a bid or RFP document, the Project Manager, Superintendent, Department Director or Deputy Director, Finance Director, or Town Administrator may negotiate the price for any given product or service.

Sole Source. Occasionally it is necessary to purchase supplies, services or construction items without going to bid, or that only one firm is in a better position to provide. A sole source purchase is a method of acquisition. It is not to be used to avoid competition. Price cannot be used as a factor in determining if a sole source exists because it indicates the existence of a competitive marketplace.

Examples of potential sole source purchases/services include: state bid, engineering or other professional or consulting services, items for resale, matching existing equipment, custom items, paint, prime lumber (except for large quantities), new technology services or equipment, on site repairs (such as heating, air, plumbing, phone) and utilities.

A sole source justification is required for every purchase of \$25,000 or more unless the purchase is being made from an existing contract, the supplier is specifically named in the grant, or the purchase is being competitively solicited.

Sole source purchases shall be subject to the Purchasing Thresholds and Signature Authorization Policies. Written justification of a sole source purchase must be approved by the Finance Director or Town Administrator prior to an order being placed. Written justification and approval shall be attached to the documentation submitted to the Finance Department (Purchase Order, check request, invoice, etc.).

Sole Source Justification Criteria. The following list of criteria shall be used in determining if a single or sole source situation exists:

- A. Only one manufacturer makes the item meeting salient specifications; that manufacturer only sells directly/exclusively through one regional/national representative.
- B. Item required must be identical to equipment already in use by the end user, to ensure compatibility of equipment, and that item is only available from one source.
- C. Collaborative project- Supplier is named where the identical equipment is required for compatibility and interoperability.
- D. Maintenance or repair calls by the original equipment manufacturer (OEM) are required for a piece of equipment, and the manufacturer does not have multiple agents to perform these services.
- E. Replacement or spare parts are required from the OEM, and the OEM does not have distributors for those parts.
- F. Patented items or copyrighted materials, which are only available from the patent or copyright holder.
- G. Unique expertise, background in recognized field of endeavor, the result of which may depend primarily on the individual's invention, imagination, or talent. Consultant has advanced or specialized knowledge, or expertise gained over an extensive period of time in a specialized field of experience.

Note: An item being a “sole brand” or a “sole manufacturer” does not automatically qualify to be a “sole source”. Many manufacturers sell their products through distributors. Therefore, even if a purchase is identified as a valid “sole brand” or “sole manufacturer”, the requester should verify whether the manufacturer has multiple distributors. If the manufacturer does have multiple distributors, competition should be sought among the distributors.

Signature Authorization

Signature authority is granted on an individual basis. A summary of designated staff with signature authority to approve Town expenditure shall be maintained by each department. The Finance Department shall keep a current master Signature Authorization Summary.

Signature authority requests are submitted by Department Directors or Deputy Directors to the Finance Department. Upon review and approval by the Finance Department, the request is sent to the Town Administrator for final approval.

General Provisions/Restrictions. Unless signature authorization has been designated and approved, no employee shall sign on behalf of the Town. Signing on behalf of another employee within the same department is only allowed by individuals with designated approval limits greater than the employee, the Finance Director, or the Town Administrator. Signing on behalf of another department is only allowed by the Finance Director or Town Administrator.

See Appendix A for Signature Authorization Limits

Purchasing Card (P-Card)

The Purchasing Card (P-Card) program is intended to streamline and simplify the purchasing functions by eliminating waste and low value activities. The P-Card is a tool that reduces transaction costs, facilitates timely acquisition of materials and supplies, automates data flow for accounting purposes and offers flexible controls to help ensure proper usage. The P-Card program is not intended to avoid or bypass appropriate procurement or payment procedures. Intentional misuse or fraudulent abuse may result in disciplinary action up to and including dismissal and legal action.

The card is issued by First National Bank of Omaha (FNBO). The card has no impact on an individual's personal credit rating although the card lists an individual's name as the card is issued to the Town of Wellington.

A Cardholder Guide is provided to outline issuance requirements, the types of purchases that can and cannot be made, records including transaction receipts that must be maintained, and reconciled for each cycle, and a variety of other program information. Some minimal record keeping is essential to ensure the successful use of the Purchasing Card. Public funds are committed each time a P-Card is used, a responsibility that should not be taken lightly.

Only employees of the Town of Wellington are eligible to be issued a P-Card. Contractors or temporary employees are not eligible. The cardholder is responsible for the security of their card(s) and the transactions made against the card(s). Each user will be required to sign the Commercial Card Cardholder Agreement. Employees must be authorized by the Department Director or Deputy Director based upon need.

The P-Card is not to be used for personal purchases, alcohol (without prior approval), tobacco, or cash transactions such as money orders or cash advances. Each card has a monthly total limit which will deny further transactions in that month, and each cardholder has a single purchase limit. Under no circumstances should a transaction be split into two separate receipts to bypass this dollar limit.

The following P-Card uses are not authorized:

- A. Purchases with vendors that have merchant charge accounts (i.e., Amazon).
- B. Fuel for personal vehicles. Reimbursement for mileage shall be made on the Travel Authorization Form at the current IRS reimbursement rate.
- C. Fuel for Town vehicles. Fuel Cards are provided for fueling Town-owned vehicles.
- D. Using another employee's P-Card.

Purchase Documentation. A receipt is required for all purchases and must be uploaded when reconciling card activity. If the purchase is made via phone, ask the supplier to include the receipt when the product is shipped or to email the confirmation.

Shipping. The external shipping label must be to the Town of Wellington building – not a personal address. It is required that all receipts and packing slips are retained.

Tax. Sales tax is not to be charged on any purchase in Colorado. The Town’s tax-exempt numbers should be given to the merchant before the sale is completed. The Town’s tax-exempt certificate is available from the Finance Department. The tax-exempt number is embossed on the purchase card. The cardholder is responsible for ensuring that sales tax is not applied.

Gratuity. Tips or gratuity on purchases for services, such as meals, is permitted up to 20%.

Reconciliation. The cardholder is required to reconcile transactions monthly, including providing explanations of purchases, assigning account codes, and uploading receipts.

Resolving Errors and Disputes. In the case of an error, first contact the merchant and try to reach an agreement. If unable to reach an agreement or the purchase is fraudulent, dispute the charge with FNBO. All disputes must be submitted within 30 days of the transaction date.

Lost or Stolen Cards. The P-Card should be secured at all times. If a card is lost or stolen, immediately contact FNBO at 1-800-819-4249 and notify the Finance Department.

Termination of Employment. Upon separation of employment with the Town of Wellington, P-Cards must be surrendered to the Finance Department or Human Resources.

Purchasing Activity Audits. All card activity is subject to random audits. The random audits are to help ensure adherence to the Program's policies and procedures.

See Appendix A for P-Card Per Transaction and Monthly Spending Limits

Travel

This travel policy applies to all officials, employees or agents of the Town travel for Town-related business and mileage reimbursements.

Approval. Travel and related expenses require approval prior to any purchases as follows:

- A. Travel within Colorado outside of the Fort Collins, Loveland, Greeley metro area:
 - 1. Without overnight stay – Obtain Department Director or Deputy Director approval; not eligible for per diem; utilize P-Card for necessary purchases
 - 2. With overnight stay – Complete a Travel Pre-Authorization Form in advance and obtain Department Director or Deputy Director approval; eligible for per diem or utilize P-Card for necessary purchases
- B. Outside of Colorado:
 - 1. Complete a Travel Pre-Authorization Form in advance and obtain Department Director, Deputy Director, or Town Administrator approval (Department Director shall obtain Town Administrator approval); per diem should be utilized for meal and travel incidental expenses and can be requested in advance (minimum two weeks prior to travel) or after travel; utilize P-Card for all other necessary purchases

Purchasing Card. P-Cards should be used whenever possible and practical for lodging, airfare, ground transportation, and parking. For situations where use of the P-Card was not practical or possible, allowable expenses paid by the traveler will be reimbursed. Receipts for reimbursed expenses are required and should be submitted with the reimbursement form and check request. P-Card may only be used for fuel on a Town paid rental vehicle, if necessary.

Per Diem. Per diem is allowed for travel requiring an overnight stay at the rates determined by the U.S. General Services Administration. Current rates are available at <https://www.gsa.gov/travel>. The per diem amount should be pro-rated for meals provided by the seminar/conference (if applicable). If actual costs are more than the per diem amount, the employee is responsible for the additional amount. If actual costs are less than the per diem amount, the employee may keep the balance. No receipts are required when using per diem. Travel within Colorado is not eligible for the “First and Last Day of Travel” per diem rate.

Airfare. In all cases, but within reason, the most cost effective and efficient manner of travel should be sought. Direct flights shall be considered the standard, even though flights with connections and/or layovers are often less expensive. Only economy or basic airfare shall be considered standard. Additional travel options such as early check-in and in-flight benefits are not allowable expenses. In general, the Town will reimburse the cost of one checked bag, however, employees are encouraged to utilize carry-on luggage whenever

possible. Situations requiring more than one checked bag, including presentation materials require Department Director or Deputy Director approval.

For out-of-state travel where the employee requests and approval are obtained to use alternative transportation (including train or automobile), the Town may elect to reimburse the employee for only the most cost-effective method of travel. Exceptions require Finance Director or Town Administrator approval.

Parking. In all cases, but within reason, costs for parking should be kept to a minimum.

- A. Airport Travel: Airport shuttle is encouraged when possible.
- B. Airport Parking: Employees should use their P-Card for economy parking fees.
- C. Hotel Parking: Self-parking shall be utilized, if available. Valet parking is allowed if it is the only option available. Unless otherwise approved in advance by the Department Director or Deputy Director, the employee shall pay the difference for additional costs of covered parking or valet service when other options are readily available.

Mileage Reimbursement. Amount per mile of mileage reimbursement is set at the current Internal Revenue Service's allowable rate per mile. Current rates are available at <https://www.irs.gov/tax-professionals/standard-mileage-rates>.

Internet Connection Charges. If internet connectivity is needed for work-related purposes while traveling and the hotel and/or conference charges for internet service, contact IT to check out a cellular option, if available. If necessary, the Town will cover the cost of any internet connection charges incurred while traveling when the primary purpose of the connection is work related.

Compensation for Hours Worked. Contact Human Resources with any questions regarding compensation for hours worked during travel for non-exempt employees.

Forms. All forms are available from the Finance Department and may be updated at the discretion of the Finance Director.

- A. Travel Pre-Authorization Form: used to estimate and accumulate the total cost of the trip; required for travel with an overnight stay
- B. Travel Reimbursement Form: required for any payment of employee-paid expenses related to travel while on Town business that a P-Card could not be utilized, such as mileage or tolls; supporting documentation, including Travel-Pre Authorization Form, receipts, mileage maps, etc., is required
- C. Check Request Form: required for per diem with supporting documentation from U.S. General Services Administration website and all reimbursements of employee-paid expenses with Travel Reimbursement Form and supporting documentation

Contracts

This policy applies to any contract over \$250,000 that the Town enters into. In general, the Town Administrator or the Mayor shall sign a contract for the Town (contractual authority) that obligates Town funds, although Directors or Deputy Directors may sign contracts within their authorization limits. The Town shall utilize contract templates approved by the Town Attorney or the contract must be reviewed by the Town Attorney prior to signing.

Each department and its personnel are responsible for the planning and successful execution of its projects. A Town Project Manager (or Town contact person) must be designated for each project and specified within the contract. This individual will be accountable for all aspects of proper contract administration surrounding the project in progress.

Contracts signed by the Town Attorney, Town Administrator, or the Mayor shall be provided to the Town Clerk to be attested.

See Appendix B for Competitive Bidding Guidelines

See Appendix C for Independent Contractor Procedures

Definitions

Accounts Payable. The function of the Finance Department processing payments for the Town.

Allocation. Town of Wellington account number to be charged for the purchase.

Available Funds: In governmental accounting under the modified accrual basis, available funds refers to revenues that are measurable and have been collected or are expected to be collected soon enough after the end of the period to pay the liabilities of the current period.

Bid Package. Documentation prepared and distributed by the Town in the solicitation of bids.

Board of Trustees. The legislative and governing body of the Town.

Capital Improvement. A fixed public improvement, including, but not limited to: streets, alleys, sidewalks, water or wastewater facilities, flood control facilities, traffic control devices, street lighting, parks, public structures, and landscaping.

Capital Improvement Contract. A Town contract for Capital Improvements.

Change Order. A Change Purchase Order is a Purchase Order initiated directing a vendor or contractor to make a change to the original Purchase Order or Contract in either amount, delivery, scope or items purchased.

Committed Funds: See “Encumbrance”

Construction. The process of building, altering, repairing, improving, or demolishing any public structure or building, or other public improvements of any kind to any public real property or within an appropriate easement.

Cooperative Purchasing. Procurement conducted by, or on behalf of, more than one governmental body.

Department. A designated unit within the Town that is responsible for providing a particular public service to residents. Departments currently include: Administration, Town Clerk, Finance, Human Resources, Library, Building & Planning, Public Works, Streets & Maintenance, Water, Wastewater, Distribution & Collection, Storm Drainage, Parks and Recreation.

Depreciable Purchases. Supplies or tangible property of \$25,000 or more.

Director. A Town employee reporting to the Town Administrator or Deputy Town Administrator with multiple function accountability and staff. Departments with directors currently include: Town Clerk, Finance, Human Resources, Library, Planning, Public Works, and Parks and Recreation.

Deputy Director. The Deputy Director serves directly below the Department Director and may act as the Director's designee in the Director's absence.

Emergency Conditions. A situation in which Town operations may be severely hampered or a situation in which the preservation of life, health, safety or property may be at risk as determined by the Town Administrator or successor, in consultation with the Mayor, or successor.

Encumbrance: A commitment or reservation of funds for future expenditure, such as a purchase order or contract, to prevent overspending and ensure budget availability.

Enterprise Fund: Government activities that operate like a private business, providing goods or services to the public primarily financed by user fees and charges, with the goal of being self-sustaining by covering their own operating and capital costs.

Governmental Body. Any department, commission, council, board, bureau, committee, institution, legislative body, agency, government corporation, or other establishment of this Town.

Intangible Purchases. Non-physical items of value such as insurance, leases, securities or water rights.

Invitation for Bids. All documents, whether attached or incorporated by reference, utilized for soliciting bids.

Non-Depreciable Purchases. Services, supplies, and intangible property. Also includes tangible property under \$25,000.

Professional Services. Services of a specialized nature, including, but not limited to: architecture, engineering, legal, accounting, surveying, land title services, environmental/scientific services, information technology, hiring screening process (drug testing, psych testing, etc.), equipment repair and maintenance, etc. Includes consulting services provided by individuals possessing specialized educational qualifications, practical expertise or professional certification where the final product is predominantly oral or written advice or information.

Purchase Order. A request to purchase goods or services typically provided to the vendor as confirmation of the Town's commitment to purchase.

Request for Proposals (RFP). A process used to acquire supplies and services that involve the review of written proposals and the use of negotiations with the most qualified bidder(s). This process may also include the use of a Request for Information (RFI) as a preliminary step to the RFP process in an attempt to gather information and pre-qualify prospective bidders.

Request for Quotes (RFQ). A formal process used to request pricing and terms from vendors on clearly defined goods or services, allowing the Town to compare offers and select the best option.

Services. The furnishing of labor, time, or effort not involving the delivery of specific end product other than management, reports, recommendations or repairs. No tangible product is provided.

Signature Authorization Summary. The list maintained by each department of designated staff authorized to approve Town expenditure. The Finance Department shall keep a current master list of each department's Signature Authorization Summary.

Successor. The individual who is formally designated to assume the duties and authority of a specified official (e.g., Mayor or Town Administrator) if the official is unavailable, incapacitated, or otherwise unable to perform their responsibilities.

Successor to the Mayor.

1. Mayor Pro Tem
2. Longest Serving Trustee

Successor to the Town Administrator.

1. Deputy Town Administrator
2. Finance Director
3. Public Works Director
4. Longest Serving Director

Tangible Property. Individual property and materials, including without limitation supplies, equipment, vehicles, parts, printing and consumable supplies.

Town. The Town of Wellington, Colorado, with a primary business location of 8225 Third Street, P.O. Box 127, Wellington, CO 80549.

Town Administrator. Appointed by the Board of Trustees to serve as the chief executive officer of the Town.

Town Treasurer. Finance Director appointed by the Board of Trustees to serve as the chief financial officer of the Town.

WMC. Wellington Municipal Code.

https://library.municode.com/co/wellington/codes/municipal_code

Appendix A

SIGNATURE AUTHORITY, P-CARD PER TRANSACTION, AND P-CARD MONTHLY SPENDING LIMITS

Department	Role	Signature Authority	Purchasing Card	
			Per Transaction Limit	Monthly Spending Limit
Administration	Town Administrator	\$250,000*	\$10,000	\$40,000
Administration	Deputy Town Administrator	\$200,000*	\$10,000	\$30,000
Finance	Director			
Public Works	Director			
Administration	Town Clerk, Human Resources Director	\$100,000*	\$7,500	\$15,000
Public Works	Deputy Director			
Building & Planning	Director			
Parks & Recreation	Director			
Library	Director			
* See <i>Purchasing Policies – Purchasing Thresholds</i> for Bidding and Board of Trustees Approval requirements for Signature Authority over \$25,000 *				
Administration	IT Manager	\$25,000	\$5,000	\$10,000
Finance	Controller			
Public Works	Superintendent, Fleet Mechanic, Administrator, Engineer II & III			
Building & Planning	Building Official			
Administration	Community Business Liaison, Sr. Communications & Marketing Spec.	\$10,000	\$2,500	\$5,000
Public Works	Supervisor, Lead, Engineer I			
Parks & Recreation	Supervisor			
Administration	HR Generalist			
All departments	All roles unless specified	N/A	\$500	\$2,500

Appendix A may be updated as needed by consent agenda item at a Board of Trustees meeting

Appendix B

COMPETITIVE BIDDING GUIDELINES

Competitive bids (formal or informal) are required for dollar limit purchases identified in the Summary of Purchasing Criteria found in this Purchasing Policy. All bid specifications shall seek to promote overall economy for the purposes intended and encourage competition in satisfying the Town's needs and shall not be unduly restrictive so as to limit competition.

Depending on the nature of the product or service, bids are not necessarily awarded based on price alone. In situations where the low bid is not accepted, a written description of the other factors considered and the basis for the award shall be included with the bid information.

For purchases within a Director's or Deputy Director's authorization, bid information shall be maintained by the department. For purchases requiring additional authorization, a summary of the bid information shall be attached to the approval documentation.

BidNet. Departments are encouraged, but not required, to maintain bidder's lists. Whenever possible, the Colorado State Price Agreement Listing (State Bid) should be consulted. All formal bids shall be advertised on the Town's web site, and vendors should be encouraged to subscribe to the notification service provided on the site. Public notice may also include publication in the Town's legal newspaper or a newspaper of general circulation.

Types of Bids.

- A. **Solicitation Of Quote:** A solicitation is an informal quote obtained from a supplier or contractor in an informal manner (including verbally or electronically). For repetitive purchases, it is not necessary to obtain bids with each purchase. However, a bid process shall be conducted at least once every 2 years.
- B. **Invitation for Bid (IFB):** An IFB is a solicitation of formal bids. A "formal" bid is a solicitation that may require advertising, bonds, and sealed bids. The Director, Deputy Director, or their designee is responsible for the Bid Package and vendor eligibility. The specifications, delivery requirements, plans, drawings, and other items must be determined and finalized prior to the Bid Package being provided. Eligibility may be determined from a pre-qualification process, general advertising of project, or any other method deemed appropriate.
- C. **Requests for Proposal (RFP):** An RFP is a solicitation for goods or services designed for an award based upon criteria other than price alone. It is most often used for items or services that are hard to quantify or describe because it allows the proposer to suggest the item or service that might best suit the Town's needs.

Examples where an RFP may be appropriate include design services, professional services, on-call services, janitorial services and specialized equipment purchases.

The RFP should contain the following as a minimum:

- A. the type of goods or scope of services and where appropriate detailed specifications
 - B. the required time schedule
 - C. general requirements
 - D. conditions and provisions
 - E. location, date and time for submittal of the proposal
 - F. evaluation criteria to be used for selection and award
 - G. reservation of the right to waive formalities or informalities, reject any or all bids, accept proposal deemed most advantageous to the best interest of the Town
- D. **Pre-Qualification:** The Department Director, Deputy Director, or designee may determine if a pre-qualification (RFQ – REQUEST FOR QUALIFICATION) process is appropriate and determine the criteria. Criteria may include but are not limited to the following: construction experience, experience specific to the work specified, construction track record, government experience, and financial stability. The Department Director, Deputy Director, and/or project manager will review the qualifications and information to determine the acceptability of responding bidders.

Bid Evaluation. Bids shall be evaluated based on the requirements set forth in the Bid Package, which may include criteria to determine acceptability such as inspection, testing, quality, workmanship, delivery, and suitability for a particular purpose. The criteria that will affect the bid price and be considered in evaluation for award shall be objectively measurable, such as discounts, transportation costs, and total for life cycle costs. The Bid Package sets forth the evaluation criteria to be used. No criteria may be used in bid evaluation that is not set forth in the Bid Package.

Affirmative Contracting. The Town shall follow affirmative steps to assure that small, minority, or women-owned business enterprises are used when possible, on grant-funded projects. These steps include the following: (2 CFR 200.321)

- A. Place qualified small, minority and women-owned business enterprises on solicitation lists where solicitation lists exist for the needed goods or services
- B. Assure that small, minority and women-owned business enterprises are solicited whenever they are potential sources
- C. Divide or modify work requirements, when reasonable, into smaller tasks or quantities to permit maximum participation by small, minority and women-owned business enterprises
- D. Establish delivery or performance schedules as appropriate, that will encourage participation by small, minority and women-owned business enterprise

- E. Use resources such as the Small Business Administration to conduct outreach
- F. Require the prime contractor, if subcontracts are used, to take similar affirmative steps to use small, minority or women-owned business enterprises (reference contracts)

Award. The contract shall be awarded with reasonable promptness to the lowest responsible and responsive bidder whose bid meets the requirements and criteria set forth in the Bid Package, unless the Town Administrator or their designee shall determine that the public interest will be better served by accepting a different bid. When the award is not given to the lowest bidder, a complete statement of the reasons for placing the order with another bidder shall be made available to all bidders upon request.

Cancellation of Invitation for Bids. An invitation for bids or any other solicitation may be canceled, or any or all bids or proposals may be rejected in whole or in part as may be specified in the solicitation, when it is in the best interests of the Town. The reasons therefore shall be put in writing and made part of the contract file.

Appendix C

INDEPENDENT CONTRACTOR PROCEDURES

The Town's Director of Human Resources or designee shall make the determination whether an individual is an independent contractor, as compared to an employee, and shall approve any contract arrangements.

An individual is generally considered to be an independent contractor if the employer has the right to control or direct only the result of the work and not the means and methods of accomplishing it. Examples may include a software programmer, recreation instructor and electrician. Compare with the Internal Revenue Code Test (www.irs.gov/newsroom/understanding-employee-vs-contractor-designation).

The determination needs to be made on a case-by-case basis.

Procedures. The procedures outlined herein are set forth to ensure conformity of the independent contractor policy. It is the responsibility of the department and its personnel to comply with all provisions set forth with this independent contractor policy.

- A. Steps in contracting with independent contractors include:
 - 1. Identification of need.
 - 2. Determination of status with Director of Human Resources.
 - 3. Negotiation of contract.
 - 4. Professional Service Agreement filed with Human Resources.
 - 5. IRS Form W-9 filed with Accounts Payable.
- B. Once the Director of Human Resources' approval to contract with an independent contractor is received, terms need to be negotiated with that contractor. Each independent contractor must be given a copy of the W-9 and must be made aware of the deadlines for payment processing through Accounts Payable.
- C. A Professional Service Agreement must be completed, signed, and forwarded to Human Resources. Human Resources will obtain the Town Administrator's signature. The original is kept in a file in Accounts Payable, with a copy returned to the originating department, who is responsible to provide the contractor with a copy. IRS Form W-9 must be completed, signed, and forwarded to Accounts Payable. Payment will not be processed unless the W-9 has been received.

Appendix D

Image will be replaced with Resolution No. 15-2026 if adopted

TOWN OF WELLINGTON

RESOLUTION NO. 44-2025

A RESOLUTION BY THE TOWN OF WELLINGTON, COLORADO ADOPTING TOWN OF WELLINGTON FINANCIAL MANAGEMENT POLICIES EFFECTIVE JANUARY 1, 2026

WHEREAS, the Board of Trustees recognizes sound financial management is essential to maintaining the fiscal health and sustainability of the Town; and

WHEREAS, comprehensive financial management policies promote transparency, accountability, and public trust in the stewardship of public funds; and

WHEREAS, the Government Finance Officers Association (GFOA) recommends the adoption of financial management policies that are monitored, reviewed, and updated as needed in a systematic way.; and

WHEREAS, the adoption of the financial management policies aligns financial practices with the Board of Trustees' guiding principles and strategic goals.

NOW, THEREFORE, be it resolved by the Board of Trustees for the Town of Wellington, Colorado, as follows:

1. The policies set forth in the Town of Wellington Financial Management Policies, attached hereto as EXHIBIT A, are adopted, implemented, and applicable to all Town of Wellington officials, employees, and agents.
2. The policies set forth in the attached EXHIBIT A will become effective on January 1, 2026.
3. This resolution and the attached EXHIBIT A shall supersede and replace any previously adopted fiscal management policy of the Town of Wellington on the effective date.

Upon motion duly made, seconded and carried, the foregoing Resolution was adopted this 12th day of November, 2025.

TOWN OF WELLINGTON, COLORADO

ATTEST:



Hannah Hill, Town Clerk




Cafar Chaussee, Mayor



Town of Wellington Financial Management Policies

Effective: ~~January~~ May 12, 2026
Adopted: ~~November~~ May 12, 2025 2026
Resolution No. ~~4415-2025~~ 2026

Supersedes: ~~Financial Policies (March 28, 2023), Fund Balance Policy (December 13, 2022), Purchasing Policy (August 23, 2022) Financial Management Policies, Effective January 1, 2026, Adopted November 12, 2025, Resolution No. 44-2025~~

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Introduction

The Town of Wellington's Financial Management Policies serve as a comprehensive resource for Town staff, consolidating all fiscal management policies into a single, accessible document. These policies are essential to maintaining the Town's fiscal health, ensuring consistency in financial decision-making, and upholding accountability to the community. They provide a strategic framework to guide both day-to-day operations and long-term financial planning, helping staff manage public funds responsibly and efficiently.

Importance. As stewards of public resources, Town staff play a critical role in ensuring that municipal funds are used wisely to sustain essential services, public facilities, and infrastructure that meet both current and future community needs. These policies establish clear guidelines to:

- Define boundaries. Financial policies define limits on the actions staff may take. The policy framework provides the boundaries within which staff can operate.
- Promote transparency and accountability in fiscal management.
- Ensure compliance with regulatory requirements, including the annual audit and state and federal grant funding requirements.
- Support effective financial planning and internal controls that safeguard public funds.
- Align financial practices with best practices and industry standards, as recommended by the Government Finance Officers Association (GFOA).

Adopted by resolution of the Board of Trustees, these financial policies provide a foundation for sound fiscal management.

Updates. These policies will be evaluated annually. Revisions and updates will be made periodically, as needed and at least every three years, and require adoption by resolution of the Board of Trustees.

Distribution. These policies will be available on the Town's website at www.WellingtonColorado.gov.

Auditing and Financial Reporting

Purpose. This section establishes the Town of Wellington’s commitment to transparency, accountability, and compliance in its financial operations through structured reporting and oversight practices. It outlines requirements for annual independent audits, adherence to accounting standards, and regular financial reporting to leadership. These policies ensure that financial information is accurate, timely, and in compliance with state law, while supporting informed decision-making and responsible fiscal management at both the department and Town-wide level.

Independent Audit. An independent firm of certified public accountants will annually perform a financial and compliance audit of the Town’s financial statements as required by state statute (C.R.S. 29-1-603). The completed audit must be submitted to the Office of the State Auditor annually. (C.R.S. 29-1-601).

The Town shall strive to enter into agreements with its auditors that permit the Town to extend the contract annually, to reduce the need to seek out a new auditor each year. The Government Finance Officers Association (GFOA) recommends that governmental entities should enter into agreements for at least five years when obtaining the services of independent auditors. Such agreements allow for greater continuity and help to minimize the potential for disruption in connection with the independent audit. Due to legal prohibitions on multiyear commitments, a series of one-year commitments with rights to renew can attain a similar effect.

Accounting Information System. The Town’s accounting system shall be maintained in conformance with Generally Accepted Accounting Principles (GAAP) established by the Governmental Accounting Standards Board (GASB).

Financial Statements. The Finance Department will produce monthly financial statements for presentation to and review by review by the Board of Trustees. Additional financial statements may be produced and presented to the Board, as deemed appropriate by the Finance Director.

Financial Monitoring. Each Town department is responsible for reviewing financial statements provided by the Finance Department and managing its resources to ensure that the department’s appropriations are not overspent and that all expenditures are in conformity with Town, state and federal ordinances, statutes, policies and regulations.

Basis of Budgeting. Basis of budgeting refers to the methodology used to include revenues and expenditures in the budget. The Town of Wellington primarily budgets on a cash basis. Using this assumption, the current year revenues are compared to expenditures to ensure that each fund has sufficient revenues to cover expenditures during the budget year, or

that there are sufficient cash reserves in the fund to cover any anticipated revenue shortfall.

Basis of Accounting. Basis of accounting refers to the point at which revenues or expenditures are recognized in the accounts and reported in the financial statements. The governmentwide and enterprise fund financial statements are reported using the economic resource measurement focus and the accrual basis of accounting. Under the accrual basis of accounting, revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of when the cash is received. Governmental fund financial statements are reported using current financial resources measurement focus and the modified accrual basis of accounting. Under modified accrual basis of accounting, revenues are recognized as soon as they become both measurable and available, and expenditures are recorded in the periods that the expenditure occurs and becomes a liability.

Fund Structure.

The Town of Wellington has (8) eight funds, each serving a unique purpose as described below.

Fund Type	Purpose of Fund	Services Provided	
General Fund	The main operating fund for the Town. It accounts for discretionary resources used for activities, programs, and services deemed necessary by the community. Major revenue sources include sales tax, property tax, use tax, and various fees.	<ul style="list-style-type: none"> - Administration - Administrative Facilities - Board of Trustees - Building & Planning - Cemetery - Economic Development - Finance - Human Resources 	<ul style="list-style-type: none"> - Information Technology - Larimer County Sheriff's Office - Library - Municipal Court - Public Work Administration - Town Clerk
Enterprise Funds	These are self-supporting operations run similarly to private businesses. They finance services primarily through user charges.	<ul style="list-style-type: none"> - Water - Sewer - Drainage 	
Special Revenue Funds	These funds support activities financed by taxes or revenues that must be spent on specific programs. Some fees may also support these funds, though they are not the primary source.	<ul style="list-style-type: none"> - Streets - Parks - Conservation Trust - Library Trust 	

Fund Balance

Purpose. The Town of Wellington hereby establishes and will maintain reservations of fund balance as defined herein in accordance with Governmental Accounting Standards Board Statement No. 54 Fund Balance Reporting.

The Board recognizes that the maintenance of a fund balance is essential to the preservation of the financial integrity of the Town and is fiscally advantageous for both the Town and the taxpayer. This policy establishes goals and provides guidance concerning the desired level of fund balance maintained by the Town to mitigate financial risk that can occur from unforeseen revenue fluctuations, unanticipated expenditures, and similar circumstances.

Minimum Level of Unassigned Fund Balance. Unassigned fund balance will be maintained at a level sufficient to provide for the required resources to meet operating cost needs, to allow for unforeseen needs of an emergency nature, and to permit orderly adjustment to changes resulting from fluctuations of revenue sources.

General Fund and Special Revenue Funds (Streets, Parks, and Conservation Trust funds). The Town of Wellington, at a minimum, will maintain unrestricted budgetary fund balance of no less than four month (33%) of regular operating expenditures or 110% of debt service whichever is greater.

Enterprise Funds (Water, Sewer, and Drainage). The Town of Wellington, at a minimum, will maintain the greater of an unrestricted budgetary fund balance of no less than 90 days of regular operating expenditures or a debt service coverage ratio of 1.10 as required by State Revolving Fund (SRF) loan obligations. In addition, all enterprise funds will build up a capital reserve equal to one (1) years' depreciation expense by the end of 2029.

Library Trust Fund. The Library Trust fund, a private purpose trust fund, will have no minimum fund balance requirement other than the 3% TABOR reserve.

Replenishment Strategy. If the unassigned fund balance at fiscal year-end falls below the minimum level established by the Financial Management Policy, the Town shall develop a replenishment strategy to restore compliance within one to three years. As part of this strategy, the Finance Department will provide a progress report to the Board of Trustees annually. The report will include:

- The current level of fund balance compared to the policy minimum.
- The replenishment plan and timeline.
- Actions taken during the fiscal year to restore the fund balance.
- Recommended adjustments to the strategy, if necessary, to remain on track.

The annual progress report will be presented during the budget development process and incorporated into the financial planning documents provided to the Board of Trustees.

Order of Expenditure of Funds. When multiple categories of fund balance are available for expenditure (e.g., a project is being funded partly by a grant, funds set aside by the Board, encumbrances for obligations, and unassigned fund balance), the Town will start with the most restricted category and spend those funds first before moving down to the next category with available funds.

In accordance with governmental accounting standards the Town's total fund balance is comprised of five components:

- A. Non-spendable Fund Balance represents resources that are physically or legally in a non-spendable form such as inventory,
- B. Restricted Fund Balance represents resources limited by state law or the provider such as grants or resources reported as "Stabilization by State Statute",
- C. Committed Fund Balance represents resources previously committed by the Trustees and encumbered for a particular purpose such as a project partially funded by grants, such as executed contracts,
- D. Assigned Fund Balance represents resources assigned less formally for a particular purpose such as insurance reserves or subsequent year spending, and
- E. Unassigned Fund Balance represents all remaining resources. Annual Review and Determination of Fund Balance Reserve Amounts Compliance with the provisions of this policy shall be reviewed as a part of the annual budget adoption process and amounts of the minimum level of unassigned fund balance shall be determined during this process.

Investments

Purpose. The Town is committed to investing public funds in a manner that will provide preservation of capital, maintain sufficient liquidity to meet anticipated cash flows, diversify investments to avoid unreasonable market risks, generate market rates of return and conform to all local and state statutes.

Permitted Investments. In accordance with state law, (C.R.S. 24-75-601) the Town may invest in the following instruments, provided they meet all statutory rating and risk requirements:

- A. Obligations of the U.S. Treasury and U.S. Government Agencies
- B. Certain international agency securities (e.g., World Bank)
- C. General obligation and revenue bonds of U.S. local governments
- D. Commercial paper rated at least A-1/P-1 by a Nationally Recognized Statistical Rating Organization (NRSRO)
- E. Bankers' acceptances issued by certain qualifying banks
- F. Local Government Investment Pools (LGIPs) organized under C.R.S. 24-75-701
- G. Repurchase agreements collateralized by authorized securities
- H. Certain SEC-registered money market mutual funds
- I. Guaranteed investment contracts and funding agreements that meet state requirements

Authority to Invest. The Finance Department will be responsible for investment transactions. These transactions will be made in accordance with the goals and guidelines of this investment policy. The Finance Department may choose to use investment managers to manage a portion of the Town's investment portfolio.

Standard of Prudence. The standard of prudence to be used shall be the "prudent expert" rule and shall be applied in the context of managing the overall portfolio. Investments shall be made with the care, skill, prudence, and diligence, under circumstances then prevailing, which prudent person acting in like capacities and familiar with such matters would use in the conduct of an enterprise of like a character and with the aims – not for speculation, but for investment considering the probable safety of their capital as well as possible income to be derived.

Conflict of Interest. Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the Town's investments.

Diversification. It is the policy of the Town to diversify investments within the portfolio. Securities shall be diversified to eliminate the risk of loss resulting from over-concentration of investment in a specific maturity, a specific issue or a specific class of

securities. Diversification strategies shall be determined and revised by the Finance Department.

Safekeeping and Custody. Investments of the Town shall be held by a third-party custodian (bank or broker/dealer) or any branch of the Federal Reserve. Investment officials shall be bonded to protect the public against possible embezzlement and fraud.

Collateral Requirements. To qualify as a depository, financial institutions and savings and loan associations must collateralize the Town's deposits in accordance with: Sections 11-10.5-101 through 11 10.5-121, C.R.S. as amended entitled "Public Deposit Protection Act"; Sections 11-47-101 through 11-47-120 C.R.S. as amended entitled "Savings and Loan Association Public Deposit Protection Act."

Internal Controls. The Finance Department shall establish a system of internal controls to ensure the integrity of the investment process. Investment transactions shall be supported by written evidence, such as a confirmation ticket issued by the broker/dealer. In addition, the Town's independent auditor shall perform a review of the controls on an annual basis. The controls shall be designed to prevent loss of public funds because of fraud, errors, and misrepresentation by another party or imprudent actions by an employee or employees of the Town.

Budget

Purpose: This section defines the Town of Wellington’s policies and legal obligations for preparing, adopting, and amending the annual budget. It ensures that the budgeting process aligns with state law, supports long-term community priorities, and reflects sound financial planning. These policies promote transparency, accountability, and fiscal discipline by requiring balanced budgets, timely approvals, public engagement, and a clear link between resources and service delivery. The goal is to create a budget that not only meets statutory compliance but also serves as a strategic roadmap for achieving the Town’s objectives.

Fiscal Year. The Town’s budgets on a calendar year, January 1 – December 31 for all funds.

Budget Development Process Timeline. Not later than the first regular meeting of the Board of Trustees in October of each year, staff shall submit to the Board the itemized annual budget for the ensuing fiscal year (WMC Sec. 4-3-10). Prior to December 15, Finance Department staff will finalize a budget pursuant to Board direction. On or before December 15, the budget must be adopted, funding appropriated, and mill levies certified. A copy of the Town’s adopted budget must be filed with the Colorado Department of Local Affairs Division of Local Government by January 31.

Balanced Budget. The recommended budget presented annually to the Board of Trustees shall be balanced by fund. According to C.R.S. 29-1-103 no budget adopted shall provide for expenditures in excess of available revenues and beginning fund balances. Surplus fund and fund balance are considered a financing source.

Compliance with Colorado Revised Statutes. The Town’s budget development process complies with applicable sections of the Colorado Revised Statutes (C.R.S.), including but not limited to:

- A. 29-1-103(2), C.R.S. – No budget shall provide for expenditures in excess of available revenues and beginning fund balances.
- B. 29-1-103(1)(e), C.R.S. – Budgets must include a description of the services to be delivered during the budget year.
- C. 29-1-102(11), C.R.S. – Budgets must show the balance of total resources available for future budgets.
- D. 29-1-103(1)(d), C.R.S. – Budgets must present three years of comparable data.

Overhead Allocations. The budget will include overhead allocations to ensure the full cost of services for enterprise funds is reflected. This formula will be reviewed and updated **as needed** to maintain accuracy and equity across funds.

Fund Level. The annual budget is adopted and appropriated by the Board of Trustees on a fund level.

Budget Monitoring. The Finance Department will maintain a system for monitoring the Town's budget performance. This system will provide the Board with monthly reports that include resource collections, and expenditure on a fund level.

Link to Long-term Community Plans. The Town's annual budget will be developed in accordance with priorities set forth by community plans such as the Comprehensive Plan, master plans, Board of Trustees Strategic Plan, the needs of the community, and state and federal laws.

Distinguished Budget Presentation. The Town will seek to obtain the Government Finance Officers Association Distinguished Budget Presentation Award for each annual budget. The budget will be presented in a way that clearly communicates the budget to the members of the public.

Budget Amendments. It can be anticipated that budget amendments may occur each year. Budget amendments that would increase a fund's adopted budget, such as to expend unanticipated revenues or to transfer appropriated monies to another fund, require Board approval at a duly noticed public meeting.

Debt

Purpose. This section outlines the Town of Wellington’s policy for responsibly managing debt and long-term financing. It ensures that debt is only used when necessary, aligns with capital investment priorities, and supports the Town’s long-term financial health. The policy promotes transparency, limits borrowing to appropriate uses, and safeguards affordability by setting clear standards for debt issuance, term limits, oversight, and professional guidance. These principles are intended to maintain financial flexibility, obtain favorable borrowing terms, and preserve the Town’s creditworthiness.

Use of Debt. The Town will use long-term debt only for capital projects that cannot be financed out of current revenues. The Town will not use long-term debt for current operations.

Length of Issuance. Debt payments shall not extend beyond the estimated useful life of the project being financed up to a maximum of 35 years.

General Fund Debt Limitation. The Town will follow the most widely used ratio to express the impact of debt on the budget, which is annual debt service as a percentage of general expenditure. The Town will strive to maintain a General Fund Debt Limit of 8% to 10%, unless authorized by the Board of Trustees to exceed range.

Standards and Poor’s Debt Service as a Percentage of Expenditure:

- Low: Below 8%
- Moderate: 8% – 5%
- Elevated: 15% – 20%
- High: Above 25%

Enterprise Fund Debt Limitation. Revenue debt is paid off using dedicated revenue stream and is commonly associated with enterprise funds. The standard ratio used to express the limitation is debt service coverage, which is calculated by dividing net available revenues (regular or recurring revenues minus operating expenses) by principal and interest requirements for the year. This measure shows the extent to which revenues are available to “cover” annual debt service requirements, after operating costs have been paid for. The Town will strive to maintain a debt service coverage ratio of 1.25 and no lower than 1.10 as required by State Revolving Fund (SRF) loan obligations.

Standards and Poor’s Analytical Characterizations of Coverage Ratios:

- Strong: Greater than 1.50
- Good: Between 1.26 & 1.50
- Adequate: Between 1.0 & 1.25
- Insufficient: Less than 1.0

Approval of Debt Issuance. Long-term financing shall comply with federal, state, and local legal requirements. Staff will analyze the long-term affordability of the debt and assess the issue's impact of the Town's self-imposed financial limitation of indebtedness. The Finance Advisory Board may provide a recommendation to the Board of Trustees on the issuance of debt. Final approval rests with the Board of Trustees.

Determining the Method of Sale. All bonds will be sold at public sale; however, the Town reserves the right to reject any and all bids and sell the bonds at private sale if it is in the best interest of the Town.

Selection and Use of Professional Service Providers. The Town may obtain outside professional assistance including bond counsel and public finance professionals, through a request for proposals, to successfully authorize, structure, and market debt obligations.

Bond Proceeds and Compliance Practices: Currently, the Town has not issued bonds. In the event a bond issue is needed, the Finance Department and Board of Trustees will need to address this section. Professional services may be utilized to help in the issuance and sale of bonds.

Debt Refinancing. When advantageous to the Town, the Town Administrator and/or Finance Director shall present options to the Board of Trustees.

Revenue

Revenue Diversification. The Town should strive to maintain a diversified mix of revenues in order to provide ongoing stability and predictability. The Town will review revenue raising proposals in light of its total revenue mix in order to encourage growth and keep the Town economically competitive.

Revenue Forecasting. All revenue projections will be estimated conservatively. Revenue estimates will be based on trend analysis, economic conditions, and other factors.

Fees and Charges. The Town will review its fees and other charges for services annually to ensure that revenues are meeting intended program goals and are keeping pace with inflation, other cost increases and any applicable competitive rate. All changes to the schedule of fees and charges must be approved by resolution by Board of Trustees.

Collections of Existing Revenues. The Town will collect as efficiently as possible the resources to which it is already entitled. The Town will follow a proactive process of collecting and minimizing receivables.

Enterprise Funds. The Town of Wellington maintains enterprise funds for water, wastewater and drainage. Utilities function like a business/non-profit – expenditures must be paid by the revenues generated, per the amendment to the State Constitution (the "Amendment") as codified in Article X, Section 20. Revenue sources: Rates paid by current customers, impact fees (capital investment fees) paid by developers and homebuilders, loans and grants.

Enterprise Fund Limitations. Enterprise Funds shall only receive up to 10% of the revenue received in the fund from taxpayer transfers, through the General Fund, under the Taxpayer Bill of Rights (TABOR) and must be approved by the Board of Trustees. As a best practice, Enterprise Funds should not be subsidized by the General Fund and should be supported wholly by the fees and charges generated by the Enterprise. General Fund support functions provided to the Enterprise Fund will be handled with a high level of efficiency and respect for those Enterprise Fund missions and personnel and will be reviewed for compliance annually during the budget development process.

Internal Fund Loans. Interfund loans must be approved by the Board of Trustees and may be charged interest.

TABOR. On November 3, 1992, the Citizens of the State of Colorado approved Amendment 1, also known as the Taxpayers Bill of Rights (TABOR). TABOR specifically and significantly addresses the following issues: spending limitations, operating reserves and debt service.

In November 1994, voters permitted the Town, without increasing or adding any taxes of any kind, to collect, retain or expend revenues generated from all sources during 1994 and each subsequent year for trails, parks, and open space, storm water facilities and drainage, street, curb and sidewalk construction, repair and maintenance, police services, and for other basic municipal services and lawful purposes, without limitation. The Town has established an emergency reserve, representing 3% of qualifying expenditures, as required by TABOR.

Legal Requirements. The Town will maintain compliance with legal revenue restrictions as identified by voters, for special revenue funds, compliance with State Law, and other restricted revenues.

Grant Revenues. The Town will refrain from using grants to meet ongoing service delivery needs. In the Town's financial planning, grants will be treated in the same manner as all other temporary and uncertain resources and will not be used to fund ongoing, basic service needs. When pursuing or applying for grants, the Town should consider and plan for the long-term implications including increased maintenance, operational costs and replacement costs that may be necessary.

Grants – General

Grant Funding. Funding through grants is encouraged as a means of financing a project or one-time expenditure. Costs associated with grant reimbursements shall be separated into general ledger accounts or groups of accounts as is appropriate according to the specific grantor requirements.

Conflict of Interest. No employee or official of the Town shall have any interest, financial or otherwise, direct or indirect, or have any arrangement concerning prospective employment that will, or may be reasonably expected to, bias the design, conduct, or reporting of a grant-funded project on which he or she is working.

It shall be the responsibility of the Finance Department for each grant-funded project to ensure that in the use of sponsored funds, officials or employees of the Town and non-governmental recipients or sub-recipients shall avoid any action that might result in, or create the appearance of:

- A. Using their official position for private gain
- B. Giving preferential treatment to any person or organization
- C. Losing complete independence or impartiality
- D. Making an official decision outside official channels
- E. Affecting adversely public confidence in the grant-funded program and the Town in general

Grant Identification and Application. Departments intending to apply for grant funding from a federal, state, local, or private source – or anticipating receipt of such funds – must notify the Finance Department in a timely manner.

As part of the process, staff must complete the internal Grant Submission Form. This form will be reviewed by Town Leadership to determine approval based on the following criteria:

- A. **Timeline:** Sufficient lead time is available to prepare a high-quality application; the more time available, the better.
- B. **Budget Alignment:** The proposed project is included in the current year's approved budget.
- C. **Capital Plan Inclusion:** The project is identified in the Town's 5-Year Capital Improvement Plan (CIP).
- D. **Strategic Consistency:** The project aligns with the goals outlined in the Town's adopted master plan and related planning documents.
- E. **Project Ownership:** A designated staff member has been identified to lead the grant application and oversee grant management.
- F. **Community Support:** There is strong public or stakeholder support for the project.

- G. **Administrative Capacity:** The level of administrative effort required is reasonable given current staff capacity and workload, which can include but is not limited to daily operations staff, engineering, and project management.
- H. **Ongoing Obligation:** Operation and maintenance considerations, impacts, and costs.
- I. **Return on Investment:** Financial health factors, such as grant value, match requirements, and cost/benefit analyses as needed.

Strategic Alignment. Applications for grants and financial assistance and their awards shall align with existing Town strategic plan, master plans, and processes. Awards typically support activities in two categories:

- A. **Capital:** Applications and awards for capital should align with the Town’s 5-Year Capital Improvement Plan, Strategic Plan, or Masterplans.
- B. **Operating:** Applications and awards for program support should align with other existing plans, or the Town’s Strategic Plan.

Funding and Cost/Benefit Analysis. Prior to submitting or accepting any grant application, the requesting department should conduct a multi-year cost/benefit analysis that includes:

- A. Required matching funds and whether these are currently available
- B. Administrative and operating costs during and after the grant period
- C. In-kind contributions and overhead recovery
- D. Costs associated with grant reporting, monitoring, audit, and closeout
- E. Risk of Town funding being required beyond the grant period
- F. Cash flow implications, including potential needs for temporary funding via general revenues or short-term borrowing

Administrative and Operational Support. To ensure successful implementation and compliance, departments must provide the following:

- A. **Project Plan:** A clear plan for implementing the grant-funded project, identifying tasks, timelines, responsible staff, and key deliverables.
- B. **Staffing and Training:** Staff involved in grant management must receive appropriate training and understand the importance of accurate timekeeping, procurement compliance, and financial tracking.
- C. **Designation of a Grant Lead:** Each grant must have a designated individual responsible for oversight, compliance, and communication with Finance Department staff, auditors, and funding agencies.

Compliance and Monitoring. The designated Grant Lead will work with the Town Clerk to ensure record management in accordance with the Town’s records policy and grant guidelines. The Grant Lead will also work with the Finance Department to ensure that grant

expenditures are recorded properly, financial reports are submitted on time, and grant audits are supported. Departments must cooperate fully in all grant-related reviews and must maintain documentation in accordance with federal, state, and Town requirements.

Grants – Federal

Purpose. This Policy for Federal grants applies to all expenditures of funds received through federal grants, whether those funds come directly from a federal agency or through an intermediary, known as a “pass-through entity”.

Policy Statement. The federal government imposes a set of standards for the acquisition of supplies, equipment and real property purchased with federal funds. Federal grant funds received by the Town must conform to the procurement standards identified in CFR§200.317 through §200.327. Individual federal grants may contain further requirements that are unique to those grants and are in addition to this Policy. It is therefore important for the applicant to work closely with the Finance Department to ensure compliance of each grant.

Ethics and Conflicts of Interest. The Town, as a government entity, is required to comply with the regulations under Federal Uniform Grant Guidance (UGG) (2 CFR §200.318(c)(1)), which requires written standards of conduct covering conflicts of interest and governing the performance of its employees engaged in the selection, award and administration of contracts.

- A. Conflict of Interest – Employee/Officer/Agent No employee, officer, or agent may participate in the selection, award or administration of a contract supported by a federal award if he or she has a real or apparent conflict of interest. Such a conflict of interest would arise when the employee, officer, or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in or a tangible benefit from a firm considered for a contract. Officers, employees and agents of the Town of Wellington may neither solicit nor accept gratuities, favors or anything of monetary value from contractors or parties to subcontracts. All business-related gratuities are specifically prohibited except nominally valued, widely distributed items (calendars, pencils, etc.)
- B. Organizational Conflict of Interest Organizational conflict of interest means that because of relationships with a parent company, affiliate, or subsidiary organization, the Town of Wellington is unable or appears to be unable to be impartial in conducting procurement action involving a related organization.
- C. Disclosing Potential Conflicts of Interest Employees, officers and agents are expected to comply with any applicable requirements pertaining to Conflicts of Interest with regards to grant awards. Employees, officers and agents must file a Conflict of Interest Disclosure Statement with the Finance Department before a grant application is filed. If the grant is awarded without an application process, then the disclosure must be completed as soon as possible after notification of the award is received. In the event that a conflict of interest arises after the award has been received, employees, officers and agents must disclose the potential conflicts

of interest in writing to the Finance Department as soon as they become aware of them. The written disclosure will include the name of the person, form or organization with whom the conflict exists, the nature of the conflict of interest, and the date that the conflict status began. Any potential conflicts of interest affecting the awarded funds will be disclosed by the Finance Department to the U.S. Treasury or pass-through entity in accordance with 2 C.F.R. § 200.112.

General Requirements. The following requirements are applicable to all procurement transactions regardless of size.

- A. Procurement transactions shall be conducted in a lawful and ethical manner.
- B. Unnecessary/duplicative purchases are not permitted (and are not reimbursable expenses.)
- C. Enter into agreements to share common goods or services with other governmental entities when possible.
- D. Use federal excess or surplus property in lieu of new purchases.
- E. Use value engineering clauses in contracts for construction projects of sufficient size to offer reasonable opportunities for cost reductions.
- F. Award contracts only to responsible contractors possessing the ability to perform successfully under the terms and conditions of the procurement.
- G. Maintain sufficient records to detail the history of procurement, including rationale for the method of procurement, selection of contract type, contractor selection or rejection, and the basis for contract price.
- H. Purchases must remain in aggregate and cannot be separated into multiple increments in order to bypass procurement threshold requirements.

Competition. See the Code of Federal Regulations, 2 CFR 200.319 for the most up to date requirements.

Methods of procurement. See the Code of Federal Regulations, 2 CFR 200.320

Contracting with small and minority businesses, women’s business enterprises, and labor surplus area firms. See the Code of Federal Regulations, 2 CFR 200.321

Domestic preferences for procurement. See the Code of Federal Regulations, 2 CFR 200.322

Procurement of recovered materials. See the Code of Federal Regulations, 2 CFR 200.323

Contract cost and price. See the Code of Federal Regulations, 2 CFR 200.324

Federal awarding agency or pass-through entity review. See the Code of Federal Regulations, 2 CFR 200.325

Bonding requirements. See the Code of Federal Regulations, 2 CFR 200.326

Contract provisions. See the Code of Federal Regulations, 2 CFR 200.327

Operating Expenditures

Current Revenues to Pay for Current Expenditures. Current operating revenues should meet or exceed current operating expenditure. The budget of the Town must identify ongoing resources that strive to match ongoing annual requirements. One-time cash transfers and ending balances in excess of reserves may be applied to reserves or to fund one-time expenditures. They should not be used to fund ongoing programs.

Personnel Compensation. The Town strives to always provide excellent service to the community. The Town is committed to offering competitive compensation packages that attract and retain highly qualified staff. The Town's compensation philosophy is based on internal and external considerations; salary ranges and pay structures should be evaluated every two years to determine the relative competitiveness of the pay structure to job market. All proposed merit and cost-of-living (COLA) adjustments require approval by the Board of Trustees during the annual budget development process.

Maintenance and Replacement of Capital Assets. Departments should maintain inventories and assess the condition of their buildings, equipment, and vehicles annually. The budget should include multi-year projections for facility and vehicle replacement. The Town will strive to provide sufficient funding for adequate maintenance and orderly replacement of capital assets and equipment.

Sale of Obsolete or Surplus Item. Items that have not been used or moved in three years – unless specifically designated for departmental use – will be considered obsolete and may be sold, donated, recycled, or auctioned. All obsolete or surplus item dispositions will be managed by the Finance Department, or its designee. Town employees and their relatives may not be given or transferred any obsolete or surplus items.

Obsolete or surplus items must first be made available for use by other Town departments. Notification will be given to Town Leadership via email, intranet, or other standard methods and items shall remain available for a minimum of five (5) business days. Items not claimed by another Town department may be sold to the original vendor to expediate revenue return and generate savings in Town time and expense.

Available remaining items shall be assigned an estimated fair market value based on condition, age, and other pertinent determining factors. All items under \$50 in estimated fair market value shall be donated to a nonprofit or governmental agency, recycled, or otherwise properly disposed of at minimal expense to the Town.

All other items will be disposed of as follows:

- A. Items between \$50 and \$250 in estimated fair market value:
 1. Notification will be given to all Town employees via email, intranet, or other standard method of available item(s).

2. The estimated fair market value is to be posted and is not negotiable.
 3. The item(s) shall remain available for a minimum of five (5) business days.
- B. Items over \$250 in estimated fair market value, or items of lesser value not sold to a Town employee:
1. Town employees and their relatives may not purchase obsolete or surplus items with a fair market value over \$250 outside of a public process.
 2. Items shall be made available to the public through auction or a competitive written bid, at the discretion of the Finance Department, or its designee.
 3. Notice of the sale or bid opportunity will be advertised at least ten (10) days prior to the sale.
 4. All sales shall be documented by the Finance Department, or its designee, to ensure transparency and compliance with Town policy.

Purchasing. Goods and services shall be procured in accordance with the Purchasing Policy.

Lease Purchase and Straight Lease of Capital Items. Lease purchase will be considered only when the useful life of the item is equal to or greater than the length of the lease. If the item becomes technologically obsolete or is likely to require major repair during the lease purchase period, then the item should either be purchased or placed on a straight lease.

Capital Improvement Projects (CIP)

Purpose. The five-year CIP budget is prepared and updated annually in the budget development process to account for financial resources that are used for planned construction projects, to acquire major and long-lived capital assets, and for large professional services expenses. These projects are consistent with the Town's long-term goals. Projects must cost more than \$25,000 and capital assets should have an expected life of greater than three (3) years.

Ongoing Operation Impacts. Resources for both ongoing operations and capital projects are not without limits, and the capital planning must work in conjunction with the annual budget development process. After a capital project is completed, the ongoing operation and maintenance appears in the operating budget for years to come and must be considered in the context of overall community needs. The decision to embark on a capital project or purchase capital equipment must be balanced with the demands of existing services.

Funding Strategies. The Town will use a variety of diverse sources to fund capital projects, including the "pay- as-you-go" philosophy, replacement related using fees for service, and capacity related funded by impact fees.

Budget Carryover. CIP appropriations are project-based, not strictly bound to the fiscal year in which they are adopted, and may be carried forward into future years if one or more of the following apply:

- A. The project remains active, with contracts in place or expenditures occurring
- B. Material progress has been made on planning, design, permitting, or construction
- C. External dependencies or funding delays (e.g., grant cycles, regulatory review) justify an extension

CIP appropriations shall be encumbered for executed contracts and shall lapse at the end of the fifth fiscal year. The Finance Department should maintain a detailed tracking system for carryover balances and report on carryover status as part of the annual budget process.

CIP appropriations not under contract by the following year's budget development process, and any lapsed projects, may be resubmitted for consideration in a subsequent CIP.

Project Identification. CIP submissions shall include a ranking identified by the project manager utilizing the standardized project ranking system outlined below. Each project submission must also include an operating budget impact statement to assess long-term costs and financial implications.

Standardized Project Ranking System.

Priority I: IMPERATIVE: Projects that cannot reasonably be postponed in order to avoid harmful or otherwise undesirable consequences.

- Corrects a condition dangerous to public health or safety
- Satisfies a legal obligation
- Alleviates an emergency service disruption or deficiency
- Prevents irreparable damage to a valuable public facility

Priority II: ESSENTIAL Projects that address clearly demonstrated needs or objectives.

- Rehabilitates or replaces an obsolete public facility or attachment thereto
- Stimulates economic growth and private capital investment
- Reduces future operating and maintenance costs
- Leverages available state or federal funding

Priority III: IMPORTANT: Projects that benefit the community but may be delayed without detrimental effects to basic services.

- Provides a new or expanded level of service
- Promotes intergovernmental cooperation
- Reduces energy consumption
- Enhances cultural or natural resources

Priority IV: DESIRABLE

- Desirable projects that are not included within five-year program because of funding limitations or more competitive project offers.

Emergency Procurement

The Town should take necessary steps to ensure preparedness for disasters and emergencies. Mutual aid agreements may be utilized to provide or receive emergency assistance during such events. These agreements are generally established in writing; however, in certain circumstances they may be arranged verbally after a disaster or emergency has occurred.

Notwithstanding any other provision of this policy, the Town Administrator or successor, in consultation with the Mayor or successor, may make, or authorize others to make, emergency procurement when there exists a threat to public health, welfare, public infrastructure, or safety under emergency conditions. A written determination of the basis for emergency and for the purchase or selection of the vendor or contractor shall be included with the purchase documentation (invoice, purchase order, check request, etc.).

If a threat to public health, welfare, public infrastructure, or safety under emergency conditions arises within Public Works and Utilities, the Public Works Director or successor must first attempt to contact the Town Administrator and can authorize emergency procurement within a reasonable amount of time. A written determination of the basis for emergency, the justification for timeline to act, and for the purchase or selection of the vendor or contractor shall be provided to the Town Administrator and Mayor, and shall be included with the purchase documentation (invoice, Purchase Order, check request).

When such an emergency condition arises, such as a natural disaster, that necessitates immediate action to minimize damage and inconvenience resulting from such condition, the Town Administrator or successor, is authorized to enter into emergency contracts not to exceed \$500,000, per contract, without bids or notice. If an emergency contract exceeds this amount, the Mayor or successor must sign an emergency declaration granting authority to execute such emergency contracts. All documentation, including justifications and contracts, must be provided to the Board of Trustees.

Purchasing

Purpose. This policy is intended to ensure adequate and uniform control of the Town of Wellington's purchasing and payment activities. Principles and policies incorporated into this policy are in accordance with Government Financial Officers Association best practices and applicable State of Colorado Law.

All parties involved in the negotiation, performance or administration of procurement and/or contracts for the Town shall act in good faith. All procurements should be made for the purpose of meeting the Town's current budget goals.

This policy encompasses all purchasing activity conducted on behalf of the Town. Any questions on any purchasing or payments situation should be directed to the Finance Department for assistance.

All purchases shall be made in accordance with the policies prescribed in this policy. Any agreement made contrary to these policies shall not be binding to the Town.

Code of Conduct.

- A. Every person engaged in purchasing for the Town shall act to acquire materials and services at the lowest reasonable price, of the proper quality, to reliably accomplish the service intended.
- B. Officials, employees, or agents of the Town shall not accept money, forbearance, or forgiveness of indebtedness from contractors, vendors, or potential contractors or vendors.
- C. Officials, employees, or agents of the Town shall not accept things of value, including but not limited to gifts, loans, rewards, favors or services, honoraria, travel, entertainment, or special discounts having a fair market value or aggregate actual cost greater than \$75.00 from contractors, vendors, or potential contractors or vendors, in alignment with State of Colorado Independent Ethics Commission current gift ban amount.
- D. No official, employee, or agent of the Town shall participate in any purchasing decision which affects the individual's personal financial interest or the interest of the individual's immediate family or of any corporation, partnership, or association of which the individual is a partner, member, creditor, or stockholder.
- E. No contractor, vendor, or potential contractor or vendor shall bribe, coerce, or attempt to bribe, coerce, or otherwise improperly influence an official, member, employee, or agent of the Town.
- F. Officials, employees, or agents of the Town shall not attempt to circumvent the intent of these purchasing policies by placing multiple orders with a single vendor, or orders on consecutive days, or by other practices that avoid triggering a specific purchasing procedure.

- G. Violations of these purchasing policies shall be examined first by the Town Administrator or the Finance Director, referred to Human Resources to determine appropriate action to be taken, and reported to the Board of Trustees.

General Provisions/Restrictions.

- A. No personal purchases shall be made using the Town’s funds. Purchasing venues provided within this policy will be utilized only in the interest of the Town.
- B. Only designated Town staff are permitted to purchase utilizing Town funds within Signature Authorization and Purchasing Card limits.
- C. Purchases must be charged to the proper account, regardless of budget availability in the appropriate budget line item.
- D. Alcohol may only be purchased with Town funds with prior approval from the Town Administrator or Finance Director.
- E. Sales tax is not to be charged on any purchase in Colorado. The Town’s tax-exempt numbers should be given to the vendor before the sale is completed. The Town’s tax-exempt certificate is available from the Finance Department.
 - 1. For out-of-state travel, note that airlines, hotels, and other vendors may not honor the Town’s tax-exempt status.
- F. All bid information shall be maintained by the purchasing department. Required bid information shall be attached to the documentation requesting payment by the Finance Department (i.e., Purchase Order, check request, invoice, etc.).
- G. No multi-year financing obligations (including rentals of equipment or space) will be committed without the review and concurrence of the Finance Director and the Town Administrator.
- H. Requests to open merchant charge accounts must be authorized by the Finance Director or the Town Administrator. The process to open the accounts, including completing the credit application and vendor setup, will be administered by the Finance Department.

Purchasing Thresholds. The following limits exist to ensure seamless operation of the Town while providing oversight and Board of Trustee approval for large expenditures.

A. Thresholds:

- | | |
|----------------------------------|-----------------|
| 1. P-Card Monthly Spending Limit | Up to \$40,000 |
| 2. P-Card Per Transaction Limit | Up to \$10,000 |
| 3. Signature Authorization | Up to \$250,000 |
| 4. Emergency Procurement | up to \$500,000 |

B. Bidding Thresholds:

**See Appendix B for*

guidelines

- | | |
|--------------------------------|------------------------|
| 1. Buyer’s best judgement | up to \$25,000 |
| 2. Two written quotes | \$25,000 to \$100,000 |
| 3. Three written quotes | \$100,000 to \$250,000 |
| 4. Sealed competitive bidding* | \$250,000.01 and above |

C. Board of Trustees Approval Thresholds:

1. Non-appropriated (non-budgeted) purchases above \$25,000
2. Appropriated (budgeted) purchases above the Town Administrator's signing authority.
3. All purchases and change orders made in accordance with a Board approved contract and within the appropriated budget do not need further approval.

Cooperative Purchasing. By approval of the Town Administrator or their designee, the Town may join other governmental bodies, including but not limited to, the State of Colorado and other local governments in making cooperative purchases in the best interest of this Town, notwithstanding other provisions of this Policy.

Negotiating Price. Unless specifically stated otherwise within a bid or RFP document, the Project Manager, Superintendent, Department Director or Deputy Director, Finance Director, or Town Administrator may negotiate the price for any given product or service.

Sole Source. Occasionally it is necessary to purchase supplies, services or construction items without going to bid, or that only one firm is in a better position to provide. A sole source purchase is a method of acquisition. It is not to be used to avoid competition. Price cannot be used as a factor in determining if a sole source exists because it indicates the existence of a competitive marketplace.

Examples of potential sole source purchases/services include: state bid, engineering or other professional or consulting services, items for resale, matching existing equipment, custom items, paint, prime lumber (except for large quantities), new technology services or equipment, on site repairs (such as heating, air, plumbing, phone) and utilities.

A sole source justification is required for every purchase of \$25,000 or more unless the purchase is being made from an existing contract, the supplier is specifically named in the grant, or the purchase is being competitively solicited.

Sole source purchases shall be subject to the Purchasing Thresholds and Signature Authorization Policies. Written justification of a sole source purchase must be approved by the Finance Director or Town Administrator prior to an order being placed. Written justification and approval shall be attached to the documentation submitted to the Finance Department (Purchase Order, check request, invoice, etc.).

Sole Source Justification Criteria. The following list of criteria shall be used in determining if a single or sole source situation exists:

- A. Only one manufacturer makes the item meeting salient specifications; that manufacturer only sells directly/exclusively through one regional/national representative.
- B. Item required must be identical to equipment already in use by the end user, to ensure compatibility of equipment, and that item is only available from one source.
- C. Collaborative project- Supplier is named where the identical equipment is required for compatibility and interoperability.
- D. Maintenance or repair calls by the original equipment manufacturer (OEM) are required for a piece of equipment, and the manufacturer does not have multiple agents to perform these services.
- E. Replacement or spare parts are required from the OEM, and the OEM does not have distributors for those parts.
- F. Patented items or copyrighted materials, which are only available from the patent or copyright holder.
- G. Unique expertise, background in recognized field of endeavor, the result of which may depend primarily on the individual's invention, imagination, or talent. Consultant has advanced or specialized knowledge, or expertise gained over an extensive period of time in a specialized field of experience.

Note: An item being a “sole brand” or a “sole manufacturer” does not automatically qualify to be a “sole source”. Many manufacturers sell their products through distributors. Therefore, even if a purchase is identified as a valid “sole brand” or “sole manufacturer”, the requester should verify whether the manufacturer has multiple distributors. If the manufacturer does have multiple distributors, competition should be sought among the distributors.

Signature Authorization

Signature authority is granted on an individual basis. A summary of designated staff with signature authority to approve Town expenditure shall be maintained by each department. The Finance Department shall keep a current master Signature Authorization Summary.

Signature authority requests are submitted by Department Directors or Deputy Directors to the Finance Department. Upon review and approval by the Finance Department, the request is sent to the Town Administrator for final approval.

General Provisions/Restrictions. Unless signature authorization has been designated and approved, no employee shall sign on behalf of the Town. Signing on behalf of another employee within the same department is only allowed by individuals with designated approval limits greater than the employee, the Finance Director, or the Town Administrator. Signing on behalf of another department is only allowed by the Finance Director or Town Administrator.

See Appendix A for Signature Authorization Limits

Purchasing Card (P-Card)

The Purchasing Card (P-Card) program is intended to streamline and simplify the purchasing functions by eliminating waste and low value activities. The P-Card is a tool that reduces transaction costs, facilitates timely acquisition of materials and supplies, automates data flow for accounting purposes and offers flexible controls to help ensure proper usage. The P-Card program is not intended to avoid or bypass appropriate procurement or payment procedures. Intentional misuse or fraudulent abuse may result in disciplinary action up to and including dismissal and legal action.

The card is issued by First National Bank of Omaha (FNBO). The card has no impact on an individual's personal credit rating although the card lists an individual's name as the card is issued to the Town of Wellington.

A Cardholder Guide is provided to outline issuance requirements, the types of purchases that can and cannot be made, records including transaction receipts that must be maintained, and reconciled for each cycle, and a variety of other program information. Some minimal record keeping is essential to ensure the successful use of the Purchasing Card. Public funds are committed each time a P-Card is used, a responsibility that should not be taken lightly.

Only employees of the Town of Wellington are eligible to be issued a P-Card. Contractors or temporary employees are not eligible. The cardholder is responsible for the security of their card(s) and the transactions made against the card(s). Each user will be required to sign the Commercial Card Cardholder Agreement. Employees must be authorized by the Department Director or Deputy Director based upon need.

The P-Card is not to be used for personal purchases, alcohol (without prior approval), tobacco, or cash transactions such as money orders or cash advances. Each card has a monthly total limit which will deny further transactions in that month, and each cardholder has a single purchase limit. Under no circumstances should a transaction be split into two separate receipts to bypass this dollar limit.

The following P-Card uses are not authorized:

- A. Purchases with vendors that have merchant charge accounts (i.e., Amazon).
- B. Fuel for personal vehicles. Reimbursement for mileage shall be made on the Travel Authorization Form at the current IRS reimbursement rate.
- C. Fuel for Town vehicles. Fuel Cards are provided for fueling Town-owned vehicles.
- D. Using another employee's P-Card.

Purchase Documentation. A receipt is required for all purchases and must be uploaded when reconciling card activity. If the purchase is made via phone, ask the supplier to include the receipt when the product is shipped or to email the confirmation.

Shipping. The external shipping label must be to the Town of Wellington building – not a personal address. It is required that all receipts and packing slips are retained.

Tax. Sales tax is not to be charged on any purchase in Colorado. The Town's tax-exempt numbers should be given to the merchant before the sale is completed. The Town's tax-exempt certificate is available from the Finance Department. The tax-exempt number is embossed on the purchase card. The cardholder is responsible for ensuring that sales tax is not applied.

Gratuity. Tips or gratuity on purchases for services, such as meals, is permitted up to 20%.

Reconciliation. The cardholder is required to reconcile transactions monthly, including providing explanations of purchases, assigning account codes, and uploading receipts.

Resolving Errors and Disputes. In the case of an error, first contact the merchant and try to reach an agreement. If unable to reach an agreement or the purchase is fraudulent, dispute the charge with FNBO. All disputes must be submitted within 30 days of the transaction date.

Lost or Stolen Cards. The P-Card should be secured at all times. If a card is lost or stolen, immediately contact FNBO at 1-800-819-4249 and notify the Finance Department.

Termination of Employment. Upon separation of employment with the Town of Wellington, P-Cards must be surrendered to the Finance Department or Human Resources.

Purchasing Activity Audits. All card activity is subject to random audits. The random audits are to help ensure adherence to the Program's policies and procedures.

See Appendix A for P-Card Per Transaction and Monthly Spending Limits

Travel

This travel policy applies to all officials, employees or agents of the Town travel for Town-related business and mileage reimbursements.

Approval. Travel and related expenses require approval prior to any purchases as follows:

- A. Travel within Colorado outside of the Fort Collins, Loveland, Greeley metro area:
 - 1. Without overnight stay – Obtain Department Director or Deputy Director approval; not eligible for per diem; utilize P-Card for necessary purchases
 - 2. With overnight stay – Complete a Travel Pre-Authorization Form in advance and obtain Department Director or Deputy Director approval; eligible for per diem or utilize P-Card for necessary purchases
- B. Outside of Colorado:
 - 1. Complete a Travel Pre-Authorization Form in advance and obtain Department Director, Deputy Director, or Town Administrator approval (Department Director shall obtain Town Administrator approval); per diem should be utilized for meal and travel incidental expenses and can be requested in advance (minimum two weeks prior to travel) or after travel; utilize P-Card for all other necessary purchases

Purchasing Card. P-Cards should be used whenever possible and practical for lodging, airfare, ground transportation, and parking. For situations where use of the P-Card was not practical or possible, allowable expenses paid by the traveler will be reimbursed. Receipts for reimbursed expenses are required and should be submitted with the reimbursement form and check request. P-Card may only be used for fuel on a Town paid rental vehicle, if necessary.

Per Diem. Per diem is allowed for travel requiring an overnight stay at the rates determined by the U.S. General Services Administration. Current rates are available at <https://www.gsa.gov/travel>. The per diem amount should be pro-rated for meals provided by the seminar/conference (if applicable). If actual costs are more than the per diem amount, the employee is responsible for the additional amount. If actual costs are less than the per diem amount, the employee may keep the balance. No receipts are required when using per diem. Travel within Colorado is not eligible for the “First and Last Day of Travel” per diem rate.

Airfare. In all cases, but within reason, the most cost effective and efficient manner of travel should be sought. Direct flights shall be considered the standard, even though flights with connections and/or layovers are often less expensive. Only economy or basic airfare shall be considered standard. Additional travel options such as early check-in and in-flight benefits are not allowable expenses. In general, the Town will reimburse the cost of one checked bag, however, employees are encouraged to utilize carry-on luggage whenever

possible. Situations requiring more than one checked bag, including presentation materials require Department Director or Deputy Director approval.

For out-of-state travel where the employee requests and approval are obtained to use alternative transportation (including train or automobile), the Town may elect to reimburse the employee for only the most cost-effective method of travel. Exceptions require Finance Director or Town Administrator approval.

Parking. In all cases, but within reason, costs for parking should be kept to a minimum.

- A. Airport Travel: Airport shuttle is encouraged when possible.
- B. Airport Parking: Employees should use their P-Card for economy parking fees.
- C. Hotel Parking: Self-parking shall be utilized, if available. Valet parking is allowed if it is the only option available. Unless otherwise approved in advance by the Department Director or Deputy Director, the employee shall pay the difference for additional costs of covered parking or valet service when other options are readily available.

Mileage Reimbursement. Amount per mile of mileage reimbursement is set at the current Internal Revenue Service's allowable rate per mile. Current rates are available at <https://www.irs.gov/tax-professionals/standard-mileage-rates>.

Internet Connection Charges. If internet connectivity is needed for work-related purposes while traveling and the hotel and/or conference charges for internet service, contact IT to check out a cellular option, if available. If necessary, the Town will cover the cost of any internet connection charges incurred while traveling when the primary purpose of the connection is work related.

Compensation for Hours Worked. Contact Human Resources with any questions regarding compensation for hours worked during travel for non-exempt employees.

Forms. All forms are available from the Finance Department and may be updated at the discretion of the Finance Director.

- A. Travel Pre-Authorization Form: used to estimate and accumulate the total cost of the trip; required for travel with an overnight stay
- B. Travel Reimbursement Form: required for any payment of employee-paid expenses related to travel while on Town business that a P-Card could not be utilized, such as mileage or tolls; supporting documentation, including Travel-Pre Authorization Form, receipts, mileage maps, etc., is required
- C. Check Request Form: required for per diem with supporting documentation from U.S. General Services Administration website and all reimbursements of employee-paid expenses with Travel Reimbursement Form and supporting documentation

Contracts

This policy applies to any contract over \$250,000 that the Town enters into. In general, the Town Administrator or the Mayor shall sign a contract for the Town (contractual authority) that obligates Town funds, although Directors or Deputy Directors may sign contracts within their authorization limits. The Town shall utilize contract templates approved by the Town Attorney or the contract must be reviewed by the Town Attorney prior to signing.

Each department and its personnel are responsible for the planning and successful execution of its projects. A Town Project Manager (or Town contact person) must be designated for each project and specified within the contract. This individual will be accountable for all aspects of proper contract administration surrounding the project in progress.

Contracts signed by the Town Attorney, Town Administrator, or the Mayor shall be provided to the Town Clerk to be attested.

See Appendix B for Competitive Bidding Guidelines

See Appendix C for Independent Contractor Procedures

Definitions

Accounts Payable. The function of the Finance Department processing payments for the Town.

Allocation. Town of Wellington account number to be charged for the purchase.

Available Funds: In governmental accounting under the modified accrual basis, available funds refers to revenues that are measurable and have been collected or are expected to be collected soon enough after the end of the period to pay the liabilities of the current period.

Bid Package. Documentation prepared and distributed by the Town in the solicitation of bids.

Board of Trustees. The legislative and governing body of the Town.

Capital Improvement. A fixed public improvement, including, but not limited to: streets, alleys, sidewalks, water or wastewater facilities, flood control facilities, traffic control devices, street lighting, parks, public structures, and landscaping.

Capital Improvement Contract. A Town contract for Capital Improvements.

Change Order. A Change Purchase Order is a Purchase Order initiated directing a vendor or contractor to make a change to the original Purchase Order or Contract in either amount, delivery, scope or items purchased.

Committed Funds: See “Encumbrance”

Construction. The process of building, altering, repairing, improving, or demolishing any public structure or building, or other public improvements of any kind to any public real property or within an appropriate easement.

Cooperative Purchasing. Procurement conducted by, or on behalf of, more than one governmental body.

Department. A designated unit within the Town that is responsible for providing a particular public service to residents. Departments currently include: Administration, Town Clerk, Finance, Human Resources, Library, Building & Planning, Public Works, Streets & Maintenance, Water, Wastewater, Distribution & Collection, Storm Drainage, Parks and Recreation.

Depreciable Purchases. Supplies or tangible property of \$25,000 or more.

Director. A Town employee reporting to the Town Administrator or Deputy Town Administrator with multiple function accountability and staff. Departments with directors currently include: Town Clerk, Finance, Human Resources, Library, Planning, Public Works, and Parks and Recreation.

Deputy Director. The Deputy Director serves directly below the Department Director and may act as the Director's designee in the Director's absence.

Emergency Conditions. A situation in which Town operations may be severely hampered or a situation in which the preservation of life, health, safety or property may be at risk as determined by the Town Administrator or successor, in consultation with the Mayor, or successor.

Encumbrance: A commitment or reservation of funds for future expenditure, such as a purchase order or contract, to prevent overspending and ensure budget availability.

Enterprise Fund: Government activities that operate like a private business, providing goods or services to the public primarily financed by user fees and charges, with the goal of being self-sustaining by covering their own operating and capital costs.

Governmental Body. Any department, commission, council, board, bureau, committee, institution, legislative body, agency, government corporation, or other establishment of this Town.

Intangible Purchases. Non-physical items of value such as insurance, leases, securities or water rights.

Invitation for Bids. All documents, whether attached or incorporated by reference, utilized for soliciting bids.

Non-Depreciable Purchases. Services, supplies, and intangible property. Also includes tangible property under \$25,000.

Professional Services. Services of a specialized nature, including, but not limited to: architecture, engineering, legal, accounting, surveying, land title services, environmental/scientific services, information technology, hiring screening process (drug testing, psych testing, etc.), equipment repair and maintenance, etc. Includes consulting services provided by individuals possessing specialized educational qualifications, practical expertise or professional certification where the final product is predominantly oral or written advice or information.

Purchase Order. A request to purchase goods or services typically provided to the vendor as confirmation of the Town's commitment to purchase.

Request for Proposals (RFP). A process used to acquire supplies and services that involve the review of written proposals and the use of negotiations with the most qualified bidder(s). This process may also include the use of a Request for Information (RFI) as a preliminary step to the RFP process in an attempt to gather information and pre-qualify prospective bidders.

Request for Quotes (RFQ). A formal process used to request pricing and terms from vendors on clearly defined goods or services, allowing the Town to compare offers and select the best option.

Services. The furnishing of labor, time, or effort not involving the delivery of specific end product other than management, reports, recommendations or repairs. No tangible product is provided.

Signature Authorization Summary. The list maintained by each department of designated staff authorized to approve Town expenditure. The Finance Department shall keep a current master list of each department's Signature Authorization Summary.

Successor. The individual who is formally designated to assume the duties and authority of a specified official (e.g., Mayor or Town Administrator) if the official is unavailable, incapacitated, or otherwise unable to perform their responsibilities.

Successor to the Mayor.

1. Mayor Pro Tem
2. Longest Serving Trustee

Successor to the Town Administrator.

1. Deputy Town Administrator
2. Finance Director
3. Public Works Director
4. Longest Serving Director

Tangible Property. Individual property and materials, including without limitation supplies, equipment, vehicles, parts, printing and consumable supplies.

Town. The Town of Wellington, Colorado, with a primary business location of 8225 Third Street, P.O. Box 127, Wellington, CO 80549.

Town Administrator. Appointed by the Board of Trustees to serve as the chief executive officer of the Town.

Town Treasurer. Finance Director appointed by the Board of Trustees to serve as the chief financial officer of the Town.

WMC. Wellington Municipal Code.

https://library.municode.com/co/wellington/codes/municipal_code

Appendix A

SIGNATURE AUTHORITY, P-CARD PER TRANSACTION, AND P-CARD MONTHLY SPENDING LIMITS

Department	Role	Signature Authority	Purchasing Card	
			Per Transaction Limit	Monthly Spending Limit
Administration	Town Administrator	\$250,000*	\$10,000	\$40,000
Administration	Deputy Town Administrator	\$200,000*	\$10,000	\$30,000
Finance	Director			
Public Works	Director			
Administration	Town Clerk, Human Resources Director	\$100,000*	\$7,500	\$15,000
Public Works	Deputy Director			
Building & Planning	Director			
Parks & Recreation	Director			
Library	Director			
* See <i>Purchasing Policies – Purchasing Thresholds</i> for Bidding and Board of Trustees Approval requirements for Signature Authority over \$25,000 *				
Administration	IT Manager	\$25,000	\$5,000	\$10,000
Finance	Controller			
Public Works	Superintendent, Fleet Mechanic, Administrator, Engineer II & III			
Building & Planning	Building Official			
Administration	Community Business Liaison, <u>Sr. Communications & Marketing Spec.</u>	\$10,000	\$2,500	\$5,000
Public Works	Supervisor, Lead, Engineer I			
Parks & Recreation	Supervisor			
Administration	HR Generalist			
All departments	All roles unless specified	N/A	\$500	\$2,500

Appendix A may be updated as needed by consent agenda item at a Board of Trustees meeting

Appendix B

COMPETITIVE BIDDING GUIDELINES

Competitive bids (formal or informal) are required for dollar limit purchases identified in the Summary of Purchasing Criteria found in this Purchasing Policy. All bid specifications shall seek to promote overall economy for the purposes intended and encourage competition in satisfying the Town's needs and shall not be unduly restrictive so as to limit competition.

Depending on the nature of the product or service, bids are not necessarily awarded based on price alone. In situations where the low bid is not accepted, a written description of the other factors considered and the basis for the award shall be included with the bid information.

For purchases within a Director's or Deputy Director's authorization, bid information shall be maintained by the department. For purchases requiring additional authorization, a summary of the bid information shall be attached to the approval documentation.

BidNet. Departments are encouraged, but not required, to maintain bidder's lists. Whenever possible, the Colorado State Price Agreement Listing (State Bid) should be consulted. All formal bids shall be advertised on the Town's web site, and vendors should be encouraged to subscribe to the notification service provided on the site. Public notice may also include publication in the Town's legal newspaper or a newspaper of general circulation.

Types of Bids.

- A. **Solicitation Of Quote:** A solicitation is an informal quote obtained from a supplier or contractor in an informal manner (including verbally or electronically). For repetitive purchases, it is not necessary to obtain bids with each purchase. However, a bid process shall be conducted at least once every 2 years.
- B. **Invitation for Bid (IFB):** An IFB is a solicitation of formal bids. A "formal" bid is a solicitation that may require advertising, bonds, and sealed bids. The Director, Deputy Director, or their designee is responsible for the Bid Package and vendor eligibility. The specifications, delivery requirements, plans, drawings, and other items must be determined and finalized prior to the Bid Package being provided. Eligibility may be determined from a pre-qualification process, general advertising of project, or any other method deemed appropriate.
- C. **Requests for Proposal (RFP):** An RFP is a solicitation for goods or services designed for an award based upon criteria other than price alone. It is most often used for items or services that are hard to quantify or describe because it allows the proposer to suggest the item or service that might best suit the Town's needs.

Examples where an RFP may be appropriate include design services, professional services, on-call services, janitorial services and specialized equipment purchases.

The RFP should contain the following as a minimum:

- A. the type of goods or scope of services and where appropriate detailed specifications
 - B. the required time schedule
 - C. general requirements
 - D. conditions and provisions
 - E. location, date and time for submittal of the proposal
 - F. evaluation criteria to be used for selection and award
 - G. reservation of the right to waive formalities or informalities, reject any or all bids, accept proposal deemed most advantageous to the best interest of the Town
- D. **Pre-Qualification:** The Department Director, Deputy Director, or designee may determine if a pre-qualification (RFQ – REQUEST FOR QUALIFICATION) process is appropriate and determine the criteria. Criteria may include but are not limited to the following: construction experience, experience specific to the work specified, construction track record, government experience, and financial stability. The Department Director, Deputy Director, and/or project manager will review the qualifications and information to determine the acceptability of responding bidders.

Bid Evaluation. Bids shall be evaluated based on the requirements set forth in the Bid Package, which may include criteria to determine acceptability such as inspection, testing, quality, workmanship, delivery, and suitability for a particular purpose. The criteria that will affect the bid price and be considered in evaluation for award shall be objectively measurable, such as discounts, transportation costs, and total for life cycle costs. The Bid Package sets forth the evaluation criteria to be used. No criteria may be used in bid evaluation that is not set forth in the Bid Package.

Affirmative Contracting. The Town shall follow affirmative steps to assure that small, minority, or women-owned business enterprises are used when possible, on grant-funded projects. These steps include the following: (2 CFR 200.321)

- A. Place qualified small, minority and women-owned business enterprises on solicitation lists where solicitation lists exist for the needed goods or services
- B. Assure that small, minority and women-owned business enterprises are solicited whenever they are potential sources
- C. Divide or modify work requirements, when reasonable, into smaller tasks or quantities to permit maximum participation by small, minority and women-owned business enterprises
- D. Establish delivery or performance schedules as appropriate, that will encourage participation by small, minority and women-owned business enterprise

- E. Use resources such as the Small Business Administration to conduct outreach
- F. Require the prime contractor, if subcontracts are used, to take similar affirmative steps to use small, minority or women-owned business enterprises (reference contracts)

Award. The contract shall be awarded with reasonable promptness to the lowest responsible and responsive bidder whose bid meets the requirements and criteria set forth in the Bid Package, unless the Town Administrator or their designee shall determine that the public interest will be better served by accepting a different bid. When the award is not given to the lowest bidder, a complete statement of the reasons for placing the order with another bidder shall be made available to all bidders upon request.

Cancellation of Invitation for Bids. An invitation for bids or any other solicitation may be canceled, or any or all bids or proposals may be rejected in whole or in part as may be specified in the solicitation, when it is in the best interests of the Town. The reasons therefore shall be put in writing and made part of the contract file.

Appendix C

INDEPENDENT CONTRACTOR PROCEDURES

The Town's Director of Human Resources or designee shall make the determination whether an individual is an independent contractor, as compared to an employee, and shall approve any contract arrangements.

An individual is generally considered to be an independent contractor if the employer has the right to control or direct only the result of the work and not the means and methods of accomplishing it. Examples may include a software programmer, recreation instructor and electrician. Compare with the Internal Revenue Code Test (www.irs.gov/newsroom/understanding-employee-vs-contractor-designation).

The determination needs to be made on a case-by-case basis.

Procedures. The procedures outlined herein are set forth to ensure conformity of the independent contractor policy. It is the responsibility of the department and its personnel to comply with all provisions set forth with this independent contractor policy.

- A. Steps in contracting with independent contractors include:
 1. Identification of need.
 2. Determination of status with Director of Human Resources.
 3. Negotiation of contract.
 4. Professional Service Agreement filed with Human Resources.
 5. IRS Form W-9 filed with Accounts Payable.
- B. Once the Director of Human Resources' approval to contract with an independent contractor is received, terms need to be negotiated with that contractor. Each independent contractor must be given a copy of the W-9 and must be made aware of the deadlines for payment processing through Accounts Payable.
- C. A Professional Service Agreement must be completed, signed, and forwarded to Human Resources. Human Resources will obtain the Town Administrator's signature. The original is kept in a file in Accounts Payable, with a copy returned to the originating department, who is responsible to provide the contractor with a copy. IRS Form W-9 must be completed, signed, and forwarded to Accounts Payable. Payment will not be processed unless the W-9 has been received.

Appendix D

Image will be replaced with Resolution No. 15-2026 if adopted

TOWN OF WELLINGTON

RESOLUTION NO. 44-2025

A RESOLUTION BY THE TOWN OF WELLINGTON, COLORADO ADOPTING TOWN OF WELLINGTON FINANCIAL MANAGEMENT POLICIES EFFECTIVE JANUARY 1, 2026

WHEREAS, the Board of Trustees recognizes sound financial management is essential to maintaining the fiscal health and sustainability of the Town; and

WHEREAS, comprehensive financial management policies promote transparency, accountability, and public trust in the stewardship of public funds; and

WHEREAS, the Government Finance Officers Association (GFOA) recommends the adoption of financial management policies that are monitored, reviewed, and updated as needed in a systematic way.; and

WHEREAS, the adoption of the financial management policies aligns financial practices with the Board of Trustees' guiding principles and strategic goals.

NOW, THEREFORE, be it resolved by the Board of Trustees for the Town of Wellington, Colorado, as follows:

1. The policies set forth in the Town of Wellington Financial Management Policies, attached hereto as EXHIBIT A, are adopted, implemented, and applicable to all Town of Wellington officials, employees, and agents.
2. The policies set forth in the attached EXHIBIT A will become effective on January 1, 2026.
3. This resolution and the attached EXHIBIT A shall supersede and replace any previously adopted fiscal management policy of the Town of Wellington on the effective date.

Upon motion duly made, seconded and carried, the foregoing Resolution was adopted this 12th day of November, 2025.

TOWN OF WELLINGTON, COLORADO

ATTEST:



Hannah Hill, Town Clerk




Cafar Chaussee, Mayor



Board of Trustees Meeting

Date: May 12, 2026
Subject: NOCO Humane 1st Quarter 2026 Service Report

EXECUTIVE SUMMARY

The NOCO Humane 1st Quarter 2026 Service Report is attached for review.

BACKGROUND / DISCUSSION

N/A

CONNECTION WITH ADOPTED MASTER PLANS

N/A

FISCAL IMPLICATIONS

N/A

STAFF RECOMMENDATION

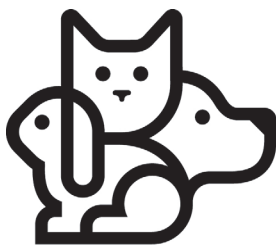
Review and retain report.

MOTION RECOMMENDATION

N/A

ATTACHMENTS

1. NOCO Humane 1st Quarter 2026 Service Report



NOCO HUMANE

Animal Control and Sheltering Services

Quarterly Jurisdictional Report

Jurisdiction: Wellington

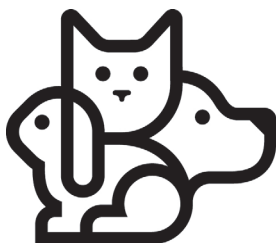
Reporting period: 1/1/2026-3/31/2026

License Report

1)	Number of Licenses issued to residents_____	386
2)	Total License Fees Collected from Residents_____	\$ 6,220
3)	Total Licenses issued_____	11,446

Animal Facility Report

1)	Domestic Animals Impounded from Jurisdiction_____	44
	a) Field_____	20
	b) Over the Counter_____	24
2)	Number of Domestic Animals Impounded at Facility_____	3,176
3)	Number of Wild Animals Impounded from Jurisdiction_____	2
	a) Field_____	2
	b) Over the Counter_____	0
4)	Number of Wild Animals Impounded at Facility_____	355
5)	Total number of animals impounded from Jurisdiction_____	46
6)	Number of Dead animals brought to Facility from Jurisdiction_____	1
7)	Number of animals from jurisdiction seen by Veterinary Services Staff_____	21
8)	Number of Impound Days for Animals Impounded from Jurisdiction_____	437
9)	Number of Impound Days for Animals Impounded at Facility_____	22,130
10)	Number of Domestic Animals Euthanized from Jurisdiction_____	8
11)	Number of Wild Animals Euthanized from Jurisdiction_____	1
12)	Number of Owner Requested Euthanasia from Jurisdiction_____	2



NOCO HUMANE

Animal Control and Sheltering Services

Quarterly Jurisdictional Report

Jurisdiction: Wellington

Reporting period: 1/1/2026-3/31/2026

Field Services Report

(* totals are counts of original service calls w/o follow-up)

1)	Total Number of Field Service activities: calls and follow-up_____	314
2)	Number of Calls for Service *_____	307
	a) Average Response time to Priority Calls_____	25 min
	b) Average Response Time to Non-Priority Calls_____	1 hr 31 min
3)	Number of Emergency/Afterhours Calls*_____	5
	a) Total Working Time for Emergency/Afterhours Calls_____	59 min
4)	Number of Dead Animals Removed from Jurisdiction roads/public areas_____	4
	a) Dead Domestic Animals_____	2
	b) Dead Wild Animals_____	2
5)	Number Calls for Sick/Injured Wildlife*_____	1
6)	Number of Calls for Stray Livestock*_____	0
7)	Number of Reported Animal Bites*_____	10
	a) Animal Bite Follow-up_____	34
8)	Number of Disturbance Calls*_____	12
	a) Disturbance Follow-up_____	13
9)	Number of Animal Welfare Calls*_____	5
	a) Animal Welfare Follow-up_____	3
10)	Number of Stray Animal Calls*_____	146
	a) At-Large*_____	8
	b) Aggressive*_____	2
	c) In-Custody*_____	15

Warnings/Citations/Violations

See Attached Warning/Citation Report

NOCO HUMANE

3501 E 71ST ST
LOVELAND, CO 80538
(970) 226-3647



Violations by Jurisdiction(s) Between 01/01/2026 and 03/31/2026

WELLINGTON

CITATION	3
<u>Offenses:</u>	<u>7</u>
AT LARGE	2
DISTURBANCE	1
LIC REQ	1
PUBLIC NUIS	2
RABIES REQ	1
WARNING	10
<u>Offenses:</u>	<u>17</u>
AT LARGE	3
DISTURBANCE	7
LIC REQ	2
LIC VIOL	1
PUBLIC NUIS	1
RABIES REQ	3