



**2017-2018**

# CITY OF WESTMINSTER **ADOPTED BUDGET**

PHOTOS BY: Carol McGowan



**WESTMINSTER**



# WESTMINSTER

COLORADO

## CITY VISION: 2016

Westminster is the next Urban Center of the Colorado Front Range. It is a vibrant, inclusive, creative, and well-connected city. People choose Westminster because it is a dynamic community with distinct neighborhoods, quality educational opportunities, and a resilient local economy that includes: a spectrum of jobs; diverse, integrated housing; and shopping, cultural, entertainment, and restaurant options. It embraces the outdoors and is one of the most sustainable cities in America.





WESTMINSTER

# Adopted Biennial Budget

Adopted Budget for the Fiscal Years:  
January 1, 2017 to December 31, 2017  
January 1, 2018 to December 31, 2018

## City Council

Herb Atchison	Mayor
Alberto Garcia	Mayor Pro Tem
Bruce Baker	Councillor
Shannon Bird	Councillor
Maria De Cambra	Councillor
Emma Pinter	Councillor
Anita Seitz	Councillor

## City Staff

- Donald M. Tripp, City Manager •
- Jody Andrews, Deputy City Manager •
- Barbara Opie, Deputy City Manager •
- Tim Carlson, Police Chief • Dave Downing, Director of Community Development •
- Doug Hall, Fire Chief • Tammy Hitchens, Director of Finance •
- David Frankel, City Attorney • Debbie Mitchell, Director of General Services •
- David Puntenney, Director of Information Technology •
- Max Kirschbaum, Director of Public Works and Utilities •
- Jason Genck, Director of Parks, Recreation and Libraries •

## Policy & Budget Division Staff

- Chris Lindsey, Policy & Budget Manager •
- Kristen Koehler, Policy & Budget Analyst •
- Fred Kellam, Policy & Budget Analyst •

## Thank You!

The City Manager's Office and the Policy & Budget Division would like to thank the countless City Staff across all departments for their help in putting together the budget and this budget document. Thank you!

## Cover Photos:

- Carol McGowan • Frank Ooms Photography •

## Cover Design:

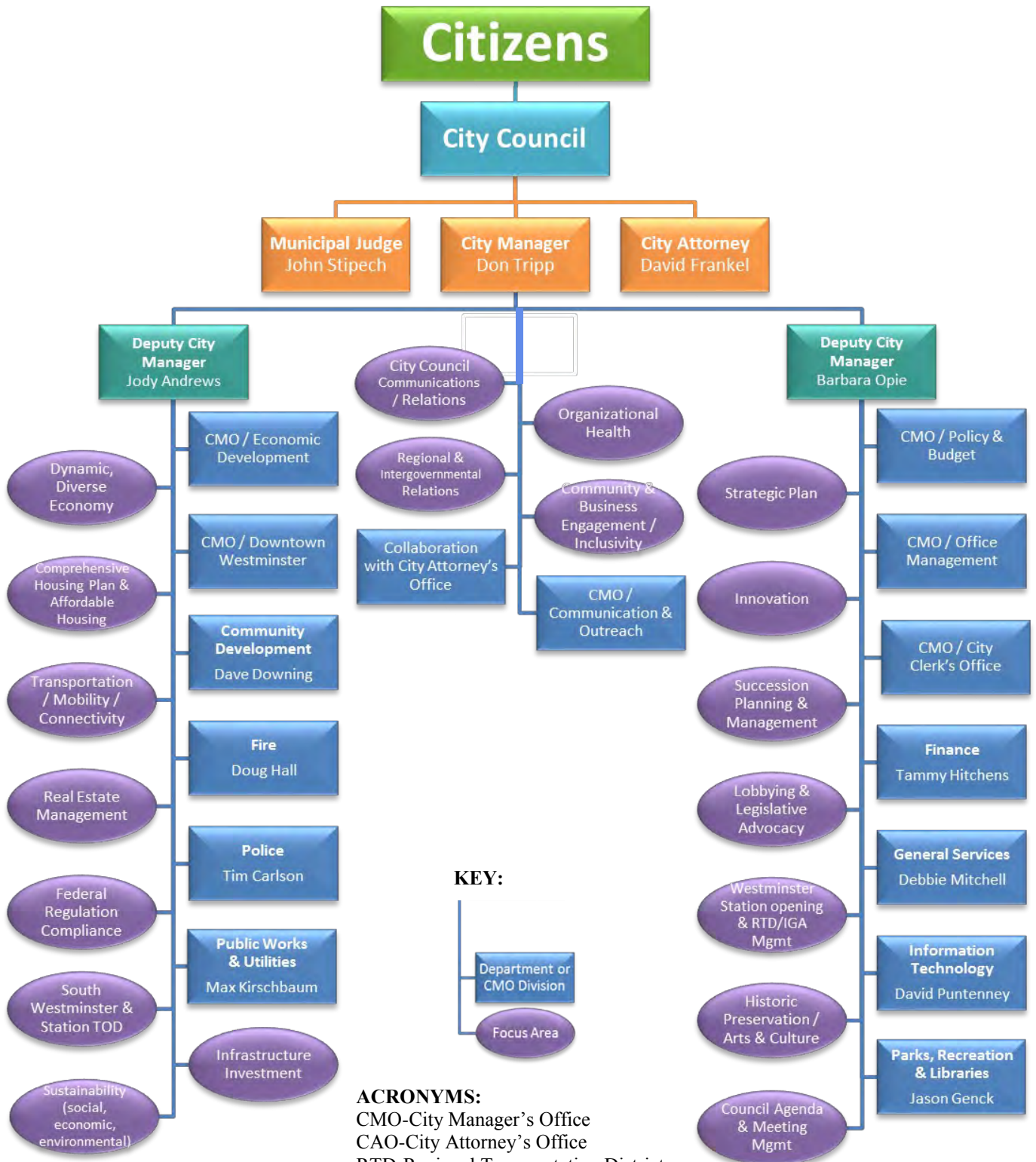
- Adrian Newman and Rich Neumann, Parks, Recreation, and Libraries •

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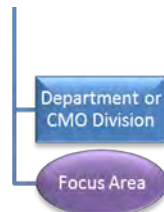
- Brienne Jepkema with Brie Draws •



# CITY ORGANIZATIONAL CHART



### KEY:



### ACRONYMS:

- CMO-City Manager's Office
- CAO-City Attorney's Office
- RTD-Regional Transportation District
- TOD-Transit Oriented Development



## HOW TO USE THIS DOCUMENT

The City of Westminster's budget document reflects the Adopted 2017/2018 Budget. The fiscal year for Westminster commences January 1 and ends on December 31 of the same year. In November 2000, Westminster voters approved a charter amendment that allows City Council to adopt a two-year budget. City Council adopted the City's first official two-year budget for the fiscal years 2003 and 2004.

This budget document is organized into ten primary sections. These sections are the Budget Message, Community Profile & Budget Process, Operating Budget Executive Summary, Revenues & Expenditures Summary, Operating Budget, Miscellaneous Funds, Capital Improvement Program, Staffing, Line Item Accounts and the Glossary.

### **Budget Message**

The budget message represents the City Manager's letter of transmittal to the City Council for the two-year budget. The letter sets the tone and the theme for the budget. Included in the transmittal are outlines of any significant changes in the budget from previous budgets, revenue and expenditure changes, and detail of any new program or program changes the City will be undertaking in the upcoming two years.

### **Community Profile & Budget Process**

This section is designed to provide the reader with an overview of the Westminster community as well as a better understanding of the City's budgeting process. Topics discussed in this section include economic development information about real estate, transportation, local economy, community, government, and education. Additionally, the budgeting process is explained, including the timetable followed and legal requirements adhered to by City Council and Staff.

### **Operating Budget Executive Summary**

This section lists those items included in the operating budgets for 2017 and 2018 and acts as a summary of adjustments to the operating budget. Items include staffing adjustments, studies and equipment, and additional or reallocation of funds to support existing programs. Additional information on the items included on this list may be found in the respective department narrative pages following the Revenues & Expenditures Summary section of this document.

### **Revenues & Expenditures Summary**

This section of the budget provides the reader with a summary look at the City's expenditures and revenues. The reader can find a comprehensive summary of the entire City budget, including revenues, expenditures, debt service, and reserves. In addition, the reader can find General and Utility Funds' revenues by source and expenditures by department and division. This section also includes the Sales & Use Tax, Parks, Open Space & Trails (POST) Sales & Use Tax, Golf Course, and General Capital Improvement Funds' projected revenue. The City's debt service and lease-purchase schedules are also included in this section.

### **Operating Budget**

The tabs beginning with General Government and ending with Information Technology represent the City's operating budget. These sections provide the reader information about all City departments and divisions. Overviews, achievements and objectives for the next two years are presented on a departmental level. Each division has an overview, achievements, and objectives for the next two years. Readers interested in the line item accounts may find them within this document in the Line Item Accounts section.

### **Miscellaneous Funds**

The tabs beginning with the Golf Course Enterprise Fund and ending with Miscellaneous Funds represent those special funds with dedicated revenue. The City uses these dedicated revenues to operate and manage those programs falling within the guidelines of these special funds. Some of the funds are designated as

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enterprise funds since the programs contained within this fund must be self-sustaining. The Fleet Maintenance Fund is an internal billing fund in which the dollars budgeted in each department for fleet expenses (rental and fuel charges) are transferred to this separate fund to manage and maintain the City's fleet. Other funds, such as Westminster Economic Development Authority (WEDA) and Community Development Block Grant (CDBG), adhere to a separate set of parameters than the City's annual budget and thus are listed within this section; WEDA must be adopted by a separate entity known as the WEDA Board but is shown in the City budget because some City staff conduct work for the WEDA Board.

**Capital Improvement Program (CIP)**

This section includes a listing of the projects approved for 2017 and 2018 as well as the five-year Capital Improvement Program. The CIP is an ongoing, five year program for the planning and financing of capital improvements in the City. The first two years listed in the five-year CIP were adopted by City Council with the two-year budget and outlines the projects planned for the next two years.

**Staffing**

The staffing section includes a summary chart of personnel changes by department for the upcoming two years. In addition, it lists all positions, by department and division, authorized by the City Council for the upcoming two years. The 2017 and 2018 columns represent the authorized staffing levels.

**Line Item Accounts**

The line item accounts show all accounts composing the Adopted 2017/2018 Budget and include the specific dollar amounts summarized in the previous sections as personnel, contractual, commodities, and capital outlay.

**Glossary**

The glossary is designed to assist the reader in better understanding certain terms and acronyms that are used in the budget document.



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WESTMINSTER



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## BUDGET MESSAGE

Mayor and City Council -

This Adopted 2017/2018 Budget is my first two-year budget as your City Manager. The budget is a fiscal expression of our vision for the future. This budget has been crafted by the extraordinarily talented Staff at the City to align with the Mission, Vision, Values, and Strategic Planning direction from you, Mayor and Councillors.

The 2017/2018 Budget is the City's eighth time preparing a two-year budget. The two-year budget continues to provide longer term financial and policy planning that complements City Council's Strategic Plan and allows both City Council and Staff to focus on implementing the goals and key initiatives identified in the Strategic Plan.

### **Economic Outlook**

The current financial picture continues to show strength throughout the nation, and the City of Westminster also sees promising signs of sustained economic growth. According to the most recent report by the Colorado Department of Labor and Employment (June 2016), **the unemployment rate in Colorado is down to 3.7% compared to the national unemployment rate of 4.9%**. Per quarterly reports from the U.S. Bureau of Economic Analysis, personal income in Colorado continues to rise. Gross personal income in the state is up approximately 4.3% compared to one year ago and continues a trend of modest and steady increases. At the local level, sales tax data remains a critical indicator for budget development in the City, as approximately 68% of the City's General Fund revenues, which fund the majority of the City's day-to-day operations (police, fire, street maintenance, parks, recreation, libraries, etc.), is comprised of sales tax collections. In 2015, sales tax showed a strong rebound with total collections up 6.56% over 2014 collections. As of July, **sales and use tax revenue is up by 3.9% from 2015** and demonstrates the need for caution with future budget commitments. The heavy reliance and associated volatility of sales and use taxes as the primary source of revenue for daily operations remains a concern and highlights the need to evaluate revenue diversification options. We have commissioned a long-term financial sustainability study to look at diversity of our revenue sources and will bring back options for City Council consideration over the coming year.

### **Investments in Westminster's Future**

The City's 2017/2018 Budget invests in the most critical needs of this time:

- **Employees** - Westminster's strong elected leadership has been complemented with the best local government staff in the country. To recruit and retain the best, we are increasing wages and benefits; training; and additional staffing as needed, to ensure continued high performance.
- **Savings** - We have planned to sustain the City through economic downturns by increasing the General Reserve Fund in 2017 and 2018. We maintain healthy balances in the General Reserve and General Fund Stabilization Reserve Funds. Hopefully this lets us all sleep better at night.
- **Infrastructure** - We have identified the most critical of all the capital needs to fund.
- **Economic Development** - This budget invests in keystone projects like Downtown Westminster and South Westminster, while also supporting the City's vibrant neighborhoods and growing jobs.

In the 2017/2018 Budget, the improved economic picture has allowed the City to return select positions that were cut in 2011 when 72.833 FTE were eliminated in order to close a structural budget deficit, along with several new authorized positions. These positions are being added following assessments considering current and future service demands. **A total of 25.4 FTE are authorized across all funds as part of the 2017 budget, and 8.2 additional FTE are authorized across all funds as part of the 2018 budget.** Some of

these positions are being funded from associated offsetting revenues, cost savings, or newly available resources due to the retirement of debt. A table summarizing these new positions can be found in the “Compensation and Staffing” portion of this Budget Message. Specific details on these positions can be found in the Operating Budget Executive Summary section of this Budget Book, along with other operating budget changes. Additionally, the City is investing in its current employees through a 2% market adjustment, adjustments based on a benchmark salary survey, adjustments to the Hourly/Seasonal Pay Plan, and a 5% increase in insurance premiums. Based on market surveys for both benefits and salaries, we believe these changes will keep the City competitive in 2017 and 2018.

The Capital Improvement Program (CIP) side of the budget includes **122 projects across all funds in 2017 at a total cost of \$59,734,000. In 2018, 116 projects are included at a total cost of \$56,721,000.** The total CIP continues to reflect an effort to move forward on many capital improvement fronts to address the City’s needs as well as to enhance the community’s quality of life. These improvements benefit existing and future citizens and businesses by rehabilitating, improving, and enhancing community amenities. Throughout the 2017/2018 budget development process, Staff has worked to strike a balance between capital and operating needs given the level of available financial resources. A summary of the CIP is presented later on in this Budget Message and details of the CIP can be found in the dedicated CIP section of this budget document.

Moving forward, the City faces exciting opportunities, changes, and challenges. Major progress continues on significant projects, including Downtown Westminster (redevelopment of the former Westminster Mall site) and the South Westminster transit oriented development area. Overall, development activity in the City has reached a level not seen for many years. With increasing development comes increased demand on municipal services. I believe the City is reaching a crossroads, where existing revenue sources are not able to match the service level demands expected by residents. The next two years will bring discussions on long-term sustainability of the City’s existing revenue sources. Despite this and other ongoing challenges, I believe that the City is in excellent position to continue to deliver exceptional value and quality of life to Westminster’s residents, businesses, and visitors. The strength of the Westminster organization will ensure that we are prepared to continue to move this community in a positive, visionary direction. Tough decisions will be required but I am confident that this community has the courage to act accordingly.

This Budget Message includes the following detail:

- **Budget History** delivers a brief budget history and discusses recent budget highlights.
- **Strategic Plan and City Council Goals** identifies City Council’s goals established in the Strategic Plan and highlights how the 2017/2018 Budget works to achieve these goals and associated initiatives.
- **Citizen Survey Results** provides a brief summary of the City’s survey results from 2016, which helped inform the development of the 2017/2018 Budget.
- **Tax Comparisons** provides property tax and sales tax comparisons to other Front Range communities.
- **Revenues and Expenditures Overview** discusses expenditure increases and reductions, revenue enhancements, and revenue/expenditure summary information.
- **Capital Outlay** features a summary of capital outlay levels and types of equipment.
- **Compensation and Staffing** contains a summary of overall staffing levels, new staffing, and the City’s compensation approach and philosophy.
- **Capital Improvement Program (CIP)** features an overview of the CIP and capital appropriations for 2017/2018.



## **BUDGET HISTORY**

In recent history, two recessions have taken a toll on the economic foundation of this community and nation. A reset in the financial base of the City's revenue structure has occurred, necessitating a reset in how this organization operates. Commencing with the economic downturn in 2001, the City has taken a series of strategic steps to navigate through this economic storm. Below is a brief summary of the steps taken over the recent years:

**FY 2009/FY 2010** – Departments prepared the 2009 budget with a 0% increase from the Amended 2008 Budget, with the exception of the Police and Fire Departments, which had an increase of 2% over the 2008 budget due to the public safety sales tax. The Utility Fund operations also experienced an increase of 2% over the 2008 budget due to water sales and system repair and replacement needs. Departments prepared the 2010 budget with a 1% increase from the 2009 budget, with the exception of the Police and Fire Departments, which had an increase of 2% over the 2009 budget due to the public safety sales tax. Utility Fund operations experienced an increase of 1.5% over the 2009 budget due to water sales and system repair and replacement needs. Due to the second recession and resulting significant reduction in revenues, the City made \$15.7 million worth of budget adjustments over the 2009-2010 time period. However, many of these adjustments were “one-time” fixes, including \$6.9 million of one-time revenues in 2010 not available to help the City address budget challenges in 2011 and 2012.

**FY 2011** – In preparing the Adopted 2011 Budget, departments utilized the core services assessment conducted in late 2009 and early 2010. This assessment included an inventory of City services provided, identification of duplicate services (i.e. other governmental entities or the private sector offered similar services), and a prioritization process with City Council. In addition to addressing the uncertain economy in FY 2011/ FY 2012, the \$6.9 million of one-time revenues utilized to balance the Amended 2010 Budget had to be backfilled. Unlike previous budget reductions, this core services assessment included a significant reduction in staffing. This was necessary due to the impact of the second recession in a decade and the permanent reset in the economy and City revenues. A total of 72.833 FTE were eliminated with the Adopted 2011 Budget. In addition, all staff wages were frozen at 2010 levels. These staffing reductions, wage freezes, and service adjustments were necessary to make this organization financially sustainable into the future.

**FY 2012-FY2015** – Between 2012 and 2015, minor modifications were made to operating budgets and employee compensation. Operating budgets had limited growth during this time period, mostly addressing increased contract and commodities costs. The pay plans received market adjustments during this time to remain within market and ensure competitive wages; the market adjustment in 2012 was 2%, 1% in 2013 and 2014, and 1.5% in 2015. In 2013, City Council adopted two new additional pay plans, a non-exempt police sworn pay plan and a non-exempt fire commissioned pay plan, to better reflect the method of pay and prevailing wages; significant market adjustments were given to six public safety classifications, including police officer and firefighter. A slowly improving economic picture allowed the City to return a few select positions that were eliminated in 2011 during this period. As part of the mid-year 2012 budget amendment, 1.2 FTE were returned. Additional positions were added over the following years, including 6.35 FTE in 2013; 1.35 FTE in 2014; and 14.5 FTE in 2015.

**FY 2016** – A 2% market adjustment was implemented in 2016 to the existing pay plans in order to keep the City workforce competitively paid. Per City Council direction, Staff modified the Seasonal and Hourly Pay Plans to have a minimum hourly wage for City of Westminster employees of \$9/hour. Medical/dental insurance premiums costs for both the City and employees increased by 6.5%. The originally Adopted 2016 Budget included 7.0 FTE in all funds; due to the more rapid economic recovery and recalibration of the revenue projections with the mid-year review, an additional 12.05 FTE plus 3 interns were added, for a total of 19.05 FTE added in the Amended 2016 Budget. Additional demands were addressed through the addition of 2.75 FTE midyear 2016 to address staffing needs in Community Development and the City Manager's Office. Overall, a total of 21.8 FTE were added in 2016. In addition, as part of City Council's Strategic Plan retreat, the goals, objectives, and action items were revised and addressed through the mid-year amendment. Funding was possible due to the economic recovery for Westminster occurring at a faster than anticipated pace.

## **STRATEGIC PLAN AND CITY COUNCIL GOALS**


In July 2015, City Council updated their vision statement and Strategic Plan. The vision was reframed to more boldly state City Council's desired future: *Westminster is the next Urban Center of the Colorado Front Range*. The 2016 Adopted mid-year Budget was amended around this vision.

City Council recently completed a process of reviewing and updating the 2015 Strategic Plan to ensure alignment with its vision, goals, and priorities. The Strategic Plan process commenced in February and included a community summit, biennial citizen survey, input from the City's Division Managers, input opportunities for all employees, a one-day City Council retreat attended by City Department Heads, and a Staff feasibility report on new priorities and actions. The 2016 Strategic Plan was adopted on July 25, 2016, and is intended to provide direction through December 2017.


**VISION: Westminster is the next Urban Center of the Colorado Front Range.** It is a vibrant, inclusive, creative, and well-connected City. People choose Westminster because it is a dynamic community with distinct neighborhoods, quality educational opportunities, and a resilient local economy that includes: a spectrum of jobs; diverse, integrated housing; and shopping, cultural, entertainment, and restaurant options. It embraces the outdoors and is one of the most sustainable cities in America.

**MISSION:** Our job is to deliver exceptional value and quality of life through S-P-I-R-I-T (Service, Pride, Integrity, Responsibility, Innovation, Teamwork).


The 2017/2018 budget supports the City's Strategic Plan, goals, and associated objectives as follows:

 **VISIONARY LEADERSHIP, EFFECTIVE GOVERNANCE, AND PROACTIVE REGIONAL COLLABORATION** – The City of Westminster has articulated a clear vision for the future of the community. The vision is implemented through collaborative and transparent decision making. Westminster is proactively engaged with our partners to advance the common interests of the region.

- Develop communication, management, and planning tools that move the City toward its vision while providing excellent government.
- Collaborate with state agencies, counties, school districts, neighboring cities and other governmental and non-governmental entities.

 **VIBRANT, INCLUSIVE, AND ENGAGED COMMUNITY** – Westminster provides options for an inclusive, demographically diverse citizenry in unique settings with community identity, ownership, and sense of place, with easy access to amenities, shopping, employment, and diverse integrated housing options. Members of the community are empowered to address community needs and important community issues through active involvement with City cultural, business, and nonprofit groups.

- Advance strategies that demonstrate Westminster is a regional leader in providing affordable/workforce housing.
- Develop programs and strategies that build a unique sense of community in Westminster.
- Lead the development of cultural opportunities in Westminster.
- Identify the distinct neighborhoods of Westminster and help them begin to work together, as neighbors, to grow the sense of place and community in their neighborhoods.

 **BEAUTIFUL, DESIRABLE, SAFE, AND ENVIRONMENTALLY RESPONSIBLE CITY**– Westminster thoughtfully creates special places and settings. The City is an active steward, protecting and enhancing natural resources and environmental assets. The City promotes and fosters safe and healthy communities.

- Make a Citywide commitment to sustainability.
- Promote ongoing excellent management and maintenance of the City's parks and open space system.
- Provide opportunities for residents, visitors, and employees to improve their personal wellness—physically, emotionally, and intellectually.



**DYNAMIC, DIVERSE ECONOMY** – Westminster is a local government that fosters social, economic, and environmental vitality and cultivates and strengthens a wide array of economic opportunities.

- Develop an economic development strategy that contributes to City vision attainment and is executed through collaborative work between the City of Westminster, the business community, residents, and other partners of Westminster.



**FINANCIALLY SUSTAINABLE GOVERNMENT PROVIDING EXCELLENCE IN CITY SERVICES** - Westminster leads the region in a culture of innovation that exceeds expectations in providing value in all city services – the city shall be known for “the Westy Way.”

- Develop and maintain comprehensive municipal capital infrastructure master plan and financing strategy.
- Promote the organizational culture of Service, Pride, Integrity, Responsibility, Innovation, and Teamwork.
- City Manager will develop an annual program of specific department business process improvement reviews.



**EASE OF MOBILITY** – Westminster pursues multi-modal transportation options to ensure the community is convenient, accessible, and connected by local and regional transportation options through planning, collaboration, advocacy, and execution. Transportation objectives include walkability, bike friendly, drivability, and mass transit options.

- Improve the walkability and bikeability of Westminster.
- Improve mass-transit options throughout Westminster.

### **CITIZEN SURVEY RESULTS**

Every two years, the City conducts a citizen survey to measure residents’ satisfaction levels with City services and gather opinions on specific policy questions. This survey was recently conducted in 2016. The data from the survey is used by City Council and Staff to help prioritize service levels and funding for the 2017/2018 Budget. The 2016 survey was the 14th biennial survey the City has conducted with the National Research Center, Inc.

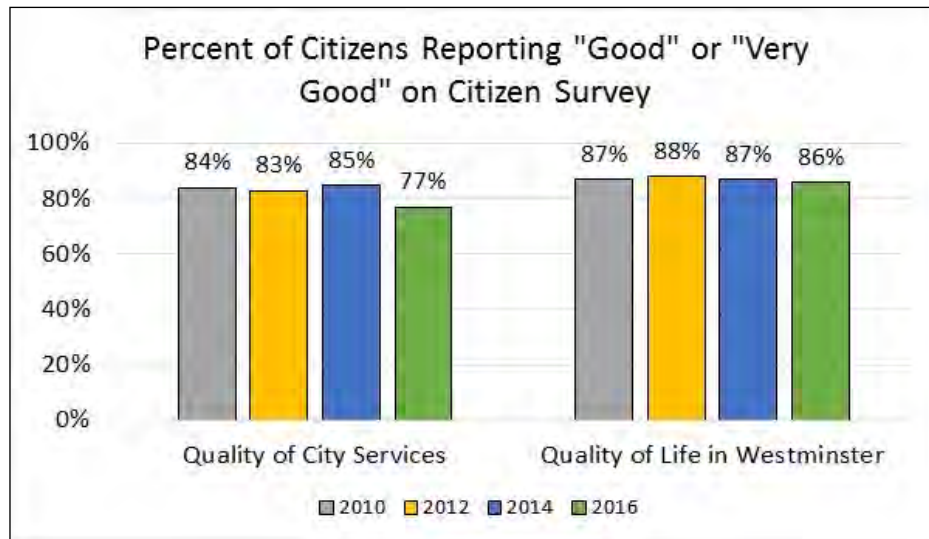
Overall, the results of the Citizen Survey continue to be very positive. According to the survey, Westminster residents enjoy a high quality of life and feel positively about the City government’s performance. In 2016, ratings were similar or above ratings given in 2014. Comparisons to other Front Range communities were mostly above or similar to the benchmark. **In 2016, Westminster residents gave high marks to the overall quality of life in Westminster, with nearly 9 in 10 awarding very good or good ratings in 2016.** These ratings have remained stable over time. About three-quarters of residents indicated that the City is a good or very good place to raise children. **9 out of 10 residents indicated that they felt the City is heading in the right direction.** City government performance aspects in Westminster that were rated higher or much higher than the nation and the Front Range included receiving good value for their taxes and City Council caring what people think. **As in 2014, Westminster ranked first out of seven municipalities for perceptions of City Council caring what residents think.**

When asked to rate the importance of the individual City services, residents gave especially high ratings to fire protection (90% very good or good), libraries (87%), emergency medical/ambulance, recreation facilities and drinking water (86% for each). Parks maintenance, trails, recreation programs and the appearance of parks and recreation facilities were also rated favorably by 8 in 10 respondents. The lowest rated service was code enforcement, which was rated as very good or good by less than half of participants. Ratings for City services tended to be similar to the national benchmark. Respondents awarded the highest importance to drinking water quality, fire protection and emergency medical/ambulance services. Over 9 in 10 also indicated that street repair, police protection, snow removal, sewer services and emergency preparedness were very important or essential. Importance ratings for economic development, libraries, municipal court, utility billing/meter reading and building permits/inspections increased over time, while all other services received similar levels of importance in 2016 as in 2014. Services categorized as higher in importance and lower in quality included snow removal, street repair, emergency preparedness and economic development. Staff is focusing efforts in these areas to see if and where improvements or changes could be made.

Westminster respondents think positively about the job opportunities available in the City and think the community is a good place to work. Nearly 6 in 10 survey participants indicated that Westminster is a very good or good place to work, which is lower than ratings awarded in 2014, but similar to ratings in 2012. These ratings were similar to the national and the Front Range benchmarks. About one-third of residents felt that job opportunities were very good or good, a level much higher than communities around the U.S. and Front Range. Close to two-thirds of residents identified attracting and retaining primary employers to the City as a priority for City Council.

A majority of residents enjoy their neighborhoods, but cost of living is a concern for many. In 2016, 75% of residents rated their neighborhoods as a very good or good place to live, which was similar to 2014 and to communities across the nation. Respondents identified the high cost of living as the most major or moderate problem in the City, with about 57% of residents indicating this was an issue. At least 4 in 10 also reported that drugs, crime, vandalism and growth were problems in the community. When asked about priorities for City Council and government, nearly half of residents indicated that working to ensure that housing choices are available for all income levels was the highest or high priority and another one-third reported it was a medium priority for the community. Residents were asked how important it was that commuter rail service be completed in the Northwest Corridor. Approximately 85% of respondents felt it was essential, very important, or somewhat important to complete the rail line.

Westminster residents are pleased with the appearance and environment of their community and would support measures to increase recycling. Nearly 9 in 10 participants felt that “financially sustainable” and “beautiful parks/open spaces” best described Westminster’s image and 8 in 10 thought that “safe and secure,” “environmentally sensitive” and “ease of mobility” reflected their community. A similar proportion agreed that these statements described Westminster in 2014. Nearly 8 in 10 gave high marks to the physical attractiveness of Westminster. When asked about their participation in curbside recycling, a little under half of respondents indicated they do recycle. Furthermore, 82% of residents indicated they would somewhat or strongly support offering curbside recycling if it were automatically included in their trash bills.



The results of the 2016 Citizen Survey can be accessed at:  
<http://www.ci.westminster.co.us/CityGovernment/CityManager/CitizenSurvey>





**TAX COMPARISONS**

**Property Tax**

Property taxes are projected to comprise less than 5% of General Fund revenues in 2017 and 2018. The City’s property tax mill levy continues to be one of the lowest among Front Range cities. The property tax mill levy rate of 3.65 mills is maintained in the 2017/2018 Budget at the 2016 level. These are the 25th and 26th consecutive years that the City’s mill levy has been at 3.65 mills. The chart below provides a property tax comparison to 11 Front Range communities. Some of the cities listed utilize special districts to provide some of the services that the City of Westminster, a full-service city, provides to its residents. For example, fire district mill levies are included along with municipal levies for those municipalities that do not provide fire protection services. This table includes figures that represent the portion of the homeowner’s property tax bill that goes towards municipal services and fire protection.

**2016 Property Tax Rate Comparisons**

City	City Levy	Fire Protection District Levy*	City and Fire Levy	Property Taxes \$250,000 Home
Northglenn	11.597	13.313	24.910	\$495.71
Broomfield (City)	11.457	13.313	24.770	\$492.92
Fort Collins	9.797	10.595	20.392	\$405.80
Lakewood	4.711	12.382	17.093	\$340.15
Arvada	4.310	14.710	19.020	\$378.50
Longmont	13.420	-	13.420	\$267.06
Boulder	11.981	-	11.981	\$238.42
Thornton	10.210	-	10.210	\$203.18
Loveland	9.564	-	9.564	\$190.32
Aurora	8.886	-	8.886	\$176.83
Littleton	6.662	-	6.662	\$132.57
Westminster	3.650	-	3.650	\$72.64

\*Northglenn, Broomfield, Fort Collins, Lakewood, and Arvada use fire protection districts to provide fire suppression services to their residents. (Northglenn and Broomfield utilize North Metro Fire and Rescue District; Fort Collins utilizes Poudre Valley Fire Protection District; Lakewood utilizes West Metro Fire Protection District; Arvada utilizes Arvada Fire Protection District)

**Sales and Use Tax**

The City’s total sales and use tax rate is comprised of three components: general, POST (parks, open space and trails) and public safety. A breakdown is provided below:

<b>Westminster Sales &amp; Use Tax Rate</b>	
General	3.00%
POST	0.25%
Public Safety	0.60%
<b>Total City Rate</b>	<b>3.85%</b>

Sales and use tax remains the City's largest General Fund revenue source. In 2017 and 2018, sales and use tax is projected to comprise approximately 66% of General Fund revenues. While the City's total sales and use tax rate is above the average in the Front Range, it still remains very competitive. Below is a comparison to the same 11 Front Range communities.

<b>2016 Sales Tax Rate Comparisons</b>		
<b>City</b>	<b>Municipal Sales Tax Rate</b>	<b>Municipal Sales Tax Paid on \$50 Purchase</b>
Broomfield (City)	4.15%	\$2.08
Northglenn	4.00%	\$2.00
Boulder	3.86%	\$1.93
Fort Collins	3.85%	\$1.93
Westminster	3.85%	\$1.93
Aurora	3.75%	\$1.88
Thornton	3.75%	\$1.88
Arvada	3.46%	\$1.73
Longmont	3.275%	\$1.64
Loveland	3.00%	\$1.50
Littleton	3.00%	\$1.50
Lakewood	3.00%	\$1.50

### **REVENUES AND EXPENDITURES OVERVIEW**

In the City of Westminster, available revenues drive expenditures and determine the City's capacity to provide essential and quality of life services. Due to the economic re-set, increasing regional competition for retail sales, slowing growth and other factors, a modest growth pattern is anticipated for many of the City's revenue sources.

The total 2017 Budget for all funds is \$229,907,654, exclusive of \$53,194,697 in reserves and \$1,000,000 in contingencies. The amount in reserve includes the General Reserve, General Fund Stabilization Reserve, Utility Rate Stabilization Reserve, Utility Capital Projects Reserve, and Debt Service Funds; and the contingency amount includes the General Fund contingency.

The total 2018 Budget for all funds is \$232,140,087, exclusive of \$45,416,962 in reserves and \$1,000,000 in contingencies. The amount in reserve includes the General Reserve, General Fund Stabilization Reserve, Utility Fund Rate Stabilization Reserve, and Utility Fund Capital Project Reserve Funds; and the contingency amount includes the General Fund contingency.

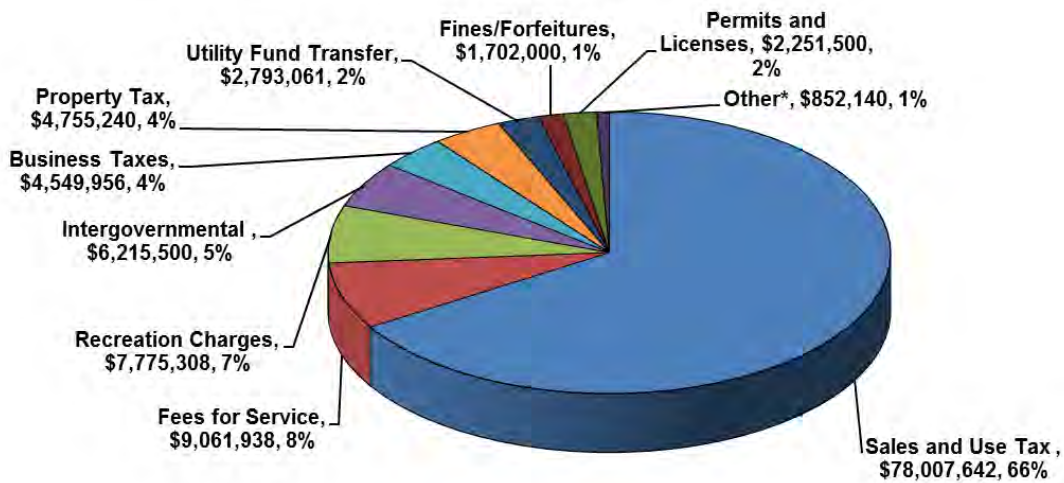


**Fund Overview**

**General Fund**

The General Fund is the City’s primary operating fund and provides revenues for public safety, streets, community development, parks, recreation, libraries and other general government services. Total available General Fund revenue is \$117,964,285 for 2017, which is a 4.2% increase over the 2016 estimated revenue of \$113,172,170 (excluding carryover). This change for 2017 is primarily due to increases in Sales and Use Tax revenue to be transferred to the General Fund and other miscellaneous revenue adjustments.

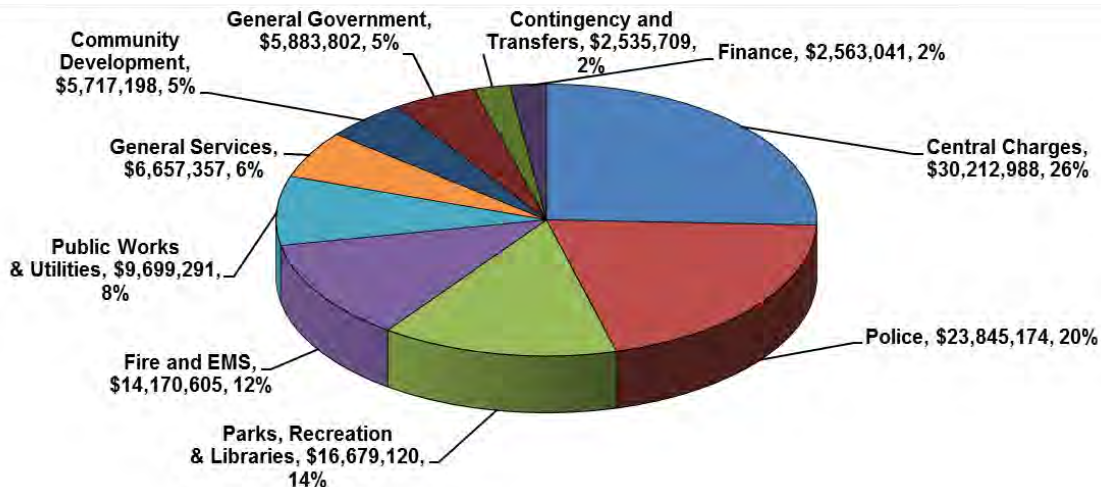
**2017 General Fund Revenues by Source**



\* "Other" includes Admissions Tax, Interest Income, Reimbursements and Contributions

Total 2017 expenditures for the General Fund are \$117,964,285 which is an 9.1% increase over the 2016 estimated expenditures. This budget includes all transfer payments and a contingency amount of \$1.0 million.

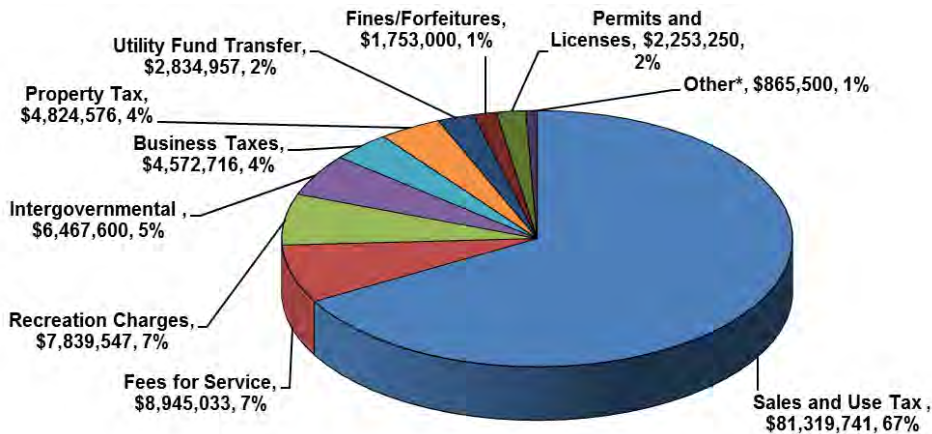
**2017 General Fund Expenditures by Department**



NOTE: Central Charges serves as the centralized budgeted location for employee benefits. Central Charges reflects medical, dental, life and disability insurance benefits for employees budgeted in the General Fund. Central Charges also reflects transfer payments to other funds, including Property/Liability and Workers Compensation, and includes certificate of participation (COP) payments.

The 2018 Budget provides for General Fund revenue projected at \$121,675,920, which is a 3.1% increase over the 2017 revenue. This is mainly due to an increase in Sales and Use Tax revenue to be transferred to the General Fund and increases in other miscellaneous revenues.

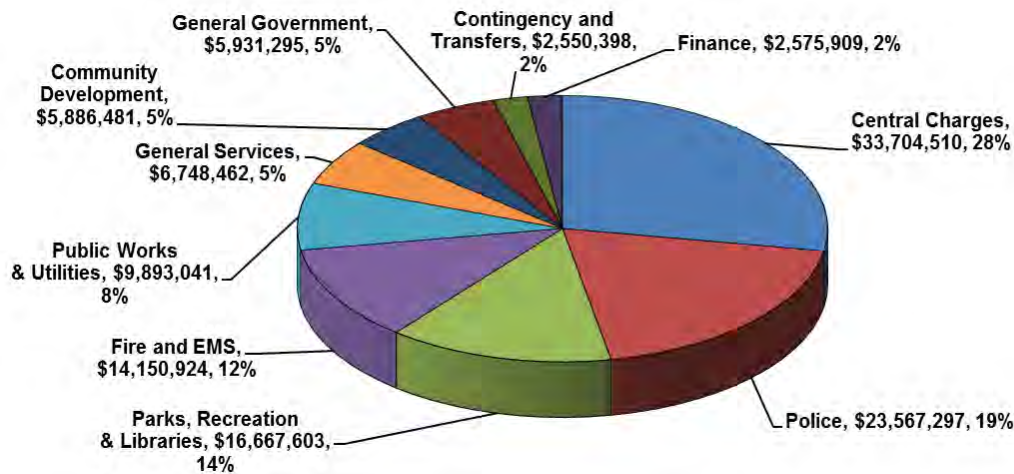
### 2018 General Fund Revenues by Source



\* "Other" includes Admissions Tax, Interest Income, Reimbursements, and Contributions

Total 2018 expenditures for the General Fund are \$121,675,920, which is a 3.1% increase over the 2017 Budget. This budget includes all transfer payments and a contingency of \$1.0 million.

### 2018 General Fund Expenditures by Department



NOTE: Central Charges serves as the centralized budgeted location for employee benefits. Central Charges reflects medical, dental, life and disability insurance benefits for employees budgeted in the General Fund. Central Charges also reflects transfer payments to other funds, including Property/Liability and Workers Compensation, and includes certificate of participation (COP) payments. In budgeting projected salary adjustments for the second year of the budget, the total amount is included in Central Charges temporarily and will be distributed out to departments after the mid-year review with City Council; as such, the salary adjustments are reflected above in Central Charges.

**General Reserve Fund**

The General Reserve Fund is intended to act as a source of funds for unusual, unanticipated, one-time expenditures and for emergencies. These funds also serve to keep the City in compliance with Article X, Section 20 of the Colorado State Constitution. In 2017, a fund total of \$11,900,558 is projected, which includes expected interest to be earned from fund investments during 2017. The 2017 General Reserve Fund is a 3.2% increase over the estimated year-end total 2016 Reserve Fund of \$11,536,784 and represents 10% of the total 2017 General Fund expenditures, excluding contingency. In 2018, the General Reserve Fund is budgeted at \$12,233,178 and represents a 2.8% increase over the 2017 General Reserve Fund. The 2018 General Reserve Fund represents 10% of the total General Fund expenditures for that year. For both 2017 and 2018, the General Reserve Fund maintains City Council's policy of a balance at or above 10% of General Fund expenditures through a transfer of \$235,000 in 2017 and \$200,000 in 2018 from the City's Sales and Use Tax Fund.

**General Fund Stabilization Reserve**

In 2009, City Council created the General Fund Stabilization Reserve (GFSR). The GFSR is intended to level the ebbs and flows of revenue collections, particularly the sales and use tax revenues, and smooth out any peaks or valleys that may result from the unpredictable nature of this primary revenue source. This fund is intended to serve as a stabilizer during reduced revenue collections, allowing City services to continue to be delivered despite downturns in the economy. The GFSR is to be replenished in more favorable revenue collection years or from carryover funds. The GFSR operates separately from the General Reserve Fund, retaining a separate and distinct balance and earning interest accordingly.

When not in an economic downturn, the target amount of the General Fund Stabilization Reserve (GFSR) in any given year shall range from 5% to 10% of the total Sales and Use Tax Fund revenues for that year. For 2017, the projected sales and use tax revenues are \$86,199,013, resulting in an anticipated GFSR target range of \$4,309,951 to \$8,619,901. The GFSR is projected at \$6,486,870 for 2017, which is 7.53% of the total 2017 Sales and Use Tax Fund. For 2018, Sales and Use Tax Fund revenues are projected at \$87,781,136, resulting in a GFSR target range of \$4,389,057 to \$8,778,114. In 2018, the GFSR is projected to be \$6,558,586 and represents 7.47% of the Sales and Use Tax Fund.

The General Fund Stabilization Reserve is utilized to fund General Fund operations, General Capital Improvement Fund projects and/or General Capital Outlay Replacement Fund capital outlay costs as needed should significant expenditure reductions be required to remain within available revenues. This fund may be tapped prior to, in conjunction with, or as a final step after budget reductions have been made.

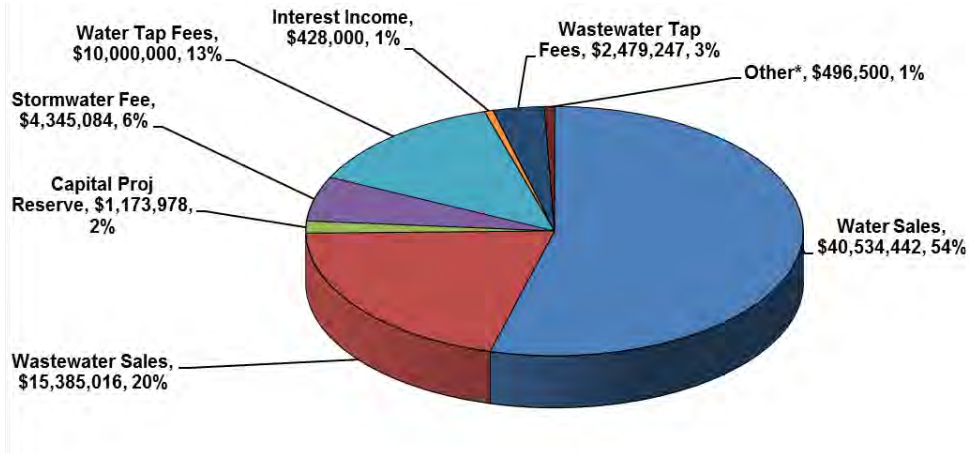
**Utility Enterprise Fund**

The City develops water and wastewater utility rates to pay for the costs of operating and maintaining the City's water and wastewater infrastructure. Following City Council's policy to pursue regular modest rate adjustments versus occasional, major rate increases, water rates are set to increase by 8% each year in 2017 and 2018. Wastewater rates will increase by 6% each year in 2017 and 2018. These rate increases are a continuation of the City's financial policies to provide for the long-term repair and replacement of the City's aging utility by gradually increasing the reliance on rate revenue as the City approaches build out (estimated to be 2040). These rate adjustments will allow the City to meet current and future needs and make the utility system sustainable. The combined 2017 increase in cost for the average single family home would be \$4.67 per month. The combined 2018 increase over 2017 would be \$5.01 per month. The City is developing plans to enhance the current financial assistance programs to remain sensitive to the impacts of rate increases on customers.

Staff continues to monitor and update Utility Fund revenue projections. The 2017/2018 Budget includes projections generated utilizing a recalibrated rate model, based on a five year running average of actual usage that accounts for current weather pattern impacts upon consumption.

The total Utility Enterprise Fund revenue for 2017 is \$74,842,267, which represents a 41.5% decrease from the 2016 estimated revenue of \$127,910,867 (which excludes carryover). This large decrease is because 2016 revenues include one-time bond proceeds that artificially inflate the revenue estimates.

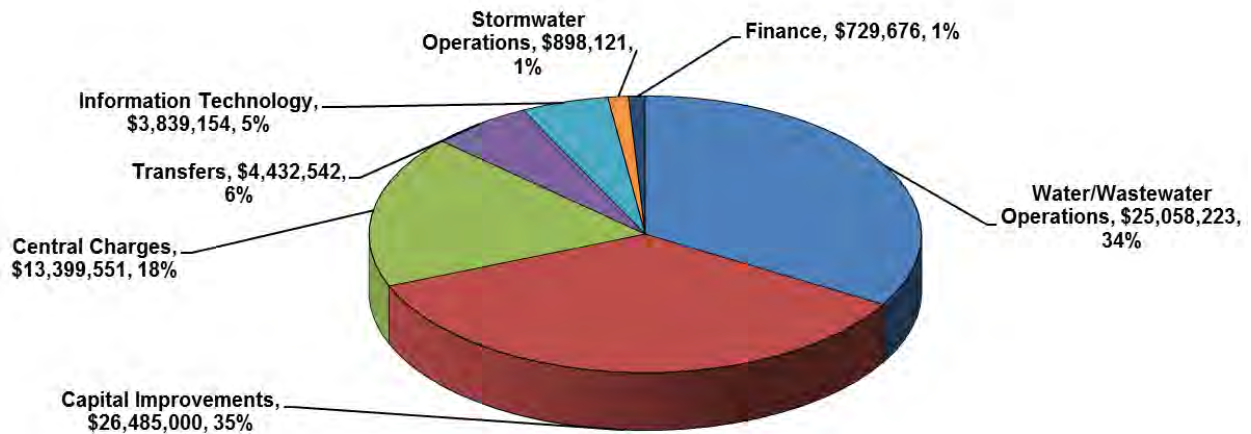
### 2017 Utility Fund Revenues by Source



\* "Other" includes Contractor's License Fees and Miscellaneous Income

Expenditures for the 2017 Utility Enterprise Fund budget total \$74,842,267, which is a decrease of 41.3% from the 2016 estimated expenditure actuals of \$127,527,741, including carryover. This large decrease is caused by the 2016 bond issue, a one-time event that inflates the 2016 actuals. A total of \$1,173,978 of Utility Fund Capital Project Reserve will be utilized in 2017 to continue wastewater system repair and replacement efforts to the infrastructure through capital project improvements. The Utility Enterprise Fund is comprised of water and wastewater operations, stormwater drainage services and capital improvements.

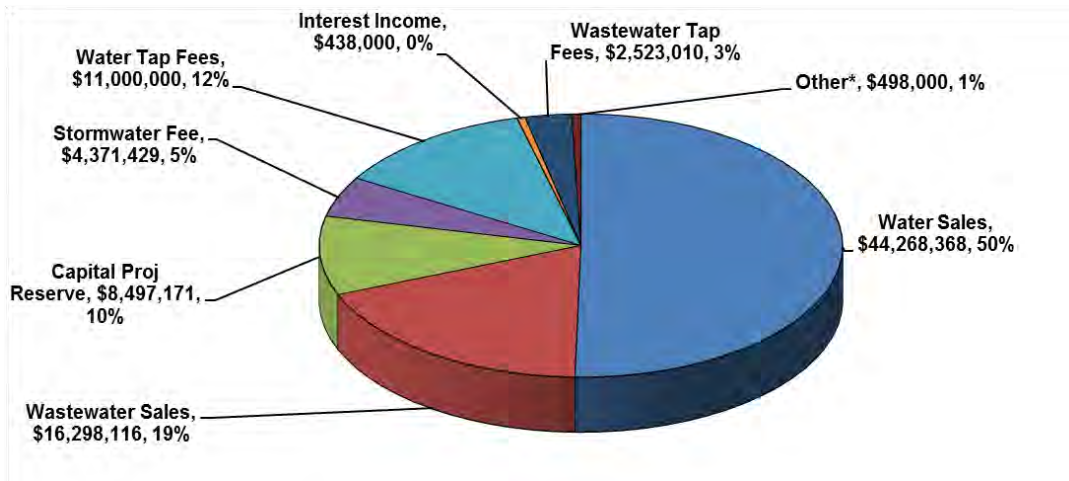
### 2017 Utility Fund Expenditures





The total Utility Enterprise Fund revenue is \$87,894,094 for 2018, which represents a 17.4% increase over the 2017 revenue. As previously stated, water rates are budgeted to increase by 8.0% and wastewater rates are budgeted to increase by 6% in 2018. These rate increases will allow the City to continue to address its critical water and wastewater infrastructure needs while providing for long-term system sustainability.

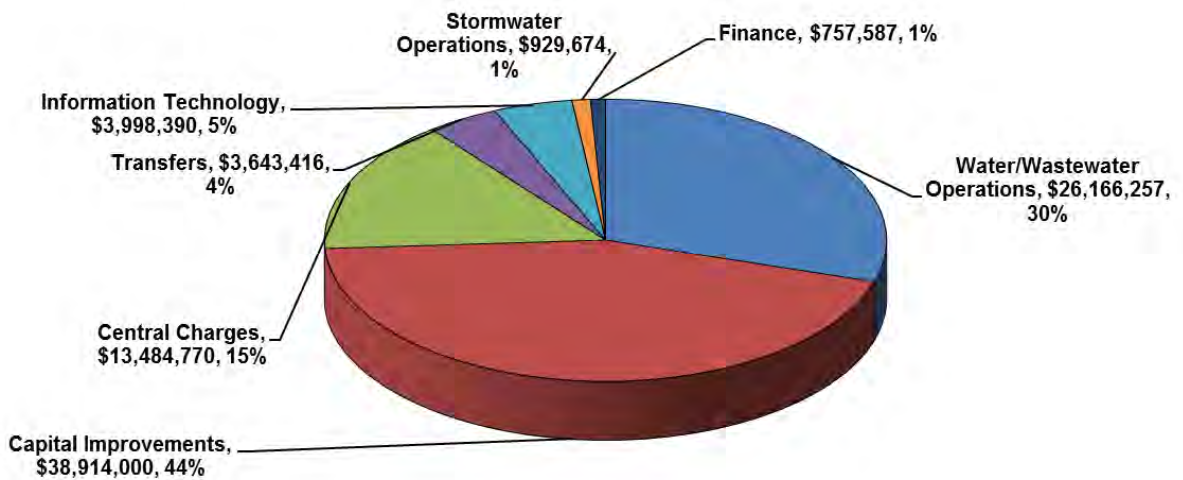
### 2018 Utility Fund Revenues by Source



\* "Other" includes Contractor's License Fees and Miscellaneous Income

Total 2018 Utility Enterprise Fund expenditures is \$87,894,094, which is an increase of 17.4% from the 2017 Budget. A total of \$8,497,171 of Utility Fund Capital Project Reserve will be utilized in 2018 to continue water and wastewater system repair and replacement efforts to infrastructure.

### 2018 Utility Fund Expenditures



### **Stormwater Drainage Fund**

Managed as a sub-fund of the Utility Enterprise Fund, the Stormwater Drainage Fund has allowed the City to operate and maintain the City's drainage systems, complete drainage improvement projects and comply with the federally mandated National Pollution Discharge Elimination System (NPDES) requirements for stormwater drainage. The stormwater fee funds the implementation of drainage improvements for flood control, the retrofitting of existing detention ponds for water quality, street sweeping activities for water quality purposes and the updating of the storm sewer system.

In 2017, this sub-fund is budgeted at \$4,345,084; it funds operating costs totaling \$2,595,084 and the balance of funds are utilized for capital improvement to the storm drainage system citywide. The 2018 budget will increase to \$4,371,429 and fund operating costs of \$2,026,429, with the increased revenues being applied towards capital improvements. The 2017 and 2018 stormwater operating budget includes payments for a bond issued in 2016 for the Little Dry Creek drainage way improvement project. The bond will be paid off in 2019, freeing additional funds for capital projects. Capital projects in this fund can be found in the Capital Improvement Program section of this 2017/2018 Budget.

### **Utility Reserve Fund**

The City maintains two utility reserve funds: the Rate Stabilization Reserve and Capital Projects Reserve:

**Rate Stabilization Reserve (RSR)** – The RSR offsets revenue risk associated with low-water-demand years by preventing the need to increase rates unexpectedly. Recognizing that the majority of the Utility's operating expenses are fixed, while the majority of the revenues are variable, the RSR acts as a "Rainy Day Fund." Revenue shortfalls that may result from variations in the weather or other impacts to the Utility's rate revenue stream are made up by withdrawals from the RSR, while additional rate revenue produced during years of greater than anticipated water use is deposited into the RSR. The RSR "target amount" is sized as a percentage of the annual budgeted revenues (25% of the budgeted water rate revenues, 10% of the budgeted wastewater rate revenues) for the current year. The RSR balance maximum is 140% of the target amount, and the minimum is 70%. If the RSR reaches its maximum, funds flow into the Capital Project Reserve (CPR) for funding capital improvement projects. A total of \$13,749,523 in 2017 and \$13,908,478 in 2018 is projected for the Rate Stabilization Reserve, which keeps the fund in compliance with City Council's adopted policy.

**Capital Projects Reserve (CPR)** – The CPR allows the Utility to address short- and long-term capital needs. The Utility's Capital Improvement Program (CIP) is developed based on identified repair and replacement needs, as well as growth-related improvements. As CIP projects can often be costly expenses, proactive funding is required to be developed over multiple years. The CPR pays for identified capital projects within the CIP. The CPR is to be used only on capital projects and is funded through tap fee and rate revenues. The CPR is not to exceed 40% of the 5-year water and wastewater Capital Improvement Program. The starting balance in 2017 is \$21,888,272. A total of \$1,173,978 is to be transferred from the CPR to the Utility Fund to assist in funding capital improvement projects for 2017 and \$8,497,171 for capital projects in 2018. After accounting for anticipated interest earnings in both 2017 and 2018, the projected year-end balance for the CPR is \$13,550,896 in 2018.



**CAPITAL OUTLAY**

The City expends a portion of its budget each year on capital outlay needs throughout the organization. Capital outlay items include miscellaneous equipment, software and other devices that will enable City Staff to perform their jobs in the most efficient and productive manner possible. A sampling of the capital outlay items included in the City's 2017/2018 Budget include: office furniture, law enforcement equipment, equipment for ambulances and fire engines, water meter and transponder units, equipment for water treatment plants, and park maintenance equipment.

In 2017, \$840,202 will be invested in capital outlay equipment in the General and Utility Funds (excluding the capital outlay items budgeted within the GCORF and Utility Capital Outlay Replacement Project (UCORP)). This represents a 6.6% decrease from the Amended 2016 Budget. In the General Fund in 2017, the capital outlay budget is \$415,528.

In 2018, \$704,048 will be invested in citywide capital outlay equipment in the General and Utility Funds (excluding the capital outlay items budgeted within the GCORF and UCORP). In the General Fund in 2018, the capital outlay budget is \$223,832. Less capital outlay is in 2018 in order to fund the full year cost of the personnel added in 2017; capital outlay will be revisited with the mid-year 2018 budget review next summer should funding permit.

**COMPENSATION AND STAFFING**

The City develops the Employee Total Compensation Package through a thorough review of pay and benefits of other cities and special districts that are direct competitors for quality staff. The comprehensive analysis of market data through benchmark salary review is normally completed every other year as part of the City's two-year budgeting process. Prior to the 2017/2018 budget cycle, the last full salary survey was conducted in 2014 for the 2015/2016 budget. During the mid-year budget review, additional audits and special salary surveys were completed in 2015 for implementation in 2016. This ensures internal alignments are appropriate and all classifications are paid a competitive market wage. This market analysis process takes approximately six months. It begins with the completion of the Colorado Municipal League (CML) survey and includes a market review of 75 benchmark positions plus a comprehensive benefits survey.

CML conducts a statewide wage survey from which the City draws initial salary information. The City's market survey group includes professional "competitors" in local government including Aurora, Arvada, Boulder, Broomfield, Denver, Fort Collins, Lakewood, Longmont, and Thornton. West Metro Fire, North Metro Fire, select parks and recreation districts, and golf courses are also surveyed. Staff also reviews the Mountain States Employers Council (MSEC) public survey to verify and supplement the compensation review. Staff conducts a full analysis of the market data, which includes reviewing pay range minimums and maximums as well as actual wages of incumbent employees in each agency. This comprehensive review results in recommendations for classification adjustments.

Based on the comprehensive benchmark review this year, Staff believes that the 2% market adjustment implemented in 2016 to the pay ranges in all five of the benefitted Pay Plans, including Non-Exempt General, Non-Exempt Fire Commissioned, Non-Exempt Police Sworn, Exempt, and Administrative Officer played an important role in maintaining the City's overall competitive position in the market. The City is recommending a market adjustment to all five regular Pay Plans in 2017 of 2% in order to maintain a positive position for all classifications in the market. All benefitted employees will be eligible to receive this market adjustment in January 2017 with automatic increases given to non-exempt employees and merit increase opportunities for exempt employees and administrative officers.

Additional adjustments, based on the benchmark salary survey, include increases to 31 benchmark classifications out of the 75 benchmarks. These upgrade recommendations impact 96 individual classifications in the

Non-Exempt General, Exempt, and Administrative Pay Plans as well as an additional market adjustment to all classifications within the Non-Exempt Fire Commissioned and Police Sworn Pay Plans. Further, 62 individual classification adjustments including title changes, are being recommended within the five regular pay plans due to department restructuring and job function changes. All of these individual classification changes impact 509.10 full time equivalent (FTE) employees. This number is similar to the recommendations made in 2014 when 92 classifications were adjusted through upgrades impacting 453.8 FTE.

Staff believes that these recommendations will continue to ensure all City benefited pay classifications will remain competitive in the market. Further important considerations to the City's overall competitive positioning includes anticipated turnover as well as diminishing applicant pools for most vacancies in 2017 and 2018. The City's turnover has increased in 2015 and 2016 due to retirements and people moving for other job opportunities. Even though the turnover rate has increased, it is still considered to be at a very healthy level within this robust economy. The City continues to follow City Council's Strategic Plan objective of placing a high value on human resources and efforts to remain an employer of choice. Current market and employment trends emphasize the importance of committing significant resources to a total compensation package that focuses on work environment, pay, and benefits.

Adjustments to the Hourly Pay Plan are also being recommended in 2017 after a full market review of salaries and an analysis of the Hourly and Seasonal Pay Plan structure completed by a team made up of Staff from the Human Resources Division and Parks, Recreation, and Libraries Department. As a result, Staff is recommending a redesign of the Hourly/Seasonal Pay Plans that provides a pay structure with wider pay ranges based on the market. This allows supervisors to pay employees at market along with more supervisory discretion based on the employee's experience and skills. This provides funding for incumbent staff to convert to the new pay plans. The non-benefited play plans continue to have a \$9.00 per hour minimum wage for any classification per City Council's direction during last year's mid-year budget review process. This minimum meets the Federal and Colorado minimum wage currently set at \$7.25 (federal) and \$8.31 (Colorado). City Council has previously authorized Staff to make minimum wage adjustments as needed to ensure compliance with federal and state law.

Currently, the City has an authorized FTE staffing level in 2016 of 963.441. Based on the continued level of services review by departments during the 2015/2016 budget cycle, City Council approved an increase of 14.5 FTE citywide in 2015 and 21.8 FTE in 2016. The 2017 budget includes the addition of 25.4 FTE across all funds. The 2017 increase in FTE is predicated on a number of the positions being supported by revenue increases or expenditure offsets; 4.5 FTE in the General Fund and 5.0 FTE in the Utility Fund are anticipated to be fully or partially supported through increased revenues or expenditure offsets.

In 2018, 8.2 additional FTE are authorized across all funds. This recommendation brings the City staffing level to 988.841 FTE in 2017 and 997.041 FTE in 2018. As previously indicated, many of the FTE increases will have a significant return on investment through revenue increases, expenditure offsets, decreasing the need for contract work as well as making operations more effective. The staffing increases in 2017 will return the City to the pre-Great Recession staffing levels that were last authorized in 2010.

With the 2017 new FTE recommendation is the budgeting to hire new staff based on a graduated hiring plan that best meets operational needs as well as addresses budget challenges in 2017. All of the 2017 recommended new positions are expected to be fully operational by 2018 with the recommended 2018 budget to cover all of the expenses of the new 2017 staff. Therefore, the new FTE request in 2018 is significantly reduced to a current recommendation of 8.20 new FTE across all funds.

Funding for the 2018 recommended new FTE is again based on a graduated hiring plan to meet both organizational service needs as well as accommodate balancing the 2018 budget. The full cost of the new FTE in 2018 will occur in 2019. In addition to the recommended new FTE in 2018, the 2018 Budget includes a 2% market adjustment to all benefited pay plans as an important mechanism to maintain the market-based positioning of City wages. As mentioned previously, a second component to ensure the City is paying market competitive wages is the completion of a review of non-benchmark special surveys and job audits that will be conducted in 2017 for possible recommended changes in 2018. In addition, Staff will be conducting sur-



vey analysis of specifically identified benchmark classifications from the 2016 market review, including Police Officer, Planner, and Communications Specialist, as an example, due to a volatile labor market or in some cases where the positions were on the cusp of needing a market adjustment in 2017 and may not maintain a competitive market positioning through 2018. With this review, it is anticipated that Staff will be bringing the 2018 Budget and 2018 Pay Plans back for reconsideration in 2017.

As part of the Total Compensation Package, the City provides employees with a comprehensive benefits package that continues to be a key differentiator for recruitment and retention efforts. The benefits package includes medical, dental, pension, Medicare, life, short and long-term disability plans, and a survivor income benefit, as well as a host of voluntary options such as additional life and vision insurance. Benefits also include generous and flexible leave options, employee development and growth opportunities, an award-winning wellness program, an onsite employee health clinic, an Employee Assistance Program, healthcare consumerism resources through Compass Professional Health Services, and tuition reimbursement assistance.

The total contribution for benefits by the City is an estimated \$20.3 million for 2017. A strategic, purposeful, and long term strategy at cost containment measures is foundational to the benefits package and as such, the City continues to beat national trends for health care increases. Due to several factors, Staff has recommended a change in insurance providers from Cigna to Aetna. For 2017, the City will retain its entire benefits package with only a 5% increase in premiums, and 2018 is budgeted at a conservative 6% increase due to national trends in health care costs in general. The City has consistently experienced only half of the increase that is seen nationally each year, all due to the strategic and long term approach at cost containment measures.

Employees may participate in either Kaiser’s fully insured plan or Aetna’s self-insured options. Aetna will provide two options for employees: a traditional broad network choice and an Accountable Care/Narrow Network option called Aetna Whole Health. The Aetna Whole Health option will further the City’s efforts at cost containment while providing exceptional quality care with the participating providers. No design changes are being recommended to the medical plans, with the exception of a reduction in several co-pays on the Aetna Whole Health Plan. This year, Staff is recommending one slight change to the Delta Dental plan, which would allow employees and covered dependents the choice of white (porcelain) fillings or the standard silver fillings. This change has been requested by employees for several years; cost for the change is minimal and will have no substantial impact on rates. Delta Dental will remain as administrator of dental claims. Coverage for pension will remain the same, however pension increases are based on wage, and wages typically increase each year. The City will experience a 7% increase in Long Term Disability costs. There will be no increase in the contracts for survivor income benefit and life insurance, however, the cost of insurance increases are also based on wage, and wages typically increase each year.

A summary of total authorized new FTE positions for 2017/2018 follows. A detailed table showing 2017/2018 authorized new FTE by department/division, title, and salary appears on the next two pages.

<b>Staffing</b>	<b>FTEs</b>
1/1/16 Authorized Staffing Plan	963.441
2017 Staffing Changes	+25.400
Staffing Plan - 2017 Budget	988.841
2018 Staffing Changes	+8.200
Staffing Plan - 2018 Budget	997.041



2017 Authorized New FTE				
Department/Division	Position Title	FTE	Salary (Full Year)	Partial Year Funded FTE
City Attorney	Assistant City Attorney II	1.00	\$109,964	75%
Community Development/Building	Assistant Building Plans Analyst	0.50	\$39,489	75%
Community Development/Building	Housing Inspector	1.00	\$63,574	100%
Community Development/Engineering	Administrative Assistant	0.25	\$11,631	100%
Community Development/Engineering	Traffic Technician	1.00	\$55,013	75%
City Manager's Office/Administration	Sustainability Coordinator	1.00	\$109,964	50%
Finance/Sales Tax	Accounting Specialist	1.00	\$55,013	75%
Fire/Emergency Services	Firefighter I	1.00	\$50,708	50%
Fire/Emergency Services	Firefighter I	1.00	\$50,708	50%
Fire/Emergency Services	Firefighter I	1.00	\$50,708	50%
Fire/Fire Prevention	Emergency Management Coord.	0.20	\$19,670	100%
General Services/Human Resources	Human Resources Analyst	1.00	\$63,240	75%
General Services/Municipal Court	Associate Judge	0.20	\$26,269	100%
Parks, Recreation & Libraries/Standley Lake	Park Ranger	1.00	\$47,603	100%
Police/Special Services - Investigations	Victim Advocate	1.00	\$55,012	75%
Police/Special Services - Investigations	Criminalist / Senior Criminalist	1.00	\$55,012	100%
Public Works & Utilities/Street Maintenance	Equipment Operator I	1.00	\$47,604	75%
<b>GENERAL FUND TOTAL</b>		<b>14.15</b>	<b>\$911,182</b>	
Finance/Treasury	Revenue Services Supervisor	1.00	\$47,604	75%
Information Technology	Business Operations Administra-	1.00	\$117,300	75%
Information Technology	Technical Procurement Specialist	1.00	\$55,013	75%
Public Works & Utilities/Utility Operations	Utility Systems Specialist	2.00	\$118,277	75%
Public Works & Utilities/Utility Operations	Administrative Assistant	0.50	\$22,142	75%
Public Works & Utilities/Utility Operations	Utilities Technician	2.00	\$102,349	75%
Public Works & Utilities/Utility Operations	Administrative Assistant	0.50	\$22,142	75%
<b>UTILITY FUND TOTAL</b>		<b>8.00</b>	<b>\$484,827</b>	
General Services/Fleet	Administrative Assistant	0.25	\$11,631	100%
Parks, Recreation & Libraries/Open Space	Crewleader	1.00	\$55,012	75%
Parks, Recreation & Libraries/Open Space	Parksworker II	2.00	\$88,567	75%
<b>OTHER FUND TOTAL</b>		<b>3.25</b>	<b>\$155,210</b>	
<b>2017 AUTHORIZED NEW POSITIONS - ALL FUNDS</b>		<b>25.40</b>	<b>\$1,551,219</b>	



2018 Authorized New FTE				
Department/Division	Position Title	FTE	Salary (Full Year)	Partial Year Funded FTE
No New General Fund Positions for 2018				
<b>GENERAL FUND TOTAL</b>		<b>0.00</b>	<b>\$0</b>	
Information Technology	Contract Services Coord.	0.50	\$29,569	75%
Public Works & Utilities/Water Plants	Plant Electrician	1.00	\$55,013	75%
Public Works & Utilities/Water Plants	Control Systems Engineer	0.50	\$44,259	75%
Public Works & Utilities/Wasterwater Plants	Control Systems Engineer	0.50	\$44,259	75%
<b>UTILITY FUND TOTAL</b>		<b>2.50</b>	<b>\$173,100</b>	
Parks, Recreation & Libraries/POST	Parks Specialist/Horiculture	1.00	\$47,603	75%
Parks, Recreation & Libraries/POST	Parks Specialist	1.00	\$47,603	75%
Parks, Recreation & Libraries/POST	Parksworker II	1.00	\$44,282	75%
Parks, Recreation & Libraries/POST	Parksworker II	1.00	\$44,282	75%
Parks, Recreation & Libraries/POST	Open Space Technician	0.70	\$33,322	75%
Parks, Recreation & Libraries/POST	Parks Specialist/Forestry	1.00	\$47,603	75%
<b>OTHER FUND TOTAL</b>		<b>5.70</b>	<b>\$264,695</b>	
<b>2018 AUTHORIZED NEW POSITIONS - ALL FUNDS</b>		<b>8.20</b>	<b>\$437,795</b>	

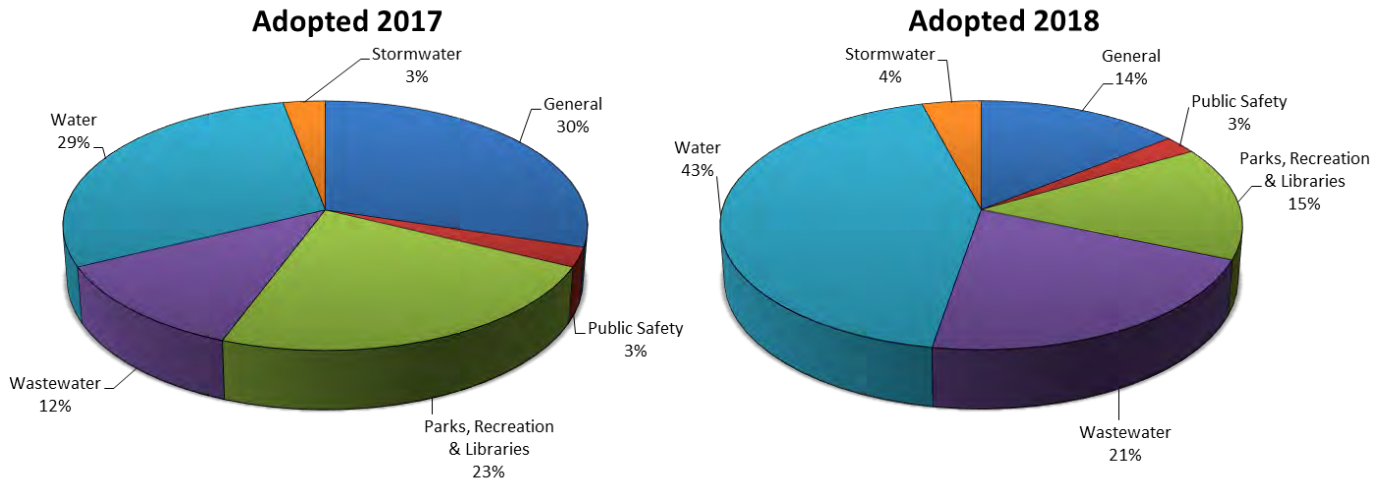
### **CAPITAL IMPROVEMENT PROGRAM (CIP)**

The adopted CIP continues to reflect an effort to move forward on many capital improvement fronts to address the City's needs as well as to enhance community quality of life. Key objectives of the adopted CIP include:

- Maintain existing infrastructure and amenities;
- Continue advancements toward catalyzing activity in the Downtown Westminster area;
- Continue progress towards the revitalization of the south Westminster transit oriented development (TOD) area, adjacent to the RTD commuter rail Westminster Station;
- Implement coordinated cross-departmental multimobility projects; and
- Enhance economic development activities through innovative and collaborative approaches to attract and retain businesses within the community.

Throughout the 2017/2018 budget development process, Staff worked to strike a balance between capital and operating needs given the level of available financial resources. More detail on projects can be found in the CIP section of this 2017/2018 Budget. The table and charts on the next page provide a summary and a comparison to the Amended 2016 CIP Budgets.

The figures in the previous table reflect projects for 2017 and 2018, all funded on a “pay-as-you-go” basis and do not include debt financing. The total CIP reduced from 2016 to 2017 as the amended 2016 CIP included an anticipated \$48 million revenue bond issue for the utility enterprise. The table and charts below provide a summary and a comparison to the Amended 2016 CIP Budgets.



	AMENDED 2016 CIP		2017 CIP		2018 CIP	
Revenue Source	# of Projects	Available Funds	# of Projects	Available Funds	# of Projects	Available Funds
General	34	\$ 9,668,000	38	\$ 17,759,000	39	\$ 8,079,000
Public Safety	12	\$ 817,000	14	\$ 1,511,000	12	\$ 1,333,000
Parks, Recreation & Libraries	33	\$ 7,417,000	35	\$ 13,979,000	31	\$ 8,395,000
<i>Subtotal General CIP Funds</i>	<i>79</i>	<i>\$ 17,902,000</i>	<i>87</i>	<i>\$ 33,249,000</i>	<i>82</i>	<i>\$ 17,807,000</i>
Wastewater	15	\$ 32,768,000	13	\$ 7,222,000	9	\$ 12,062,000
Water	30	\$ 42,655,000	15	\$ 17,513,000	19	\$ 24,507,000
Stormwater	7	\$ 3,380,000	7	\$ 1,750,000	6	\$ 2,345,000
<i>Subtotal Utility CIP Funds</i>	<i>52</i>	<i>\$ 78,803,000</i>	<i>35</i>	<i>\$ 26,485,000</i>	<i>34</i>	<i>\$ 38,914,000</i>
<b>Grand Total CIP</b>	<b>131</b>	<b>\$ 96,705,000</b>	<b>122</b>	<b>\$ 59,734,000</b>	<b>116</b>	<b>\$ 56,721,000</b>

**CONCLUSION**

Moving forward, the City is facing exciting opportunities and numerous changes. I believe that the City is in excellent position to continue to deliver exceptional value and quality of life to Westminster’s residents, businesses, and visitors. Guided by the City’s Strategic Plan, we will continue to provide high-quality services at an exceptional value thanks to the leadership of City Council and the hard work and creativity of Staff. I would like to acknowledge all of the Departments, and in particular the City Manager’s Office and General Services Department, for the dedication they put forth in preparing this comprehensive budget document.

Respectfully Submitted,



Donald M. Tripp  
City Manager

# WESTMINSTER



## CITY PROFILE ► 2016/2017

**WESTMINSTER, COLORADO** is located in the northwest quadrant of the Denver Metro area, halfway between Denver and Boulder. This city of more than 113,000, located on two prime technology corridors – U.S. 36 and N I-25 – is home to a talented workforce, and can easily reach into nearby Denver and Boulder labor pools. Westminster is in the vicinity of one of the most robust tech start-up regions in the U.S., where close to 1,000 technology firms reside.

Poised to become the next urban center of the Colorado Front Range, Westminster welcomed commuter rail service in 2016, with non-stop service from Westminster Station to Denver Union Station in 11 minutes. Westminster is also committed to building its new downtown in the former Westminster Mall site, as a revived economic and community hub.

The city also features ample services, shopping and restaurants, along with award-winning recreational facilities and diverse housing. Add spectacular mountain vistas and Westminster stands out as the place to connect with business, with workforce, and with great Colorado lifestyle.

## REAL ESTATE

With 26 business parks, 68 retail centers and over 16 million square feet of commercial space, Westminster has real estate options to meet almost every business need. Comprehensive real estate information including available space, demographics and detailed maps are available through the Economic Development Office at 303-658-2108 or [ecodevo@cityofwestminster.us](mailto:ecodevo@cityofwestminster.us).

Space Type	Total Rentable Square Footage	Vacancy Rate	Estimated Space Available*
Industrial/Flex	3,372,201	6.6%	221,127
Retail	8,011,056	7.4%	742,495
Office Class A	2,204,290	7.6%	331,993
Office Class B	2,241,631	7.4%	276,619
Office Class C	842,245	11.7%	128,520

Real Estate Sources: Xceligent, City of Westminster, November 2016. Demographics Sources: U.S. Census Bureau, Census 2010 Data; Community Analyst; City of Westminster, November 2016. \*Includes available space that may not be vacant.

[www.westminstereconomicdevelopment.org](http://www.westminstereconomicdevelopment.org)

## WESTMINSTER AT A GLANCE

POPULATION:  
**113,130**

HOUSEHOLDS:  
**46,628**

MEDIAN AGE:  
**36.4**

### EDUCATIONAL ATTAINMENT (AGE 25+):

Bachelor's degree or higher

**34.6%**

Master's, professional or doctorate

**12.4%**

### AVERAGE DISPOSABLE INCOME:

**\$64,649**

### LABOR FORCE WITHIN 10-MILE RADIUS:

**749,435**

### COLLEGES AND UNIVERSITIES IN CITY:

**4**

# TRANSPORTATION

The City of Westminster is located with easy and convenient access to the entire metro Denver area, either via highway or public transportation.

## AIRPORTS

- Denver International Airport (DEN) is a 30-minute drive from Westminster. It offers non-stop service to 180 destinations including London, Frankfurt, Tokyo and Reykjavik, Iceland.
- Rocky Mountain Metropolitan Airport is adjacent to Westminster. It is Colorado's fourth busiest airport offering U.S. Customs and private charter services.

## PUBLIC TRANSPORTATION

A metro-wide bus system serves Westminster, and includes the Sky Ride to and from DIA. Call-n-Ride service, providing curb-to-curb transportation, is available in many of the city's business and commercial areas.

[www.westminstereconomicdevelopment.org](http://www.westminstereconomicdevelopment.org)

## U.S. 36 IMPROVEMENTS

The addition of express lanes on U.S. 36 between Westminster and Boulder was completed in 2016. The project added one express lane in each direction for bus rapid transit (BRT), high occupancy vehicles (HOV) and tolled single occupancy vehicles (SOV). The project also features a new commuter bikeway.

## WESTMINSTER STATION

The Westminster Station, near 71st Avenue and Federal Boulevard, opened in July 2016 with commuter rail service to and from downtown Denver.

[www.westminsterstation.us](http://www.westminsterstation.us)

## I-25 IMPROVEMENTS

The addition of express lanes on I-25 expanded capacity between U.S. 36 and 120th Avenue with new HOV and tolled SOV lanes in each direction.

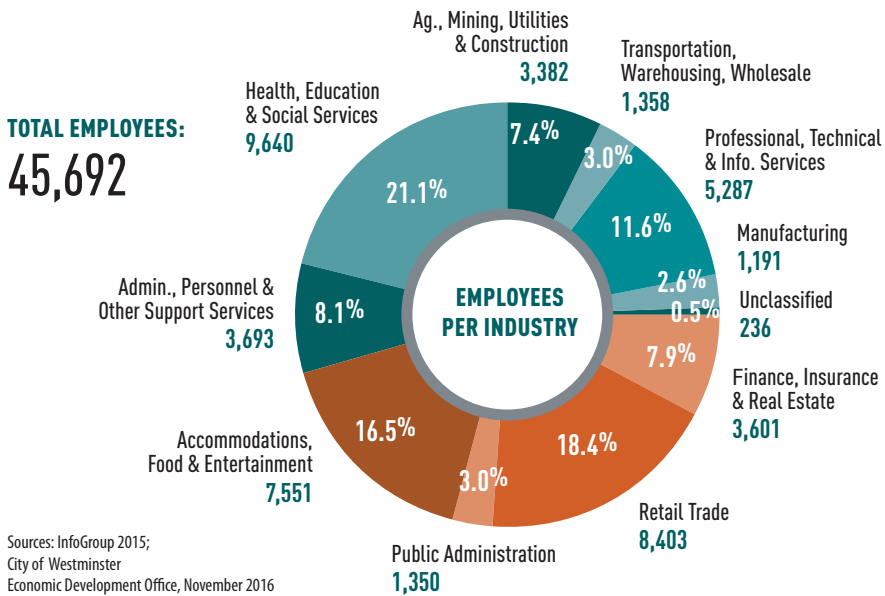


Westminster Station Rendering



## CHARACTERISTICS OF THE LOCAL ECONOMY

There are over 4,000 businesses located in Westminster. The business community includes small, family-owned companies, service companies and high-tech manufacturers, as well as national and international headquarters. The following chart provides a breakdown of the city's daytime employment by industry.



## TOP PRIMARY EMPLOYERS

Employer	2016 Employment	2017 Rank
St. Anthony's North Hospital Health Care Provider (two facilities)	895	1
Alliance Data Systems Network Credit Authorization	829	2
Ball Corporation Aerospace and Packaging	587	3
DigitalGlobe Geospatial Technologies	557	4
Trimble Navigation Geopositioning Technologies	550	5
Tri-State Generation Electric Energy Wholesaler	512	6
Kaiser Permanente Health Care Provider (two facilities)	475	7
Reed Group Human Resources Management	430	8
MTech Mechanical Technologies Group HVAC Systems	410	9

Note: Chart does not include retail businesses. Source: City of Westminster Economic Development Office, December 2016

## KEY EMPLOYERS BY INDUSTRY

### ► GEOSPATIAL SERVICES

DigitalGlobe (HQ)  
Trimble Navigation

### ► SOFTWARE & IT

Datalogix (HQ)  
General Dynamics Information Technologies  
McKesson Technology Solutions  
Reed Group (HQ)  
SpotX (HQ)  
TruEffect (HQ)

### ► BIOSCIENCES

Arca Biopharma (HQ)  
CeraPedics (HQ)  
Flagship Biosciences (HQ)  
ProtoMED  
Surefire Medical (HQ)  
Zimmer Biomet

### ► FINANCIAL SERVICES

Alliance Data Systems  
Alloya Corporate F CU  
Phoenix Financial (HQ)  
Scottrade  
Urban Lending Solutions

### ► ENERGY / UTILITIES

Kahuna Ventures (HQ)  
Stonehenge Energy (HQ)  
Tri-State Generation (HQ)

### ► COMMUNICATIONS TECHNOLOGY

Ball Aerospace  
Lattice Technology (HQ)  
LGS Innovations  
Polycom

### ► R&D

Cintron Medical (HQ)  
Plato BioPharma  
Protogenic (HQ)  
Synconess (HQ)

### ► MANUFACTURING

Air Comm Corp (HQ)  
Aspen Electronics (HQ)  
Ball Packaging (HQ)  
Springs Fabrication

## COMMUNITY

A recipient of the International Livable Communities Award and noted as one of Money Magazine's "Hottest Towns," Westminster is a great place to live, work and play. Dramatic mountain views and generous open space, trails, parks and golf courses capitalize on Colorado's outdoor lifestyle. The city is well planned, with beautiful residential neighborhoods and streetscapes, enhanced landscaping and interesting architectural details.

Westminster fosters a sense of community through its award-winning recreation and community centers, libraries and programs. The city is home

to a well-educated workforce, excellent public schools and four colleges.

With three distinct shopping districts, Westminster has one of the largest concentrations of retail development in the region, from large department stores to boutique shopping, as well as exciting entertainment venues and restaurants.

The city has also been named one of the most digitally savvy, cutting-edge communities in the nation, recognized for its extensive use of information technology to deliver quality service to its citizens.



SIZE OF CITY IN SQUARE MILES:

34

ACRES OF OPEN SPACE:

3,163

MILES OF TRAILS:

145

DEVELOPED PARKS:

60

GOLF COURSES:

5

...

Source: City of Westminster  
Department of Parks, Recreation and Libraries, 2016

## CHARACTERISTICS OF THE POPULATION

### POPULATION (RACE)

CAUCASIAN  
(ALONE)

80.4%

ASIAN  
(ALONE)

5.8%

AFRICAN  
AMERICAN (ALONE)

1.6%

OTHER  
(ALONE)

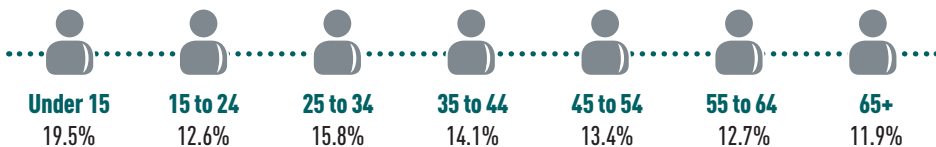
12.1%

HISPANIC OR  
LATINO (ETHNICITY)\*

22.7%

\*Persons of Hispanic origin may be of any race

### AGE DISTRIBUTION



### EMPLOYED RESIDENT POPULATION BY OCCUPATION

Management, Business and Financial Operations	16%
Professional and Related Occupations	21.3%
Sales and Office	26.4%
Service	15.5%
Production, Transportation and Material Moving	11.8%
Construction, Extraction and Maintenance	9%
Other	0%

## GOVERNMENT

Incorporated in 1911, Westminster's council-manager form of government is consistently recognized for excellence in management and delivery of full services to businesses and residents. Westminster is located in both Jefferson and Adams counties. Westminster enjoys some of the highest bond ratings in the state, including AAA, with the leading national rating agencies.

## BUSINESS LICENSE

All Westminster businesses must have a business license to operate in the city. Licenses are available at no cost through the City Clerk's Office. For information, call 303-658-2162, or visit the city website at [www.cityofwestminster.us](http://www.cityofwestminster.us), click on Business and scroll to Tax and License Toolbox.

## TAXES

### CITY PROPERTY TAX: 3.65 MILLS

Total city, county and school tax mill rates vary between 77 and 150 mills, depending on location. Contact the appropriate county assessor's office for exact mill rates and tax calculations at [www.co.adams.co.us](http://www.co.adams.co.us) or [www.co.jefferson.co.us](http://www.co.jefferson.co.us).

### CITY SALES/USE TAX: 3.85%

Total city, county, and state sales tax is 8.35% in Jefferson County and 8.6% in Adams County.

### COLORADO TAXES:

Income tax rate:

Corporate and individual –  
**4.63%**

State tax on equipment used for:

Biotech, R&D & Manufacturing –  
**None**

Sources: City of Westminster Sales Tax Division at 303-658-2065; [www.cityofwestminster.us](http://www.cityofwestminster.us); Colorado Department of Revenue at [www.taxcolorado.com](http://www.taxcolorado.com), 2016

## TELECOMMUNICATIONS

Westminster has high-tech and high-speed telecommunication structures in place for business and home use. Major service providers include:

- ▶ DSL – Century Link
- ▶ Wireless data – Sprint, Verizon, AT&T, and T-Mobile
- ▶ High-speed cable internet access – Comcast
- ▶ Fiber optic network – Century Link, Comcast and Level 3

Sources: City of Westminster Information Technology Department; City of Westminster Engineering Department, April 2016

## EDUCATION

### ELEMENTARY AND SECONDARY EDUCATION

Located in both Adams and Jefferson counties, Westminster offers three excellent public school systems, charter schools and private schools. Advantages of a Westminster education include low student-teacher ratios, gifted-and-talented programs, International Baccalaureate programs, STEM programs, and challenging curriculum and learning opportunities to meet the diverse needs of students.

Adams 12 Five Star Schools	<a href="http://www.adams12.org">www.adams12.org</a>
Adams County School District 50	<a href="http://www.adams50.org">www.adams50.org</a>
Jefferson County Public Schools	<a href="http://www.jeffcopublicschools.org">www.jeffcopublicschools.org</a>
Private Schools	<a href="http://www.privateschoolreview.com">www.privateschoolreview.com</a>

### HIGHER EDUCATION

Major universities, colleges and professional schools in metro Denver are a quick and easy commute from Westminster.

University of Colorado Anschutz Medical Campus	30-40 minutes	<a href="http://www.ucdenver.edu">www.ucdenver.edu</a>
Colorado School of Mines	30 minutes	<a href="http://www.mines.edu">www.mines.edu</a>
DeVry University	In Westminster	<a href="http://www.devry.edu">www.devry.edu</a>
Front Range Community College	In Westminster	<a href="http://www.frontrange.edu">www.frontrange.edu</a>
Metropolitan State University of Denver	20 minutes	<a href="http://www.msudenver.edu">www.msudenver.edu</a>
Regis University	10 minutes	<a href="http://www.regis.edu">www.regis.edu</a>
University of Phoenix	In Westminster	<a href="http://www.phoenix.edu">www.phoenix.edu</a>
University of Colorado at Boulder	20 minutes	<a href="http://www.colorado.edu">www.colorado.edu</a>
University of Colorado at Denver	20 minutes	<a href="http://www.ucdenver.edu">www.ucdenver.edu</a>
University of Denver	30-40 minutes	<a href="http://www.du.edu">www.du.edu</a>
Westwood College	20 minutes	<a href="http://www.westwood.edu">www.westwood.edu</a>

## WORKFORCE DEVELOPMENT

The Colorado FIRST Customized Training Program is a statewide job-training program that provides funding to companies relocating or expanding in Colorado. [www.AdvanceColorado.com](http://www.AdvanceColorado.com)

The Center for Workforce Development at Front Range Community College in Westminster offers and facilitates business-specific training for all business needs, whether it is a high-tech process or administrative training. [www.frontrange.edu](http://www.frontrange.edu)

The Adams County Workforce & Business Center and the Jefferson County Workforce Center offer assistance to businesses and individuals to help fill job vacancies. [www.co.adams.co.us](http://www.co.adams.co.us) [jeffco.us/american-job-center/](http://jeffco.us/american-job-center/)



## HOUSING STATISTICS

Westminster’s residential communities include a variety of housing and neighborhoods, from apartments and starter homes to luxury, executive homes. New urbanism and mixed-use neighborhoods have been developed, and many Westminster neighborhoods are nestled in and around parks, golf courses and open space.

2016 Housing Prices and Rental Rates			
Single-Family Detached Homes		Townhomes and Condominiums	
Average Sales Price	\$401,213	Average Sales Price	\$236,881
Units Sold	1,124	Units Sold	458
Average Days on Market	38	Average Days on Market	16

Source: RE/MAX Alliance, November 2016

Rental Housing (1st Quarter 2016)	Average Rent	Average P.S.F.	Vacancy Rate
1 bedroom	\$1,094.18	\$1.65	3.7%
2 bedroom/1 bath	\$1,246.23	\$1.49	3.5%
3 bedroom	\$1,932.01	\$1.59	4.1%

Source: Colorado Division of Housing, Q1 2016

## WATER AND SEWER RATES

The City of Westminster provides water and sewer service throughout the city.

### COMMERCIAL WATER RATES

A two-tiered rate structure (\$5.69 or \$6.92 per 1,000 gallons, depending upon consumption levels) is in effect, with the breakpoint dependent on meter size. A monthly meter service charge is also based on meter size.

### COMMERCIAL SEWER RATES

\$5.91 per 1,000 gallons (calculated using average water consumption from January through March billings).

### RECLAIMED WATER SYSTEM

The system provides a dependable, drought-resistant, environmentally sound source of water for irrigation that is less expensive than potable water. Reclaimed water rates are charged at 80% of the potable rate.

To determine rates for businesses using large quantities of water or to determine availability of reclaimed water, contact the Public Works and Utilities Department at 303-658-2176.

Source: City of Westminster Public Works and Utilities Department, October 2016

## ELECTRICITY AND GAS SERVICE

The City of Westminster is serviced by Xcel Energy. For rate information, contact Xcel Energy [www.xcelenergy.com](http://www.xcelenergy.com)



WESTMINSTER  
COLORADO

ECONOMIC DEVELOPMENT OFFICE

4800 W. 92nd Avenue Westminster, CO 80031 P: 303-658-2108 F: 303-706-3922  
[ecodevo@cityofwestminster.us](mailto:ecodevo@cityofwestminster.us) [www.westminstereconomicdevelopment.org](http://www.westminstereconomicdevelopment.org)



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## Budget Development Process

The Budget is the City's blueprint for service delivery to the community. Per the City Charter, the City Council must adopt a balanced budget for the next fiscal year. The fiscal year for Westminster commences January 1 and ends on December 31. The voters approved a charter amendment in November 2000 that allows City Council to adopt a two-year budget. Both 2017 and 2018 budgets were prepared separately for each fiscal year, and adopted simultaneously in October of 2016.

A major focus of the City's budget process is to identify the needs of the community and the resources necessary to meet those needs. The City's budget process accomplishes this by using major City goals and other important objectives established by City Council through the Strategic Plan.

The City begins the budget preparation by holding a City Council Strategic Planning Retreat, where City Council makes decisions guiding the focus and direction of City programs and projects. The strategic planning process provides specific guidance for the two-year budget document emphasizing long range planning, effective program management and fiscal responsibility.

In concert with the Strategic Planning process, City Council and Staff conduct a City services review. This services review allows City Council and Staff to ensure services are appropriately aligned with the Strategic Plan and to make adjustments as necessary. The services review also helps to ensure that limited resources are programmed in a prioritized fashion and that levels of service are appropriate and sustainable based on available resources and overall priorities.

As a means to involve public participation in the budget process, Council encourages citizen input through various means that foremost include the following:

- Strategic Planning - During the retreat, Council considers feedback received throughout the year including a community summit, as a point of reference to help frame strategic goal setting.
- Public Meetings & Hearing - Two public meetings and one public hearing is held throughout budget preparation at Council meetings provide citizens a channel to present issues for budget consideration, such as traffic signals, safety concerns, and road improvements.
- Citizen Survey - Completed every two years (in even numbered years), the survey is sent to 3,000 households requesting responses to resident satisfaction with City services and specific policy direction.
- Council Outreach Meetings - This forum offers citizens an opportunity to meet with Staff and Council members to become informed about neighborhood issues and to provide input to the City.
- Other Mediums - Throughout the year, Council and Staff receive requests or concerns from citizens via telephone calls, e-mails, Facebook, Access Westminster, WestyConnect, and other contacts, which are centralized in the City Manager's Office for response.

The interaction between Council and the citizens they represent is an important component of the City's governance and citizens are encouraged to communicate with Council and Staff on an ongoing basis.

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## Budget Development Calendar

The budget process spans the majority of the year. The following summarizes the 2017 and 2018 Budget development schedule.

### *March—May*

- Services review and level of service assessment for select service businesses
- Level of service overview and key proposal review with City Council

### *April*

- City Council Strategic Planning Retreat
- Department Head Budget Retreat

### *June*

- First public meeting on budget including level of service and key proposal overview, to receive initial input from citizens
- Departments submit budget requests for year one of operating budget
- Capital Improvement Program (CIP) proposed projects' budgets submitted by departments
- City Manager's Office (CMO) reviews year one operating budget and prepares recommendations for City Council

### *July*

- Second public meeting on budget to receive input from citizens
- Proposed operating budget priorities for year one review with City Council
- Departments submit budget requests for year two of operating budget
- CMO reviews year two operating budget and department proposed CIP and prepares recommendations for City Council

### *August*

- Proposed CIP review with City Council
- Proposed operating budget priorities for year two review with City Council
- CMO finalizes balancing of budget (year one and two)
- CMO prepares proposed budget document for City Council
- Distribute proposed two-year budget to City Council and make available to public

### *September*

- Public hearing on budget to receive input from citizens
- City Council Budget Retreat

### *October*

- Budget adoption and mill levy set for next two fiscal years
- City Council appropriates, by ordinance, the funds needed for municipal purposes during the next two fiscal years

**Legal Requirements**

The City of Westminster's City Council and Staff adheres to the following legal requirements pursuant to the City Charter (Chapter 9).

Section 9.1: The fiscal year of the City and of all its agencies shall begin on the first day of January of each year and end on the thirty-first day of December of the same year.

Section 9.2: The City Manager shall prepare and submit to the City Council on or before the fifteenth of September of each year a recommended budget.

Section 9.3: If required by the City Council, by resolution or ordinance, the City Manager shall submit to the City Council, simultaneously with his recommended budget, a schedule showing all recommended capital outlay expenditures during the following five fiscal years.

Section 9.4: A public hearing on the proposed budget shall be held before its final adoption at such time and place as the City Council shall direct.

Section 9.5(a): Not later than the second Monday of October in each year, the City Council shall meet to consider the adoption of a budget for the next fiscal year. City Council shall adopt by resolution the budget no later than the fourth Monday in October. When City Council adopts the budget, City Council shall provide for a levy of the amount necessary to be raised by taxes upon real and personal property for municipal purposes.

Section 9.5 (c): Nothing in this section 9.5 shall be construed to preclude the City Council from adopting a budget for two (2) fiscal years instead of one (1) fiscal year, according to such procedures as City Council shall prescribe by ordinance. (Voter approved in November 2000.)



WESTMINSTER





## **ADOPTED 2017 OPERATING BUDGET EXECUTIVE SUMMARY**

### **Overview:**

The Adopted 2017 Operating Budget is summarized in the following pages. This overview outlines City service modifications and other significant changes by Department and dollar amount.

### **Background:**

As the current financial picture slowly brightens throughout the nation, the City of Westminster has also seen promising signs of sustained economic growth. However, Staff continues to proceed cautiously, as the growth is moderate in nature and the global economy remains fragile. Westminster remains well positioned for continued economic growth as unemployment, a strong predictor of economic health, continues to decrease in the Front Range, Colorado, and the nation.

Sales tax data remains a critical indicator for budget development in the City, as approximately 68% of the City's General Fund revenues, which funds the majority of the City's day-to-day operations (police, fire, street maintenance, parks, recreation, libraries, etc.), is comprised of sales tax collections. In 2015, sales tax showed a strong rebound with total collections up 6.56% over 2014 collections. As of July 2016, sales and use tax revenue was up by 3.9% from 2015 and demonstrated the need for caution with future budget commitments.

In the Adopted 2017/2018 Budget, the improved economic picture has allowed the City to return select positions that were cut in 2011 when 72.833 FTE were eliminated in order to close a structural budget deficit, along with several new positions. These positions are included in the adopted budget following assessments considering current and future service demands. A total of 25.4 FTE are included across all funds as part of the Adopted 2017 Budget, and 8.2 additional FTE are included across all funds as part of the Adopted 2018 Budget. Some of these positions are being funded from associated offsetting revenues, cost savings or newly available resources due to the retirement of debt.

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**Enhancement/Service Modification**
**Net Change  
to Department/  
Division Budget**
**ALL FUNDS****Citywide**

- **Salary Adjustments** - Based on salary market survey work, new positions, anticipated step, merit and other adjustments, a \$3.5 million increase is included for salary costs in 2017 across all funds. This includes a 2% market adjustment to the Pay Plan. Staff has performed the City's biennial market survey that examined 75 benchmark classifications with market upgrade recommendations impacting 31 benchmark classifications (impacting 96 individual classifications authorized for a market upgrade) and 503 full-time equivalent (FTE) employees. Colorado Municipal League conducts a statewide wage survey where the City draws their initial information. The City's market survey group includes professional "competitors" in local government including Aurora, Arvada, Boulder, Broomfield, Denver, Fort Collins, Lakewood, Longmont and Thornton. West Metro Fire, North Metro Fire, select parks and recreation districts and golf courses are also surveyed. Staff conducts a full analysis of the market data that includes reviewing pay range minimum and maximums as well as actual wages of incumbent employees in each agency.

+\$3,542,310
- **Hourly and Seasonal Pay Plan** - Adjustments to the Hourly Pay Plan are also authorized after a full market review of salaries and an analysis of the Hourly and Seasonal Pay Plan structure was completed by a team made up of staff from the Human Resources Division and Parks, Recreation and Libraries Department. As a result, Staff is redesigning the Hourly/Seasonal Pay Plans that provides a pay structure with wider pay ranges based on market. This allows supervisors to pay employees at market along with more supervisory discretion of wages based on the employee's experience and skills. The non-benefited play plans continue to have a \$9.00 per hour minimum wage for any classification per City Council's direction during the 2016 mid-year budget review process. This minimum meets the Colorado and Federal minimum wage currently set at \$7.25 (Federal) and \$8.31 (Colorado).

+\$110,000
- **Pension** - Pension contributions are driven off employee salaries, therefore the salary adjustments cause an increase in pension contributions.

+\$310,000
- **Medical/Dental Insurance** - Health care costs are projected to increase approximately 5%, excluding new staff. This increase would be reflected in both the employer and employee portion of health insurance premiums.

+\$562,000
- **Other Benefits** - Staff is currently projecting a 2% increase in life insurance, survivor income benefit, and long-term disability.

+\$62,000



**GENERAL FUND**

**City Council**

- **Special Promotions** - This reflects an increase to City Council's Special Promotions account to fund additional sponsorships and community organizations, and ties directly to City Council's Strategic Plan Goal of Proactive Regional Collaboration. +\$19,395

**City Attorney's Office**

- **1.0 FTE Assistant City Attorney II** - This reflects funding for a new Assistant City Attorney position, based on continuing litigation and the need for additional legal support at the Police Department. This position is authorized to be funded for 75% of the year and is reflected in the amount shown. +\$97,318

**City Manager's Office**

- **1.0 FTE Sustainability Coordinator** - City Council's 2016 Strategic Plan includes the creation of a Sustainability position. The Sustainability Coordinator will prioritize the preparation of a Sustainability Plan for the City, which will help determine future resourcing needs. This position is authorized to be funded for the second half of 2017. Once the Sustainability Coordinator is hired, he or she will evaluate the resources needed to develop a Sustainability Plan. +\$78,704
- **Public Relations and Marketing Services: Economic Development** - This will include consultant services (including new marketing piece development, public relations, and new article assistance), website (update and enhance new economic development website), city profile (production, electronic adaption, and printing of the city profile), and photography (for marketing and website). +\$100,000

## Central Charges

- **GCORF Vehicle Replacement and New Vehicles** - An increase of \$363,650 over 2016 is authorized, associated with replacement and new vehicles for the General Fund in 2017. A total of \$235,000 for new vehicles is authorized – a one-ton pickup 4X4 for the Street Division in Public Works and Utilities Department for existing operations; a Terex LT40 Ford F550, 4X4, 45 foot aerial height for new 1.0 FTE Traffic Technician in the Engineering Division in the Community Development Department; a Toyota Prius for new 1.0 FTE Rental Housing Inspector in the Community Development Department (funded from GCORF fund balance); and a AWD Chevrolet Equinox crime scene vehicle for new 1.0 FTE Criminalist in the Police Department (funded from GCORF-PST). Part of the funding strategy involves a cautious use of fund balance in GCORF, which was generated from years of cost savings and efficiencies. In 2017, a total budget of \$1,323,400 is authorized for general/non-public safety vehicles (including three new vehicles), of which \$1,145,400 is from 2017 funds in Central Charges, which represents an increase of \$278,400 in the GCORF vehicle/equipment funding level in the Amended 2016 Budget. The remaining \$178,000 will be appropriated from the current \$1,523,061 in fund balance in GCORF. Vehicles/equipment are also budgeted in Public Safety Tax (PST GCORF) and the Utility Fund. A total budget of \$1,031,000 is authorized for PST GCORF vehicles/equipment (including one new vehicle) and \$225,000 from the current \$1,654,747 in PST GCORF fund balance. Utility Fund vehicles are presented in the Capital Improvement Program (CIP). +\$363,650
- **Lease Payments to Others** - Certificates of Participation (COPs) payments and energy audit project costs are budgeted in Central Charges. In 2017, in addition to a small net decrease in other COPs, the 2015 COPs for the Downtown Westminster project will come onto the General Fund lease payment schedule, resulting in an increase to Central Charges. This increase is offset with the completion of 2005 energy audit payments in the General Fund. The 2007A street bonds are retiring in the Debt Service Fund, bringing needed funding to the General Fund to cover this expense. Lastly, the Finance Department refunded the 2007 certificates of participation in 2016, which will save approximately \$307,000 in 2017 and \$320,000 in 2018. +\$2,333,099
- **City Hall Security Contract** - During 2016, security screening services were added to City Hall during City Council Meetings, Study Sessions and certain Boards and Commission meetings. In 2016, the cost was absorbed within existing budgets as the services were provided only for a partial year. However, Staff anticipates the utilization of these services will continue into 2017 and the budget includes authorized funding to provide for a full year of security services at City Hall for Council and Board meetings. +\$30,000



- **Parking Structure Maintenance** - The Northwest Rail Electrified Segment Westminster Station Intergovernmental Agreement (Westminster Station IGA) executed with the Regional Transportation District (RTD) in June 2012 provided the City the ability to construct a parking structure at the commuter rail Westminster Station rather than surface parking to promote a revitalization in this area through transit oriented development. These funds are authorized to contract with a parking management firm to maintain and operate the facility throughout the year on behalf of the City. This contract will be for security and operating and maintenance, including snow removal, trash pickup, sweeping/mopping elevators/stairs, replacing light bulbs, graffiti/gum removal, lot striping, etc. +\$200,000
- **RTD Annual Payment** - The First Amendment to the Westminster Station IGA executed in May 2016 addresses the final betterment to the Westminster Station platform and the sharing of maintenance costs associated with the improvements made to the original RTD design. Pursuant to the agreement, the City will owe RTD maintenance costs for the platform in most years that will be adjusted annually pursuant to the index established in the IGA. +\$62,000

#### **Community Development Department**

- **0.5 FTE Building Plans Analyst** - Increase a current 0.5 FTE to 1.0 FTE to provide assistance with backlog, consistency, and to attract the best candidates for the position. Review times for building plan review will continue to take longer than the division goal and possibly continue to increase if additional staff are not added. Position costs will be offset with increased building revenues. This position is authorized to be funded for 75% of the year. +\$34,948
- **0.25 FTE Administrative Assistant** - Increase an existing 0.5 FTE Administrative Assistant by 0.25 FTE. Current administrative duties in the Engineering Division are being handled by a 0.5 FTE Administrative Assistant and professional staff. This will provide for a more efficient use of resources. This position is authorized to be funded for the entire year. +\$13,725
- **1.0 FTE Traffic Technician** - This position will provide daily maintenance for traffic signals city-wide, a service that is has previously contracted out. Some contract work for emergencies will still be required. Costs for this position is will be offset with decreased contract expenditures and is authorized to be budgeted at 75% of the year. A vehicle (noted in the Central Charges section previously associated with the GCORF) is authorized for this position to complete traffic signal repairs (\$150,000). +\$48,686
- **1.0 FTE (Rental) Housing Inspector** - Housing inspections are performed systematically based on the age of the property. As Westminster's rental housing ages and additional units are built and added to the inspection program, additional inspectors are required to keep up with the inspection demand. The program started in 1997 with 15 properties and a total of 6,900 units but over the years has grown to 153 properties and over 11,000 units. Over 4,200 inspections were performed by the two existing housing inspectors in 2015 and that number is projected to increase to over 5,800 in 2016. This position is authorized to be funded for 100% of the year. A vehicle (noted in the Central Charges section) is also authorized for this position. +\$63,574

- **Trakit Software Maintenance** - The Community Development Department is in the process of replacing the Accela Automation Asset Management and Building Permits software with Trakit, a department-wide e-permitting system. +\$26,000

### Finance Department

- **1.0 FTE Accounting Specialist** - Over the past two years, both the workload and complexity of responsibilities in these sales tax return processing and special district functions has grown tremendously. Position costs will be offset with increased GID fee revenue. This position is authorized to be funded for 75% of the year. +\$48,686
- **Software Licenses** - This reflects funding increases required per maintenance contracts to several software programs that are critical to City operations, including JD Edwards financials, Vertex payroll, and others. +\$25,448

### Fire Department

- **3.0 FTE Firefighter I** - These new firefighter positions will allow the Fire Department to keep the 5th Medic (ambulance) in service full time, rather than being staffed by personnel on overtime. These positions are authorized to be funded for 50% of the year because of the timing of a fire academy to train new recruits later in the year. \$89,754
- **0.2 FTE Emergency Management Coordinator** - This would increase the current Emergency Management Coordinator from 0.8 FTE to 1.0 FTE. This position is authorized to be funded for 100% of the year. +\$23,211
- **Career Development: Emergency Medical Services** - This reflects the cost to send three attendees to paramedic school annually. The training program and rate of increase for paramedic school can no longer be absorbed. +\$26,000
- **GCORF Vehicle Replacement** - Lease payments for two fire engine replacements that were approved in June 2016. \$53,482

### General Services Department

- **1.0 FTE Human Resources Analyst** - This position is authorized because current Human Resources/Workforce and Benefits Staff is at maximum capacity. The addition of this position will allow for quicker recruitments. These positions are authorized to be funded for 75% of the year. +\$55,967
- **0.2 FTE Associate Judge** - Due to recently enacted State legislation on Public Defenders, the Municipal Court will need to have judges available for more court hours each week. This is an unfunded mandate that Staff will continue to monitor. This increases a current 0.8 FTE Associate Judge to 1.0 FTE. +\$30,998
- **Software Maintenance Contracts: JD Edwards and NeoGov** - This reflects additional funding to keep the City's financial and recruitment software systems in license and available for use. +\$18,000



- **Public Defender** - Due to recently enacted State legislation on Public Defenders, the Municipal Court system will need additional professional services budget to comply. This is an unfunded mandate that the City that Staff will continue to monitor. +\$88,090
- **Building and Grounds Materials** - The Building Operations and Maintenance Division has requested additional funding to offset increases in costs and use of building and grounds materials throughout the City. +\$25,000

**Parks, Recreation, & Libraries Department**

- **1.0 FTE Park Ranger at Standley Lake** - In 2012, Standley Lake reduced the number of seasonal employees normally hired due to market volatility and budget reductions. In 2014, additional reductions were made to hourly and year-round seasonal employees. Within this same time frame, Standley Lake introduced a watercraft rental program (2014), opened an additional 250 surface acres on the lake for paddle craft usage (2013), and expanded environmental education programming opportunities, all of which have led to increased park usage. This growth is expected to continue in the future due to the completion of the nationally recognized Greenway Trail, expansion of the watercraft rental program, and the completion of the Standley Lake Master Plan this year that will lead to additional improvements, trail expansion and new amenities. Position costs will be offset with increased fee revenue. This position is authorized to be funded for 75% of the year. +\$42,129
- **Recreation Temporary Salaries** - This reflects additional temporary salary funding for Recreation programs and facilities. This additional temporary staffing are projected to be offset by increased revenues; the increased revenues are not possible without the additional temporary staffing. +\$150,000
- **Westminster Legacy Foundation Development Temporary Position** - This reflects a temporary position to assist in development at the Westminster Legacy Foundation. The Westminster Legacy Foundation (WLF) was established by the City in 2001 to support and enhance programs and projects that benefit the Westminster community and its citizens. As a 501 (c)(3) not-for-profit organization, WLF can receive and distribute private resources to support City goals and initiatives. This temporary position expands the collaboration of the WLF and the City. Through an IGA, this position will report directly to the City with the sole purpose of generating revenue to advance City goals and initiatives, led by the WLF. The WLF will be responsible for significant funding for this position, as much as 50% in the first two years, and ultimately funded exclusively by the WLF. If revenue goals are not met, this temporary position will be eliminated. 2016 has been a year of strategic planning for WLF and the 501(c)(3) is ready to launch on a very high level in 2017. The Development Coordinator will be the first paid position for the WLF to be dedicated to raising funds while building strategic business relationships for the City. This position is authorized to be funded for a full year. +\$58,659
- **Education Cooperation Assessment** - Per the 2016 Strategic Plan, Staff will to assess the existing and potential ways Westminster can assist school districts, Front Range Community College, and other educational entities, including researching practices in other cities. +\$10,000

- **Homelessness/Grants Temporary Position** - A temporary Senior Management Analyst is planned for a three year term. Per the 2016 Strategic Plan, the position will focus on the issue of homelessness in Westminster and the region. Additionally, the position will spend a significant portion of time assisting all departments find, apply for, and receive grant awards. The expectation is that within three years, this position can more than fund itself through acquisition of new grant funding across the City. This position is authorized to be funded for a full year. +\$90,384

### Police Department

- **1.0 FTE Victim Advocate** - Due to the increase in workload and changes in the Victim's Rights Amendment (VRA) and services required, the Fast Track Domestic Violence Program is in need of an additional 1.0 FTE Court Victim Advocate. By adding an additional Court Victim Advocate, it will decrease the workload of the existing Court Victim Advocate and will enhance our ability to adequately and appropriately provide direct services to victims of crime as well as allow us to meet the VRA requirements for victims of crime within the City. Position costs will be offset with a grant award. This position is authorized to be funded for 75% of the year. +\$48,686
- **1.0 FTE Criminalist / Senior Criminalist** - This position was reduced in 2010, and will be reinstated in the adopted budget. Reinstating this position will decrease the workload on current criminalists and reduce the need for patrol officers to process crime scenes. This position is budgeted for 100% of the year. A vehicle (noted in the Central Charges section previously associated with the PST-GCORF) is authorized for this position. +\$55,012
- **Foothills Animal Shelter Annual Assessment** - The assessment for the Foothills Animal Shelter is scheduled to decrease over the next six years; in 2017, it is scheduled to reduce by \$25,648. However, while this expense was reduced, it was used to offset the increases in other Police Department contracts. -\$0
- **North Metro Task Force Intergovernmental Agreement** - The North Metro Task Force (NMTF) anticipates an increase of \$15,000 for the Westminster Police Department's 2017 contribution. NMTF also anticipates approximately a 2% increase for the 2018 contribution. The 2005 IGA between the City and the NMTF allows the NMTF to complete all task force duties in the City and County of Broomfield, Adams County, and Jefferson County jurisdictions. The City of Westminster has 25% of the total population that the NMTF provides services. The allocations for the NMTF services are prorated based on population and other variables. The task force continues to rely heavily on their asset forfeiture funds and the participating agency funding. Grant funding levels for drug task forces have decreased substantially. The Department continues to apply for grant funding for the NMTF Grant, but these funds are also decreasing and may not be available. The Westminster Police Department became the "host" agency for the NMTF effective October 1, 2014; however, being the host does not change this expenditure. +\$15,000





- **Intergraph Software Maintenance Contract Increase** - The Police and Fire Departments utilize integrated Police and Fire systems for Computer Aided Dispatch, Police Records Management, and Mobile Computer Applications for entering call data from the public, and police and fire offense and incident reports. The Police Department utilizes a records management system for entering call data from the public, police and fire offense reports and incident reports. It is critical for these systems to remain operational at all times and that problems with the system are addressed in a timely manner to ensure public safety response to critical incidents and emergencies. The yearly maintenance also provides for patches and enhancements in existing software to ensure that the applications have current functionality as well as any necessary updates or repairs. The annual software maintenance contract with the Intergraph Corporation is projected to increase in 2017. +\$35,699

#### **Public Works & Utilities Department**

- **1.0 FTE Equipment Operator** - The Street Operations Division has not added staff in over 17 years and has fallen behind in accomplishing many key core service areas, while street lane mileage and all associated infrastructure continues to grow. Roadway lane mileage has increased by 146 miles since 1999 and there is an additional 16.35 lane miles of development in progress now, with several other development/roadway additions in the adopted budget. Position costs will be offset with a decrease in temporary salaries budget of \$56,000. This position is authorized to be funded for 75% of the year. +\$0
- **Street Rehabilitation** - This reflects an increase in the budget for the Streets Division to fund material increases for concrete, crackseal, and hot applied chipseal, painting, and patching. +\$294,788

## UTILITY FUND

### Finance Department

- **1.0 FTE Revenue Services Supervisor** - The Utility Billing program workload has increased in recent years and has been absorbed by the existing personnel. Staff has struggled to effectively complete daily tasks, attend training classes, provide flexibility for vacations, and foremost, to develop staff to achieve an effective workgroup that can operate independently absent the supervisor. This position is authorized to be funded for 75% of the year. +\$42,130

### Information Technology Department

- **1.0 FTE Business Operations Administrator** - This position is authorized to manage and support the business operations functions of the IT Department and to provide supervision and leadership for the Business Operations Team. Some of the responsibilities of this position were previously being handled by the IT Director or other Management Team staff, while other responsibilities are new, extremely beneficial services that can be offered by the IT Department. The addition of this position frees technical resources in the Systems Team and Software Engineering Team. This position is authorized to be funded for 75% of the year. +\$103,811
- **1.0 FTE Technical Procurement Specialist** - In order to insure that the City is adhering to technology standards and achieving the best price for products, procurement of technology will be coordinated through the Technical Procurement Specialist. This position is authorized to be funded for 75% of the year. +\$45,288

### Public Works & Utilities Department

- **Backflow Prevention Program Staffing: 2.0 FTE Utility Systems Specialist and 0.5 FTE Administrative Assistant** - Backflow devices are privately owned and maintained assemblies that are installed at the end of a service line and ensure water quality and prevent contamination of drinking water. The Colorado Department of Health and Environment reviewed the State's backflow program in 2015, and in mid-2015, determined a new set of regulations (State of Colorado Backflow Regulation 11.39) with which all Colorado utilities must comply. With Staff (Utilities System Specialists) performing surveys of the City's commercial accounts, there would be better survey quality from properly trained personnel, and all aspects of the program would be under the City's control. Staff is pursuing a fee and permit structure to provide partial funding for all requested positions associated with the backflow program. These positions are authorized to be funded for 75% of the year. Two vehicles are authorized for this program, to be funded from the W-CORF. +\$124,270



- **FOGG Program Staffing: 2.0 FTE Utilities Technician and 0.5 FTE Administrative Assistant** - Westminster Municipal Code (WMC 8-10) requires installation of grease traps to protect the wastewater system from excess grease build-ups that are common causes for sewer back-ups. There are currently 490 grease trap devices in the collection system; of those, approximately 400 active devices must be inspected every two months. This number is anticipated to grow based on future City development. It takes an average of 1 hour per inspection every 2 months or approximately 2,400 hours/year (for 400 current devices), which does not include any time to address violations or multiple inspections should a device fail. FOGG Staff will provide better device inspection quality with properly trained City personnel, because all aspects of program will be under the City's control. Staff is pursuing a fee and permit structure to provide partial funding for all requested positions associated with the FOGG program. These positions are authorized to be funded for 75% of the year. Two vehicles are authorized for this program, to be funded from the WW-CORF. +\$110,174

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**FLEET MAINTENANCE FUND****General Services Department**

- **0.25 FTE Administrative Assistant** - This reflects an increase in an existing 0.75 FTE Administrative Assistant position in the Fleet Division to a 1.0 FTE. Prior to the increase, Staff utilized operational budget savings to fund additional hours needed to meet the needs of the Division. Fleet's level and scope of service has increased over the past three years. Fleet Staff are currently replacing 50 plus vehicles per year versus 20 to 30 vehicles prior to 2015. In addition, Fleet is supporting/managing new initiatives like the Zonar system and is responsible for the compliance of multiple grant awards. This position is authorized to be funded for 100% of the year. +\$13,725

**PARKS, OPEN SPACE, & TRAILS (POST) FUND****Parks, Recreation, & Libraries Department**

- **3.0 FTE in the Parks Services Division** - This reflects the addition of three FTE to increase the ability to provide park maintenance, median maintenance, and overall park system maintenance support. The City's park, median, and streetscape network is expected to grow significantly in the next two years. Much of this growth will be in parks and streetscapes that are more urban and high-use than current parks, requiring additional staff to maintain at current standards. As such, additional FTE are needed to maintain a larger system. These positions are authorized to be funded for 75% of the year. A vehicle is authorized for this program, to be funded from GCORF-POST. +\$175,067



## ADOPTED 2018 OPERATING BUDGET EXECUTIVE SUMMARY

**Overview:**

The following is an overview of the Adopted 2018 Operating Budget. The following pages lists significant changes by Department and dollar amount. The Adopted 2017 Budget provided the base for working on the 2018 Budget with major level of service or other adjustments listed here.

<u>Enhancement/Service Modification</u>	<u>Net Change to Department/ Division Budget</u>
<b>ALL FUNDS</b>	
<b>Citywide</b>	
<ul style="list-style-type: none"> <li>• <b><u>Salary Adjustments</u></b> - Staff projects a \$2.89 million increase to salary costs in 2018 across all funds. This includes projected step/merit increases and an authorized 2% market adjustment. Staff will be conducting mid-year budget work during the summer of 2017, including special audit and salary surveys. Updated figures will be reviewed with City Council with the mid-year budget review of the proposed amendment to the Adopted 2018 Budget.</li> </ul>	+\$2,888,044
<ul style="list-style-type: none"> <li>• <b><u>Pension</u></b> - Pension contributions are driven off employee salaries, therefore the salary adjustments cause an increase in pension contributions. This represents a projected 6% increase for 2018.</li> </ul>	+\$383,529
<ul style="list-style-type: none"> <li>• <b><u>Medical/Dental Insurance</u></b> - Healthcare costs continue upward pressures; Staff is continuing to work on cost containment efforts but costs are projected to increase 6% in 2018.</li> </ul>	+\$802,465
<ul style="list-style-type: none"> <li>• <b><u>Other Benefits</u></b> - Staff projects a 2% increase in life insurance, 6% increase in long-term disability, 6% increase in survivor income benefit, and a 5% increase in Medicare.</li> </ul>	+\$100,790

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**GENERAL FUND**
**Central Charges**

- **GCORF Vehicle Replacement** - A decrease of \$33,400 in 2018 from 2017 is associated with vehicle replacements for the General Fund in 2018. Part of the funding strategy for the plan involves a cautious use of fund balance in GCORF, which was generated from years of cost savings and efficiencies. In 2018, a total budget of \$2,326,400 for general and public safety vehicles is authorized, of which \$1,918,000 is from 2018 funds in Central Charges. The remaining \$375,000 includes appropriations from the fund balance in GCORF and GCORF-PST. Vehicles/equipment are also budgeted in the Utility Fund. Utility Fund vehicles are included in the Capital Improvement Program (CIP). -\$33,400

**Community Development Department**

- **Planning Contractual Services** - Per City Council's direction on the Strategic Plan, Staff will work to update the sign code in 2018. Staff will also perform an update to the development regulations and design guidelines. Funds are for consultants to assist with these two updates, and include potential legal services. +\$225,000

**General Services Department**

- **Custodial Services Contract** - This reflects a projected increase in the custodial services contract cost. The contract will be bid out in 2018 and Staff projects an 8% increase over the base budget. +35,255

**Public Works & Utilities Department**

- **Street Rehabilitation** - This reflects increases to various items in the street rehabilitation account associated with anticipated increase in costs as well as additional lane miles to be maintained, including concrete replacement, cracksealing, hot applied chip overlay, pavement rehabilitation, lane line repainting, and patching. +\$109,266
- **Street Lights** - The energy costs for street lights are projected to increase by 3%. +\$31,094



## UTILITY FUND

### Information Technology Department

- **0.5 FTE Contract Services Coordinator** - This is a technical and operations position responsible for negotiation and administration of contracts and other agreements associated with computer hardware purchases, network hardware purchases, technology implementation services, application programming services, security audit services, hardware maintenance services, software maintenance services, network services, telecommunication services, software escrow management, cloud bases services. This position is authorized to be funded for 75% of the year. +\$44,354

### Public Works & Utilities Department

- **1.0 FTE Plant Electrician** - This position will install, troubleshoot and repair electrical motors, emergency generators, and electronic devices such as flowmeters, various transducers, and programmable logic controllers. The addition of this position will allow Staff to perform preventative maintenance in a timely manner, decrease workload for current staff, and allow some projects to be brought in-house that are currently being contracted out. This position is authorized to be funded for 75% of the year. +\$41,260
- **1.0 FTE Control Systems Engineer** - This position will program, troubleshoot supervisory control and data acquisition (SCADA) and related software programs that automate certain treatment processes. This position is to be paid for by both the Water and Wastewater Funds. This position is authorized to be funded for 75% of the year. +\$66,388

## FLEET MAINTENANCE FUND

### General Services Department

- **Fuel** - Price and usage of fuel for vehicles and equipment is projected to increase in 2018. +\$36,442

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**POST FUND**
**Parks, Recreation, & Libraries Department**

- **1.0 FTE Parks Specialist and 1.0 FTE Parksworker II** – These positions will add to the 2017 authorized Parks crew and to allow for maintenance of an expanding parks system. These positions include a 3/4 ton/regular cab/2x4 with utility box irrigator truck. (+\$91,886 in salary and \$40,000 irrigator truck) +\$131,886
- **1.0 FTE Parks Specialist/Horticulturalist and 1.0 FTE Parksworker II** – These two Greenhouse positions will provide for maintenance of plantings, trees, medians, and streetscapes. These positions include a 3/4 ton/regular cab/2x4 truck for Greenhouse operations. (+\$91,886 in salary and \$35,000 for truck) +\$126,886
- **0.7 FTE Open Space Technician** - This 0.7 FTE will be added to a 0.3 FTE vacant position in Open Space, increasing it to a 1.0 FTE. The Open Space Land Use Technician will manage master planning, project priorities, site specific master plans and will work to identify missing links within the City of Westminster open space and recreational trail system and work to complete any connectivity issues. This position is authorized to be funded for 75% of the year. +\$24,992
- **1.0 FTE Parks Specialist / Forestry** - This position will address the expected increase in tree maintenance at upcoming developments, including the Westminster Station and Downtown. Additionally, Staff is preparing for the Emerald Ash Borer and this position will assist in treating trees. This position is authorized to be funded for 75% of the year. +\$35,703



## ADOPTED 2017 BUDGET SUMMARY BY FUND

	Beginning Balance (1/1/17)	+	Revenues	=	Funds Available	-	Expenses	-	Contingencies	=	Ending Balance (12/31/17)	
<b>Operating Funds</b>												
General	\$0	+	\$117,964,285	=	\$117,964,285	-	\$116,964,285	-	\$1,000,000	=	\$0	
Utility Enterprise	\$0	+	\$74,842,267	=	\$74,842,267	-	\$74,842,267	-	\$0	=	\$0	
<b>Total Operating Funds</b>	<b>\$0</b>	<b>+</b>	<b>\$192,806,552</b>	<b>=</b>	<b>\$192,806,552</b>	<b>-</b>	<b>\$191,806,552</b>	<b>-</b>	<b>\$1,000,000</b>	<b>=</b>	<b>\$0</b>	
<b>Other Funds</b>												
General Reserve	\$11,536,784	+	\$363,774	=	\$11,900,558	-	\$0	-	\$0	=	\$11,900,558	
GF Stabilization Reserve	\$6,415,938	+	\$70,932	=	\$6,486,870	-	\$0	-	\$0	=	\$6,486,870	
Utility Rate Stabilization Rsv	\$13,599,176	+	\$150,347	=	\$13,749,523	-	\$0	-	\$0	=	\$13,749,523	
Utility Capital Projects Rsv	\$21,996,778	+	\$231,296	=	\$22,228,074	-	\$1,173,978	-	\$0	=	\$21,054,096	
Golf Course	\$650,000	+	\$3,987,105	=	\$4,637,105	-	\$4,637,105	-	\$0	=	\$0	
Fleet Maintenance	\$0	+	\$2,707,071	=	\$2,707,071	-	\$2,707,071	-	\$0	=	\$0	
Gen Cap Outlay Replacement	\$0	+	\$3,053,567	=	\$3,053,567	-	\$3,053,567	-	\$0	=	\$0	
Sales & Use Tax	\$0	+	\$86,199,013	=	\$86,199,013	-	\$86,199,013	-	\$0	=	\$0	
Parks, Open Space & Trails	\$853,856	+	\$6,500,865	=	\$7,354,721	-	\$7,354,721	-	\$0	=	\$0	
Conservation Trust	\$726,000	+	\$842,000	=	\$1,568,000	-	\$1,568,000	-	\$0	=	\$0	
General Cap Improvement	\$10,360,930	+	\$20,670,070	=	\$31,031,000	-	\$31,031,000	-	\$0	=	\$0	
Debt Service	\$0	+	\$3,322,369	=	\$3,322,369	-	\$3,318,719	-	\$0	=	\$3,650	
<b>Total Other Funds</b>	<b>\$66,139,462</b>	<b>+</b>	<b>\$128,098,409</b>	<b>=</b>	<b>\$194,237,871</b>	<b>-</b>	<b>\$141,043,174</b>	<b>-</b>	<b>\$0</b>	<b>=</b>	<b>\$53,194,697</b>	
<b>Total Operating Funds</b>	<b>\$0</b>	<b>+</b>	<b>\$192,806,552</b>	<b>=</b>	<b>\$192,806,552</b>	<b>-</b>	<b>\$191,806,552</b>	<b>-</b>	<b>\$1,000,000</b>	<b>=</b>	<b>\$0</b>	
<b>Total Other Funds</b>	<b>\$66,139,462</b>	<b>+</b>	<b>\$128,098,409</b>	<b>=</b>	<b>\$194,237,871</b>	<b>-</b>	<b>\$141,043,174</b>	<b>-</b>	<b>\$0</b>	<b>=</b>	<b>\$53,194,697</b>	
<b>(Less Transfers)</b>	<b>\$0</b>	<b>+</b>	<b>(\$102,942,072)</b>	<b>=</b>	<b>(\$102,942,072)</b>	<b>-</b>	<b>(\$102,942,072)</b>	<b>-</b>	<b>\$0</b>	<b>=</b>	<b>\$0</b>	
<b>GRAND TOTAL 2017</b>	<b>\$66,139,462</b>	<b>+</b>	<b>\$217,962,889</b>	<b>=</b>	<b>\$284,102,351</b>	<b>-</b>	<b>\$229,907,654</b>	<b>-</b>	<b>\$1,000,000</b>	<b>=</b>	<b>\$53,194,697</b>	
Grand Total 2016	\$52,883,455	+	\$254,093,552	=	\$306,977,007	-	\$257,873,829	-	\$1,000,000	=	\$48,103,178	
Grand Total 2015	\$55,792,863	+	\$190,272,434	=	\$246,065,297	-	\$192,534,667	-	\$1,000,000	=	\$52,530,630	
Grand Total 2014	\$58,524,849	+	\$174,480,615	=	\$233,005,464	-	\$185,027,991	-	\$1,000,000	=	\$46,977,473	
Grand Total 2013	\$46,131,176	+	\$170,271,662	=	\$216,402,838	-	\$171,258,944	-	\$1,000,000	=	\$44,143,894	
Grand Total 2012	\$33,174,010	+	\$165,607,277	=	\$198,781,287	-	\$168,178,036	-	\$1,000,000	=	\$29,603,251	
Grand Total 2011	\$32,391,745	+	\$161,898,244	=	\$194,289,989	-	\$160,037,061	-	\$1,000,000	=	\$33,252,928	
Grand Total 2010	\$39,199,834	+	\$185,094,130	=	\$224,293,964	-	\$190,295,941	-	\$1,000,000	=	\$32,998,023	
Grand Total 2009	\$64,530,490	+	\$164,992,350	=	\$229,522,840	-	\$175,387,956	-	\$1,000,000	=	\$53,134,884	
Grand Total 2008	\$45,542,419	+	\$163,311,676	=	\$208,854,095	-	\$166,636,641	-	\$1,000,000	=	\$41,217,454	
Percent Change 2016-2017	25.1%		-14.2%		-7.5%		-10.8%		0.0%		10.6%	

NOTE: The Grand Total for each budget year included above is the original officially adopted budget; any amendments, such as the 2004 public safety tax implementation, are not reflected in these figures.

## ADOPTED 2018 BUDGET SUMMARY BY FUND

	Beginning Balance (1/1/18)	+	Revenues	=	Funds Available	-	Expenses	-	Contingencies	=	Ending Balance (12/31/18)
<b>Operating Funds</b>											
General	\$0	+	\$121,675,920	=	\$121,675,920	-	\$120,675,920	-	\$1,000,000	=	\$0
Utility Enterprise	\$0	+	\$87,894,094	=	\$87,894,094	-	\$87,894,094	-	\$0	=	\$0
<b>Total Operating Funds</b>	<b>\$0</b>	<b>+</b>	<b>\$209,570,014</b>	<b>=</b>	<b>\$209,570,014</b>	<b>-</b>	<b>\$208,570,014</b>	<b>-</b>	<b>\$1,000,000</b>	<b>=</b>	<b>\$0</b>
<b>Other Funds</b>											
General Reserve	\$11,900,558	+	\$332,620	=	\$12,233,178	-	\$0	-	\$0	=	\$12,233,178
GF Stabilization Reserve	\$6,486,870	+	\$71,716	=	\$6,558,586	-	\$0	-	\$0	=	\$6,558,586
Utility Rate Stabilization Rsv	\$13,749,523	+	\$158,955	=	\$13,908,478	-	\$0	-	\$0	=	\$13,908,478
Utility Capital Projects Rsv	\$21,054,096	+	\$159,795	=	\$21,213,891	-	\$8,497,171	-	\$0	=	\$12,716,720
Golf Course	\$0	+	\$4,022,818	=	\$4,022,818	-	\$4,022,818	-	\$0	=	\$0
Fleet Maintenance	\$0	+	\$2,817,198	=	\$2,817,198	-	\$2,817,198	-	\$0	=	\$0
Gen Cap Outlay Replacement	\$0	+	\$2,851,726	=	\$2,851,726	-	\$2,851,726	-	\$0	=	\$0
Sales & Use Tax	\$0	+	\$87,781,136	=	\$87,781,136	-	\$87,781,136	-	\$0	=	\$0
Parks, Open Space & Trails	\$0	+	\$6,620,346	=	\$6,620,346	-	\$6,620,346	-	\$0	=	\$0
Conservation Trust	\$0	+	\$852,000	=	\$852,000	-	\$852,000	-	\$0	=	\$0
General Cap Improvement	\$0	+	\$16,955,000	=	\$16,955,000	-	\$16,955,000	-	\$0	=	\$0
Debt Service	\$3,650	+	\$3,351,019	=	\$3,354,669	-	\$3,354,669	-	\$0	=	\$0
<b>Total Other Funds</b>	<b>\$53,194,697</b>	<b>+</b>	<b>\$125,974,329</b>	<b>=</b>	<b>\$179,169,026</b>	<b>-</b>	<b>\$133,752,064</b>	<b>-</b>	<b>\$0</b>	<b>=</b>	<b>\$45,416,962</b>
<b>Total Operating Funds</b>	<b>\$0</b>	<b>+</b>	<b>\$209,570,014</b>	<b>=</b>	<b>\$209,570,014</b>	<b>-</b>	<b>\$208,570,014</b>	<b>-</b>	<b>\$1,000,000</b>	<b>=</b>	<b>\$0</b>
<b>Total Other Funds</b>	<b>\$53,194,697</b>	<b>+</b>	<b>\$125,974,329</b>	<b>=</b>	<b>\$179,169,026</b>	<b>-</b>	<b>\$133,752,064</b>	<b>-</b>	<b>\$0</b>	<b>=</b>	<b>\$45,416,962</b>
<b>(Less Transfers)</b>	<b>\$0</b>	<b>+</b>	<b>(\$110,181,991)</b>	<b>=</b>	<b>(\$110,181,991)</b>	<b>-</b>	<b>(\$110,181,991)</b>	<b>-</b>	<b>\$0</b>	<b>=</b>	<b>\$0</b>
<b>GRAND TOTAL 2018</b>	<b>\$53,194,697</b>	<b>+</b>	<b>\$225,362,352</b>	<b>=</b>	<b>\$278,557,049</b>	<b>-</b>	<b>\$232,140,087</b>	<b>-</b>	<b>\$1,000,000</b>	<b>=</b>	<b>\$45,416,962</b>
Grand Total 2017	\$66,139,462	+	\$217,962,889	=	\$284,102,351	-	\$229,907,654	-	\$1,000,000	=	\$53,194,697
Grand Total 2016	\$52,883,455	+	\$254,093,552	=	\$306,977,007	-	\$257,873,829	-	\$1,000,000	=	\$48,103,178
Grand Total 2015	\$55,792,863	+	\$190,272,434	=	\$246,065,297	-	\$192,534,667	-	\$1,000,000	=	\$52,530,630
Grand Total 2014	\$58,524,849	+	\$174,480,615	=	\$233,005,464	-	\$185,027,991	-	\$1,000,000	=	\$46,977,473
Grand Total 2013	\$46,131,176	+	\$170,271,662	=	\$216,402,838	-	\$171,258,944	-	\$1,000,000	=	\$44,143,894
Grand Total 2012	\$33,174,010	+	\$165,607,277	=	\$198,781,287	-	\$168,178,036	-	\$1,000,000	=	\$29,603,251
Grand Total 2011	\$32,391,745	+	\$161,898,244	=	\$194,289,989	-	\$160,037,061	-	\$1,000,000	=	\$33,252,928
Grand Total 2010	\$39,199,834	+	\$185,094,130	=	\$224,293,964	-	\$190,295,941	-	\$1,000,000	=	\$32,998,023
Grand Total 2009	\$64,530,490	+	\$164,992,350	=	\$229,522,840	-	\$175,387,956	-	\$1,000,000	=	\$53,134,884
Percent Change 2017-2018	-19.57%		3.39%		-1.95%		0.97%		0.00%		-14.62%

NOTE: The Grand Total for each budget year included above is the original officially adopted budget; any amendments, such as the 2004 public safety tax implementation, are not reflected in these figures.

## GENERAL FUND REVENUE

Source	2015 Actuals	2016 Amended	2016 Actual (9/1/16)	2016 Estimated	2017 Adopted	2018 Adopted
<b>Property Tax</b>						
Property Tax Adams	\$2,299,667	\$2,417,400	\$2,529,219	\$2,529,000	\$2,579,580	\$2,612,159
Property Tax Jeffco	\$1,846,841	\$1,903,125	\$2,133,863	\$2,133,000	\$2,175,660	\$2,212,417
<i>Total</i>	\$4,146,508	\$4,320,525	\$4,663,082	\$4,662,000	\$4,755,240	\$4,824,576
<b>Business Fees &amp; Taxes</b>						
Public Service Co	\$3,082,264	\$3,429,588	\$1,725,546	\$3,095,000	\$3,120,000	\$3,140,000
Century Link/US West Comm	\$150,681	\$156,491	\$93,096	\$151,200	\$151,956	\$152,716
Comcast/AT&T Cable	\$1,248,568	\$1,236,776	\$655,990	\$1,270,000	\$1,278,000	\$1,280,000
<i>Total</i>	\$4,481,513	\$4,822,855	\$2,474,632	\$4,516,200	\$4,549,956	\$4,572,716
<b>Admissions Tax</b>						
Movie Theaters	\$514,257	\$491,946	\$330,629	\$520,000	\$523,640	\$530,000
Bowling Alleys	\$61,321	\$60,886	\$41,429	\$62,000	\$62,500	\$63,500
Butterfly Pavillion	\$51,598	\$44,262	\$35,936	\$52,000	\$52,500	\$53,000
Cover Charges	\$12,526	\$15,024	\$4,295	\$13,000	\$13,500	\$14,000
<i>Total</i>	\$639,702	\$612,118	\$412,289	\$647,000	\$652,140	\$660,500
<b>License Revenue</b>						
Contractors	\$90,860	\$86,185	\$68,000	\$91,000	\$91,500	\$92,000
Beer & Liquor	\$102,236	\$91,966	\$61,965	\$103,500	\$104,000	\$104,750
Other Licenses	\$35,714	\$75,000	\$53,400	\$40,000	\$41,000	\$41,500
<i>Total</i>	\$228,810	\$253,151	\$183,365	\$234,500	\$236,500	\$238,250
<b>Building Permit Revenue</b>						
Adams County Commercial	\$846,050	\$400,000	\$778,062	\$846,000	\$575,000	\$575,000
Jefferson County Commercial	\$568,427	\$425,000	\$548,852	\$568,000	\$520,000	\$520,000
Adams County Residential	\$828,357	\$450,000	\$583,777	\$828,000	\$575,000	\$575,000
Jefferson County Residential	\$390,973	\$250,000	\$379,418	\$350,000	\$345,000	\$345,000
<i>Total</i>	\$2,633,807	\$1,525,000	\$2,290,109	\$2,592,000	\$2,015,000	\$2,015,000
<b>Intergovernmental Revenue</b>						
Cigarette Tax	\$223,633	\$212,000	\$123,905	\$220,000	\$217,500	\$215,000
Miscellaneous	\$299,766	\$0	\$7,689	\$0	\$0	\$0
Other Governmental-Thornton	\$464,994	\$500,000	\$612,078	\$612,078	\$670,000	\$810,000
Vehicle/Highway Taxes:						
HUTF	\$3,572,106	\$3,457,000	\$2,003,284	\$3,579,000	\$3,600,000	\$3,700,000
Ownership Adams	\$218,913	\$208,000	\$137,178	\$222,000	\$224,000	\$225,000
Ownership Jeffco	\$163,505	\$158,000	\$104,576	\$166,000	\$168,000	\$170,000
Vehicle Reg Adams	\$226,263	\$218,811	\$130,861	\$229,000	\$230,000	\$232,000
Vehicle Reg Jeffco	\$155,852	\$158,625	\$91,971	\$157,000	\$158,000	\$160,000



Source	2015 Actuals	2016 Amended	2016 Actual (9/1/16)	2016 Estimated	2017 Adopted	2018 Adopted
Road/Bridge Adams	\$411,314	\$422,000	\$450,398	\$450,000	\$427,000	\$431,000
Road/Bridge Jeffco	\$352,759	\$345,000	\$360,510	\$360,000	\$362,000	\$365,000
<i>Subtotal</i>	<i>\$5,100,712</i>	<i>\$4,967,436</i>	<i>\$3,278,778</i>	<i>\$5,163,000</i>	<i>\$5,169,000</i>	<i>\$5,283,000</i>
State/Federal Grants:						
Federal Grants	\$51,644	\$394,075	\$219,728	\$394,075	\$44,000	\$44,000
State of Colorado	\$116,537	\$63,000	\$108,058	\$63,000	\$70,000	\$70,000
County Grants	\$48,840	\$0	\$21,357	\$7,240	\$0	\$0
Other Grants	\$1,500	\$18,500	\$64,488	\$20,000	\$0	\$0
CDOT Signal Reimb	\$65,340	\$44,650	\$21,780	\$44,650	\$45,000	\$45,600
<i>Subtotal</i>	<i>\$283,861</i>	<i>\$520,225</i>	<i>\$435,411</i>	<i>\$528,965</i>	<i>\$159,000</i>	<i>\$159,600</i>
<i>Total</i>	<i>\$6,372,966</i>	<i>\$6,199,661</i>	<i>\$4,457,861</i>	<i>\$6,524,043</i>	<i>\$6,215,500</i>	<i>\$6,467,600</i>
<b>Recreation Charges</b>						
Ice Center Joint Venture	\$1,158,973	\$966,838	\$325,774	\$966,838	\$964,938	\$965,563
Swim Fitness Center	\$543,430	\$566,624	\$413,502	\$555,000	\$568,000	\$573,000
Countryside Pool	\$58,075	\$63,000	\$53,314	\$63,000	\$69,000	\$70,000
Kings Mill Cell Tower Lease	\$15,870	\$15,870	\$11,903	\$15,870	\$15,870	\$15,870
Standley Lake	\$658,425	\$606,000	\$661,780	\$665,000	\$680,000	\$690,000
General Recreation/Programs	\$1,580,455	\$1,944,221	\$1,322,713	\$1,678,003	\$1,700,000	\$1,715,614
Athletic Fields	\$108,922	\$70,000	\$72,172	\$100,000	\$107,500	\$109,000
Westminster Sports Center	\$360,891	\$306,000	\$178,475	\$362,000	\$364,000	\$365,500
City Park Fitness Center	\$897,179	\$900,000	\$687,800	\$925,000	\$953,000	\$965,000
City Park Rec Center	\$1,285,192	\$1,320,000	\$983,059	\$1,335,000	\$1,400,000	\$1,410,000
West View Recreation Center	\$496,715	\$465,000	\$406,282	\$499,000	\$511,000	\$514,000
Park & Library Rentals	\$56,728	\$58,000	\$57,564	\$57,000	\$77,000	\$77,000
The MAC	\$348,802	\$360,500	\$240,418	\$356,000	\$365,000	\$369,000
<i>Total</i>	<i>\$7,569,657</i>	<i>\$7,642,053</i>	<i>\$5,414,756</i>	<i>\$7,577,711</i>	<i>\$7,775,308</i>	<i>\$7,839,547</i>
<b>Fines &amp; Forfeitures</b>						
Court Fines	\$1,518,009	\$1,450,000	\$863,194	\$1,520,000	\$1,572,000	\$1,625,000
Library Fines	\$137,215	\$135,000	\$91,046	\$133,000	\$130,000	\$128,000
<i>Total</i>	<i>\$1,655,224</i>	<i>\$1,585,000</i>	<i>\$954,240</i>	<i>\$1,653,000</i>	<i>\$1,702,000</i>	<i>\$1,753,000</i>
<b>Interest Income</b>	\$109,362	\$85,000	\$110,933	\$130,000	\$140,000	\$145,000
<b>Total Reimbursement</b>	\$894,823	\$55,910	\$456,059	\$456,000	\$55,000	\$55,000
<b>General Miscellaneous</b>						
EMS Billings	\$2,362,530	\$2,194,000	\$1,794,215	\$2,370,000	\$2,393,000	\$2,418,200
Infrastructure Fee	\$2,157,090	\$2,313,000	\$1,456,667	\$2,200,000	\$2,308,000	\$2,331,451
Rental Housing Inspection Fee	\$155,380	\$215,000	\$129,081	\$215,000	\$145,000	\$215,000



Source	2015 Actuals	2016 Amended	2016 Actual (9/1/16)	2016 Estimated	2017 Adopted	2018 Adopted
Promenade CAM Billings	\$95,086	\$176,000	\$76,853	\$176,000	\$176,000	\$176,000
Pension Fund Admin Fee	\$109,222	\$109,412	\$74,583	\$109,412	\$111,500	\$113,500
Recording & Filing	\$137,307	\$90,000	\$103,408	\$130,000	\$123,000	\$115,000
Sale of Assets	\$33,122	\$30,000	\$18,414	\$30,000	\$30,000	\$30,000
Miscellaneous	\$518,181	\$298,958	\$286,520	\$299,458	\$302,634	\$310,148
Passport Fees	\$27,913	\$20,000	\$18,896	\$20,000	\$20,000	\$20,000
Off Duty Police Reimbursements	\$130,888	\$150,000	\$38,876	\$80,000	\$75,000	\$75,000
Westy Fest	\$27,238	\$16,000	\$59,574	\$68,189	\$33,600	\$34,500
Street Cut Impact Fee	\$282,138	\$205,000	\$90,678	\$300,000	\$316,000	\$332,000
Thornton Reimbursement	\$1,267,088	\$1,269,363	\$232,181	\$1,269,363	\$1,268,138	\$1,269,538
GID/Other Service Fee	\$82,065	\$57,144	\$71,264	\$71,264	\$99,200	\$99,200
SRO Reimbursement	\$73,395	\$75,645	\$55,139	\$75,645	\$76,780	\$77,931
Rentals/Leases	\$420,299	\$401,779	\$281,099	\$401,779	\$309,486	\$0
PD Training Reimb	\$22,162	\$12,000	\$19,489	\$16,175	\$15,000	\$15,000
Accommodations Tax	\$1,008,219	\$898,356	\$640,690	\$1,015,000	\$1,035,300	\$1,087,065
Conference Center Fee	\$140,201	\$102,500	\$94,788	\$141,000	\$142,300	\$143,500
WEDA Reimbursement	\$83,204	\$82,000	\$0	\$82,000	\$82,000	\$82,000
<i>Total</i>	\$9,132,728	\$8,716,157	\$5,542,415	\$9,070,285	\$9,061,938	\$8,945,033
<b>Contributions</b>	\$1,503	\$5,000	\$7,501	\$7,500	\$5,000	\$5,000
<b>Transfer Payments</b>						
From GIDs	\$69,951	\$0	\$0	\$0	\$0	\$0
From WEDA	\$653,011	\$0	\$0	\$0	\$0	\$0
From Utility Fund	\$2,711,117	\$2,751,784	\$1,834,523	\$2,751,784	\$2,793,061	\$2,834,957
From Sales & Use	\$67,993,597	\$72,350,147	\$48,291,864	\$72,350,147	\$78,007,642	\$81,319,741
<i>Total</i>	\$71,427,676	\$75,101,931	\$50,126,387	\$75,101,931	\$80,800,703	\$84,154,698
<b>Total General Fund</b>	<b>\$109,294,279</b>	<b>\$110,924,361</b>	<b>\$77,093,629</b>	<b>\$113,172,170</b>	<b>\$117,964,285</b>	<b>\$121,675,920</b>
<b>Carryover</b>	\$4,351,768	\$0	\$0	\$0	\$0	\$0
<b>Total Funds Available</b>	<b>\$113,646,047</b>	<b>\$110,924,361</b>	<b>\$77,093,629</b>	<b>\$113,172,170</b>	<b>\$117,964,285</b>	<b>\$121,675,920</b>



## GENERAL FUND EXPENDITURES

Activity	2015 Actuals	2016 Amended	2016 Actual (9/1/16)	2016 Estimated	2017 Adopted	2018 Adopted
<b>City Council</b>	\$227,718	\$268,525	\$148,445	\$258,455	\$289,852	\$291,932
<b>City Attorney's Office</b>	\$1,301,939	\$1,429,560	\$804,482	\$1,305,679	\$1,535,313	\$1,539,032
<b>City Manager's Office</b>						
Administration	\$903,937	\$1,298,848	\$862,797	\$1,295,065	\$1,390,950	\$1,432,642
City Clerk's Office	\$0	\$0	\$0	\$0	\$623,336	\$623,521
Policy and Budget	\$259,715	\$296,199	\$114,454	\$212,050	\$306,049	\$306,049
Economic Development	\$485,880	\$822,483	\$333,987	\$714,719	\$1,056,641	\$1,058,458
Communication and Outreach	\$381,824	\$645,306	\$309,808	\$561,295	\$681,661	\$679,661
<i>Sub total</i>	\$2,031,356	\$3,062,836	\$1,621,046	\$2,783,129	\$4,058,637	\$4,100,331
<b>Central Charges</b>	\$25,313,960	\$26,260,337	\$14,413,363	\$26,230,731	\$30,212,988	\$33,704,510
<b>General Services</b>						
Administration	\$498,901	\$543,604	\$302,167	\$544,306	\$580,275	\$580,343
Human Resources	\$1,549,544	\$1,671,414	\$993,292	\$1,677,964	\$2,043,173	\$2,058,755
City Clerk's Office	\$613,468	\$815,671	\$494,981	\$815,969	\$0	\$0
Municipal Court	\$1,601,825	\$1,645,602	\$1,017,371	\$1,645,602	\$1,814,285	\$1,826,153
Building Operations & Maintenance	\$1,945,492	\$2,150,747	\$1,235,525	\$2,134,747	\$2,219,624	\$2,283,211
<i>Sub total</i>	\$6,209,230	\$6,827,038	\$4,043,336	\$6,818,588	\$6,657,357	\$6,748,462
<b>Finance</b>						
Administration	\$486,145	\$542,286	\$343,673	\$542,076	\$582,801	\$583,664
Accounting	\$817,976	\$877,868	\$580,597	\$911,857	\$946,802	\$949,007
Treasury/Utility Billing	\$298,901	\$310,649	\$191,008	\$280,630	\$335,106	\$335,278
Sales Tax	\$575,011	\$623,802	\$373,025	\$623,602	\$698,332	\$707,960
<i>Sub total</i>	\$2,178,033	\$2,354,605	\$1,488,303	\$2,358,165	\$2,563,041	\$2,575,909
<b>Police</b>						
Administration	\$728,274	\$738,872	\$591,213	\$759,760	\$784,042	\$784,311
Specialized Services	\$8,688,960	\$9,618,992	\$6,036,339	\$9,197,385	\$9,716,560	\$9,500,491
Patrol Services	\$12,532,561	\$13,016,469	\$8,060,542	\$12,615,514	\$13,344,572	\$13,282,495
<i>Sub total</i>	\$21,949,795	\$23,374,333	\$14,688,094	\$22,572,659	\$23,845,174	\$23,567,297
<b>Fire</b>						
Emergency Services	\$12,838,195	\$13,732,425	\$8,472,329	\$13,694,411	\$14,170,605	\$14,150,924
<i>Sub total</i>	\$12,838,195	\$13,732,425	\$8,472,329	\$13,694,411	\$14,170,605	\$14,150,924
<i>Sub total Public Safety</i>	\$34,787,990	\$37,106,758	\$23,160,423	\$36,267,070	\$38,015,779	\$37,718,221
<b>Community Development</b>						
Administration	\$499,662	\$655,366	\$358,885	\$519,209	\$688,517	\$686,473
Planning	\$1,118,780	\$1,521,004	\$798,012	\$1,438,918	\$1,494,342	\$1,642,938
Building	\$1,415,309	\$1,483,744	\$955,513	\$1,492,400	\$1,574,253	\$1,587,289
Engineering	\$1,627,120	\$1,787,116	\$1,049,290	\$1,704,554	\$1,960,086	\$1,969,781
<i>Sub total</i>	\$4,660,871	\$5,447,230	\$3,161,700	\$5,155,081	\$5,717,198	\$5,886,481

Activity	2015 Actuals	2016 Amended	2016 Actual (9/1/16)	2016 Estimated	2017 Adopted	2018 Adopted
<b>Public Works &amp; Utilities</b>						
Street Maintenance	\$8,343,310	\$9,258,731	\$4,847,418	\$9,226,238	\$9,699,291	\$9,893,041
<i>Subtotal</i>	\$8,343,310	\$9,258,731	\$4,847,418	\$9,226,238	\$9,699,291	\$9,893,041
<b>Parks, Recreation and Libraries</b>						
Administration	\$1,062,183	\$1,107,247	\$719,185	\$1,090,800	\$1,509,168	\$1,509,184
Park Services	\$4,256,849	\$3,873,229	\$2,535,868	\$3,891,614	\$4,174,785	\$4,133,693
Library Services	\$2,993,047	\$3,071,543	\$1,906,385	\$3,058,081	\$3,040,732	\$3,067,423
Standley Lake	\$530,287	\$464,822	\$385,245	\$514,042	\$607,704	\$609,055
Design Development	\$384,543	\$389,024	\$216,152	\$385,078	\$0	\$0
Recreation Facilities	\$4,221,145	\$4,478,134	\$2,755,616	\$4,339,580	\$4,782,337	\$4,793,780
Recreation Programs	\$2,698,387	\$2,928,379	\$1,855,307	\$2,942,771	\$2,564,394	\$2,554,468
<i>Subtotal</i>	\$16,146,441	\$16,312,378	\$10,373,758	\$16,221,966	\$16,679,120	\$16,667,603
<i>Subtotal Operating</i>	\$101,200,848	\$108,327,998	\$64,062,274	\$106,625,102	\$115,428,576	\$119,125,522
<b>Transfer Payments</b>						
To Reserve Fund	\$75,000	\$0	\$0	\$0	\$0	\$0
To GSRF	\$460,000	\$0	\$0	\$0	\$0	\$0
To Property/Liability	\$783,147	\$783,147	\$0	\$783,147	\$791,251	\$796,075
To Workers Compensation	\$672,038	\$672,038	\$522,098	\$672,038	\$672,038	\$672,038
To WEDA	\$300,000	\$0	\$448,025	\$0	\$0	\$0
To Capital Projects	\$2,822,505	\$141,178	\$0	\$141,178	\$72,420	\$82,285
<i>Subtotal</i>	\$5,112,690	\$1,596,363	\$970,123	\$1,596,363	\$1,535,709	\$1,550,398
<i>Subtotal General Fund (including transfers)</i>	\$106,313,538	\$109,924,361	\$65,032,397	\$108,221,465	\$116,964,285	\$120,675,920
Contingency	\$0	\$1,000,000	\$0	\$0	\$1,000,000	\$1,000,000
<b>TOTAL GENERAL FD EXP</b>	<b>\$106,313,538</b>	<b>\$110,924,361</b>	<b>\$65,032,397</b>	<b>\$108,221,465</b>	<b>\$117,964,285</b>	<b>\$121,675,920</b>
Less: CIP Transfers	\$2,822,505	\$141,178	\$0	\$141,178	\$72,420	\$82,285
<b>TOTAL GF OPERATING EXP</b>	<b>\$103,491,033</b>	<b>\$110,783,183</b>	<b>\$65,032,397</b>	<b>\$108,080,287</b>	<b>\$117,891,865</b>	<b>\$121,593,635</b>

## UTILITY ENTERPRISE FUND REVENUE

Source	2015 Actuals	2016 Amended	2016 Actual (9/1/16)	2016 Estimated	2017 Adopted	2018 Adopted
<b>WATER REVENUES</b>						
Contractor's License	\$109,010	\$75,000	\$81,600	\$110,000	\$111,500	\$113,000
Interest Income	\$236,238	\$285,000	\$240,766	\$290,000	\$296,000	\$304,000
Miscellaneous Income	\$1,297,717	\$300,000	\$781,777	\$704,939	\$300,000	\$300,000
<b>Water Sales</b>						
Residential	\$16,326,105	\$19,267,914	\$10,873,579	\$17,148,443	\$20,402,295	\$22,257,343
Commercial	\$6,048,805	\$7,301,588	\$3,823,706	\$6,498,413	\$8,251,122	\$8,968,784
Wholesale-Federal Heights	\$1,789,310	\$1,760,931	\$1,186,547	\$1,795,000	\$1,989,801	\$2,148,985
Wholesale-Brighton	\$2,509,271	\$3,048,480	\$1,778,976	\$3,048,480	\$3,429,540	\$3,875,380
Water Reclamation	\$1,893,646	\$2,281,660	\$1,294,501	\$2,030,677	\$2,485,362	\$2,684,191
Meter Service Fee	\$3,498,041	\$3,635,822	\$2,426,505	\$3,635,822	\$3,976,322	\$4,333,685
<i>Total</i>	\$32,065,178	\$37,296,395	\$21,383,814	\$34,156,835	\$40,534,442	\$44,268,368
Biosolids Farm	\$103,042	\$100,000	\$10,355	\$75,000	\$75,000	\$75,000
<b>Water Tap Fees</b>						
Residential	\$3,391,296	\$7,685,828	\$6,285,914	\$7,685,000	\$6,500,000	\$6,500,000
Commercial	\$6,971,810	\$2,600,000	\$1,165,643	\$2,600,000	\$3,500,000	\$4,500,000
<i>Total</i>	\$10,363,106	\$10,285,828	\$7,451,557	\$10,285,000	\$10,000,000	\$11,000,000
<b>Total Water Revenue</b>	<b>\$44,174,291</b>	<b>\$48,342,223</b>	<b>\$29,949,869</b>	<b>\$45,621,774</b>	<b>\$51,316,942</b>	<b>\$56,060,368</b>
<b>WASTEWATER REVENUES</b>						
Interest Income	\$97,318	\$85,000	\$125,417	\$129,000	\$132,000	\$134,000
Miscellaneous	-\$8,653	\$10,000	\$8,048	\$10,000	\$10,000	\$10,000
<b>Wastewater Sales</b>						
Residential	\$11,842,037	\$12,447,000	\$8,171,517	\$12,162,478	\$12,616,290	\$13,368,267
Commercial	\$2,650,196	\$2,811,000	\$1,782,001	\$2,688,894	\$2,768,726	\$2,929,849
<i>Total</i>	\$14,492,233	\$15,258,000	\$9,953,518	\$14,851,372	\$15,385,016	\$16,298,116
<b>Wastewater Tap Fees</b>						
Residential	\$992,960	\$1,642,023	\$1,730,012	\$1,809,291	\$1,255,073	\$2,000,000
Commercial	\$2,240,768	\$547,340	\$257,206	\$547,340	\$1,224,174	\$523,010
<i>Total</i>	\$3,233,728	\$2,189,363	\$1,987,218	\$2,356,631	\$2,479,247	\$2,523,010
<b>Total Wastewater Revenue</b>	<b>\$17,814,626</b>	<b>\$17,542,363</b>	<b>\$12,074,201</b>	<b>\$17,347,003</b>	<b>\$18,006,263</b>	<b>\$18,965,126</b>



Source	2015 Actuals	2016 Amended	2016 Actual (9/1/16)	2016 Estimated	2017 Adopted	2018 Adopted
<b>Total W/W Revenue, excluding tap fees</b>	<b>\$48,392,083</b>	<b>\$53,409,395</b>	<b>\$32,585,295</b>	<b>\$50,327,146</b>	<b>\$56,843,958</b>	<b>\$61,502,484</b>
Water Tap Fee Income	\$10,363,106	\$10,285,828	\$7,451,557	\$10,285,000	\$10,000,000	\$11,000,000
Wastewater Tap Fee Income	\$3,233,728	\$2,189,363	\$1,987,218	\$2,356,631	\$2,479,247	\$2,523,010
<i>Tap Fees Total</i>	<i>\$13,596,834</i>	<i>\$12,475,191</i>	<i>\$9,438,775</i>	<i>\$12,641,631</i>	<i>\$12,479,247</i>	<i>\$13,523,010</i>
Carryover Water	\$1,112,043	\$0	\$0	\$0	\$0	\$0
Carryover Wastewater	\$909,054	\$0	\$0	\$0	\$0	\$0
<i>Carryover Total</i>	<i>\$2,021,097</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>
Trsfr-Rate Stabilization Rsv to WFd	\$106,185	\$0	\$0	\$0	\$0	\$0
Trsfr-Rate Stabilization Rsv to WW Fd	\$0	\$0	\$0	\$0	\$0	\$0
Trsfr-Cap Proj Reserve to WFd	\$0	\$8,573,594	\$6,385,929	\$9,243,794	\$0	\$3,351,866
Trsfr-Cap Proj Reserve to WW Fd	\$930,000	\$0	\$0	\$0	\$1,173,978	\$5,145,305
<i>Reserve Total</i>	<i>\$1,036,185</i>	<i>\$8,573,594</i>	<i>\$6,385,929</i>	<i>\$9,243,794</i>	<i>\$1,173,978</i>	<i>\$8,497,171</i>
Bond Proceeds Water	\$0	\$17,000,000	\$20,123,964	\$20,123,963	\$0	\$0
Bond Proceeds Wastewater	\$0	\$31,000,000	\$31,192,270	\$31,192,270	\$0	\$0
<i>Bond Proceeds Total</i>	<i>\$0</i>	<i>\$48,000,000</i>	<i>\$51,316,234</i>	<i>\$51,316,233</i>	<i>\$0</i>	<i>\$0</i>
<b>Total Water/Wastewater Revenue</b>	<b>\$65,046,199</b>	<b>\$122,458,180</b>	<b>\$99,726,233</b>	<b>\$123,528,804</b>	<b>\$70,497,183</b>	<b>\$83,522,665</b>
<b>STORMWATER DRAINAGE REVENUES</b>						
Interest Income	\$30,237	\$27,000	\$6,731	\$13,200	\$13,500	\$13,800
Miscellaneous	\$2,702,677	\$0	\$264	\$3,200	\$1,000	\$1,000
Reimbursements	\$456,611	\$456,611	\$459,491	\$456,611	\$456,611	\$456,611
Residential	\$1,678,408	\$2,049,605	\$1,323,917	\$1,904,408	\$1,931,973	\$1,945,018
Commercial	\$1,718,750	\$2,085,000	\$1,354,932	\$1,944,750	\$1,942,000	\$1,955,000
<i>Total</i>	<i>\$3,397,158</i>	<i>\$4,134,605</i>	<i>\$2,678,849</i>	<i>\$3,849,158</i>	<i>\$3,873,973</i>	<i>\$3,900,018</i>
Carryover Stormwater	\$44,204	\$59,894	\$0	\$59,894	\$0	\$0
<b>Total Stormwater Revenue</b>	<b>\$6,630,887</b>	<b>\$4,678,110</b>	<b>\$2,685,844</b>	<b>\$4,382,063</b>	<b>\$4,345,084</b>	<b>\$4,371,429</b>
<b>TOTAL Utility Funds Available</b>	<b>\$71,677,086</b>	<b>\$127,136,290</b>	<b>\$102,412,077</b>	<b>\$127,910,867</b>	<b>\$74,842,267</b>	<b>\$87,894,094</b>

## UTILITY ENTERPRISE FUND EXPENDITURES

Activity	2015 Actuals	2016 Amended	2016 Actual (9/1/16)	2016 Estimated	2017 Adopted	2018 Adopted
<b>Water Department Expenses</b>						
<b>Finance</b>						
Utility Billing	\$626,230	\$676,238	\$434,701	\$672,922	\$729,676	\$757,587
<i>Subtotal</i>	\$626,230	\$676,238	\$434,701	\$672,922	\$729,676	\$757,587
<b>Parks, Recreation &amp; Libraries</b>						
Standley Lake	\$147,693	\$152,467	\$105,415	\$152,428	\$131,546	\$131,546
<i>Subtotal</i>	\$147,693	\$152,467	\$105,415	\$152,428	\$131,546	\$131,546
<b>Information Technology</b>	\$3,027,103	\$3,619,222	\$2,100,178	\$3,619,222	\$3,839,154	\$3,998,390
<b>Public Works &amp; Utilities</b>						
Administration	\$338,313	\$349,973	\$230,587	\$332,474	\$532,974	\$517,931
Utilities Engineering	\$789,829	\$758,610	\$435,391	\$761,330	\$783,398	\$778,708
Water Resources & Quality	\$6,029,286	\$6,537,275	\$3,919,892	\$6,610,041	\$7,203,806	\$8,068,147
Utilities Operations	\$6,489,234	\$8,523,376	\$4,146,730	\$8,356,429	\$8,888,057	\$9,219,221
<i>Subtotal</i>	\$13,646,662	\$16,169,234	\$8,732,600	\$16,060,274	\$17,408,235	\$18,584,007
<b>Central Charges</b>	\$10,114,214	\$8,432,431	\$1,229,322	\$8,448,169	\$8,620,037	\$9,163,689
<i>Subtotal Water Operating</i>	\$27,561,902	\$29,049,592	\$12,602,216	\$28,953,015	\$30,728,648	\$32,635,219
<b>Transfer Payments</b>						
To General Fund	\$1,737,340	\$1,763,400	\$1,175,600	\$1,763,400	\$1,789,851	\$1,816,699
To Utility Rate Stabilization Reserve Fund	\$198,113	\$0	\$0	\$0	\$0	\$0
To Utility Capital Reserve Fund	\$585,400	\$0	\$0	\$0	\$834,176	\$0
To Property/Liability Fund	\$332,618	\$332,618	\$221,745	\$332,618	\$336,060	\$338,109
To Workers Compensation Fund	\$115,207	\$115,207	\$76,805	\$115,207	\$115,207	\$115,207
To Sales & Use Tax Fund	\$255,154	\$0	\$0	\$0	\$0	\$0
To POST Sales & Use Tax Fund	\$18,846	\$0	\$0	\$0	\$0	\$0
<i>Subtotal</i>	\$3,242,678	\$2,211,225	\$1,474,150	\$2,211,225	\$3,075,294	\$2,270,015
<b>WATER TOTAL EXPENSES</b>	\$30,804,580	\$31,260,817	\$14,076,366	\$31,164,240	\$33,803,942	\$34,905,234
<b>Wastewater Department Expenses</b>						
<b>Public Works &amp; Utilities</b>						
Water Resources & Quality	\$369,833	\$388,879	\$221,017	\$388,317	\$404,415	\$402,005
Utilities Operations	\$5,873,324	\$6,488,940	\$3,490,769	\$6,451,978	\$7,114,027	\$7,048,699
<i>Subtotal</i>	\$6,243,157	\$6,877,819	\$3,711,786	\$6,840,295	\$7,518,442	\$7,450,704
<b>Central Charges</b>	\$5,247,724	\$2,889,975	\$1,229,322	\$2,882,038	\$3,082,551	\$3,224,326
<i>Subtotal Wastewater Operating</i>	\$11,490,881	\$9,767,794	\$4,941,108	\$9,722,333	\$10,600,993	\$10,675,030

Activity	2015 Actuals	2016 Amended	2016 Actual (9/1/16)	2016 Estimated	2017 Adopted	2018 Adopted
<b>Transfer Payments</b>						
To General Fund	\$973,777	\$988,384	\$658,923	\$988,384	\$1,003,210	\$1,018,258
To Utility Rate Stabilization Reserve Fund	\$64,439	\$0	\$0	\$0	\$0	\$0
To Utility Capital Reserve Fund	\$794,615	\$4,666,003	\$3,110,669	\$4,666,003	\$0	\$0
To Property/Liability Fund	\$179,372	\$179,372	\$119,581	\$179,372	\$181,228	\$182,333
To Workers Compensation Fund	\$172,810	\$172,810	\$115,207	\$172,810	\$172,810	\$172,810
To Sales & Use Tax Fund	\$136,581	\$0	\$0	\$0	\$0	\$0
To POST Sales & Use Tax Fund	\$9,419	\$0	\$0	\$0	\$0	\$0
<i>Subtotal</i>	\$2,331,013	\$6,006,569	\$4,004,380	\$6,006,569	\$1,357,248	\$1,373,401
<b>WASTEWATER TOTAL EXPENSES</b>	<b>\$13,821,894</b>	<b>\$15,774,363</b>	<b>\$8,945,488</b>	<b>\$15,728,902</b>	<b>\$11,958,241</b>	<b>\$12,048,431</b>
<b>Stormwater Department Expenses</b>						
<b>Central Charges</b>	<b>-\$737,864</b>	<b>\$457,363</b>	<b>\$428,981</b>	<b>\$457,363</b>	<b>\$1,696,963</b>	<b>\$1,096,755</b>
<b>General Services</b>						
Environmental Services	\$52,874	\$86,200	\$28,928	\$86,200	\$86,200	\$86,200
<i>Subtotal</i>	\$52,874	\$86,200	\$28,928	\$86,200	\$86,200	\$86,200
<b>Community Development</b>						
Engineering	\$188,221	\$202,984	\$124,797	\$202,984	\$210,892	\$227,528
<i>Subtotal</i>	\$188,221	\$202,984	\$124,797	\$202,984	\$210,892	\$227,528
<b>Public Works &amp; Utilities</b>						
Street	\$230,355	\$351,563	\$152,509	\$351,363	\$351,029	\$365,946
<i>Subtotal</i>	\$230,355	\$351,563	\$152,509	\$351,363	\$351,029	\$365,946
<b>Parks, Recreation &amp; Libraries</b>						
Park Services	\$157,747	\$200,000	\$106,543	\$200,000	\$250,000	\$250,000
<i>Subtotal</i>	\$157,747	\$200,000	\$106,543	\$200,000	\$250,000	\$250,000
<i>Subtotal Stormwater Operating</i>	<i>-\$108,667</i>	<i>\$1,298,110</i>	<i>\$841,758</i>	<i>\$1,297,910</i>	<i>\$2,595,084</i>	<i>\$2,026,429</i>
<b>Capital Improvements</b>						
Water Capital Improvements	\$20,207,483	\$42,449,164	\$9,841,097	\$42,655,000	\$17,513,000	\$24,507,000
Wastewater Capital Improvements	\$4,889,212	\$32,891,964	\$2,412,895	\$32,768,000	\$7,222,000	\$12,062,000
Stormwater Capital Improvements	\$9,629,676	\$3,380,000	\$3,902,014	\$3,380,000	\$1,750,000	\$2,345,000
<i>Total Capital Improvements</i>	<i>\$34,726,371</i>	<i>\$78,721,128</i>	<i>\$16,156,006</i>	<i>\$78,803,000</i>	<i>\$26,485,000</i>	<i>\$38,914,000</i>
<b>TOTAL UTILITY ENT. FUND EXP.</b>	<b>\$79,244,178</b>	<b>\$127,054,418</b>	<b>\$40,019,618</b>	<b>\$126,994,052</b>	<b>\$74,842,267</b>	<b>\$87,894,094</b>

## SALES & USE TAX FUND REVENUE

Source	2015 Actuals	2016 Amended	2016 Actual (9/1/16)	2016 Estimated	2017 Adopted	2018 Adopted
<b>Sales Tax</b>						
Returns	\$66,401,329	\$69,137,403	\$46,254,144	\$68,933,725	\$70,881,755	\$72,324,527
Audit	\$1,136,083	\$860,000	\$908,619	\$881,874	\$860,000	\$860,000
Refunds	(\$125,644)	(\$91,000)	(\$26,691)	(\$91,000)	(\$91,000)	(\$91,000)
Audit Returns	(\$172)	(\$7,500)	(\$95)	(\$7,500)	(\$7,500)	(\$7,500)
<i>Total</i>	\$67,411,596	\$69,898,903	\$47,135,977	\$69,717,099	\$71,643,255	\$73,086,027
<b>Use Tax</b>						
Returns	\$3,500,589	\$3,546,200	\$2,239,109	\$3,535,270	\$3,570,623	\$3,614,300
Building	\$4,066,020	\$2,250,500	\$3,408,629	\$3,860,000	\$2,425,000	\$2,485,625
Auto	\$8,193,667	\$7,079,500	\$4,467,580	\$7,799,133	\$7,559,126	\$7,460,000
Audit	\$875,657	\$970,000	\$862,673	\$970,000	\$970,000	\$970,000
Refunds	(\$43,491)	(\$101,500)	(\$30,379)	(\$101,500)	(\$101,500)	(\$101,500)
Collection Fees	(\$410,002)	(\$353,975)	(\$223,379)	(\$389,957)	(\$377,956)	(\$373,000)
<i>Total</i>	\$16,182,440	\$13,390,725	\$10,724,233	\$15,672,946	\$14,045,293	\$14,055,425
<i>Subtotal Sales &amp; Use Tax</i>	\$83,594,036	\$83,289,628	\$57,860,210	\$85,390,045	\$85,688,548	\$87,141,452
Interest Income	\$88,359	\$51,000	\$72,375	\$114,000	\$120,000	\$126,000
Miscellaneous	\$0	\$0	\$0	\$0	\$0	\$0
Payment in Lieu of Use Taxes	\$434,975	\$1,333,647	\$889,098	\$1,333,647	\$390,465	\$513,684
<i>Subtotal</i>	\$523,334	\$1,384,647	\$961,473	\$1,447,647	\$510,465	\$639,684
<i>Total Sales &amp; Use Tax Fund</i>	\$84,117,370	\$84,674,275	\$58,821,683	\$86,837,692	\$86,199,013	\$87,781,136
Carryover	\$7,037,908	\$0	\$6,460,298	\$6,460,298	\$0	\$0
<b>Total Funds Available</b>	<b>\$91,155,278</b>	<b>\$84,674,275</b>	<b>\$65,281,981</b>	<b>\$93,297,990</b>	<b>\$86,199,013</b>	<b>\$87,781,136</b>

NOTE: In November 2003, Westminster voters approved a 0.6% sales and use tax increase for the purpose of enhancing public safety. The public safety tax was implemented in January 2004 and the revenue collections are utilized for public safety purposes (primarily Police and Fire operations plus some support departments). The revenue collections are included in the figures above.

**POST FUND REVENUE**

Source	2015 Actuals	2016 Amended	2016 Actual (9/1/16)	2016 Estimated	2017 Adopted	2018 Adopted
<b>Sales Tax</b>						
Returns	\$4,902,499	\$5,040,000	\$3,412,603	\$5,030,000	\$5,210,000	\$5,357,000
Audit	\$78,837	\$75,000	\$63,060	\$75,000	\$75,000	\$75,000
Refunds	(\$8,732)	(\$5,500)	(\$1,859)	(\$5,500)	(\$5,500)	(\$5,500)
<i>Total</i>	\$4,972,604	\$5,109,500	\$3,473,804	\$5,099,500	\$5,279,500	\$5,426,500
<b>Use Tax</b>						
Returns	\$248,008	\$248,250	\$156,051	\$248,000	\$257,000	\$255,000
Building	\$289,642	\$166,770	\$251,625	\$305,000	\$210,000	\$200,000
Auto	\$568,675	\$491,361	\$310,069	\$570,000	\$571,000	\$572,000
Audit	\$60,796	\$60,000	\$59,873	\$65,000	\$60,000	\$60,000
Refunds	(\$3,018)	(\$5,500)	(\$2,108)	(\$5,500)	(\$5,500)	(\$5,500)
Collection Fees	(\$28,456)	(\$24,568)	(\$15,503)	(\$28,500)	(\$28,550)	(\$28,600)
<i>Total</i>	\$1,135,647	\$936,313	\$760,007	\$1,154,000	\$1,063,950	\$1,052,900
<i>Subtotal Sales &amp; Use Tax</i>	\$6,108,251	\$6,045,813	\$4,233,811	\$6,253,500	\$6,343,450	\$6,479,400
Interest Income	\$13,599	\$10,500	\$12,958	\$17,000	\$18,000	\$18,750
Payment in Lieu of Use Taxes	\$32,025	\$96,353	\$64,235	\$96,353	\$28,535	\$37,316
Miscellaneous	\$29,375	\$70,000	\$116,230	\$130,000	\$96,000	\$70,000
Intergovernmental	\$385,561	\$0	\$0	\$0	\$0	\$0
Rentals	\$15,430	\$0	\$8,040	\$14,880	\$14,880	\$14,880
<i>Subtotal</i>	\$475,990	\$176,853	\$201,463	\$258,233	\$157,415	\$140,946
<i>Total POST Sales &amp; Use Tax</i>	\$6,584,241	\$6,222,666	\$4,435,274	\$6,511,733	\$6,500,865	\$6,620,346
Carryover	\$745,468	\$638,180	\$638,180	\$638,180	\$853,856	\$0
Bond Proceeds	\$20,670,475	\$0	\$0	\$0	\$0	\$0
<b>Total Funds Available</b>	<b>\$28,000,184</b>	<b>\$6,860,846</b>	<b>\$5,073,454</b>	<b>\$7,149,913</b>	<b>\$7,354,721</b>	<b>\$6,620,346</b>

## GOLF COURSE ENTERPRISE FUND REVENUE

Source	2015 Actuals	2016 Amended	2016 Actual (9/1/16)	2016 Estimated	2017 Adopted	2018 Adopted
<b>Golf Course Revenues</b>						
Green Fees	\$2,181,646	\$2,140,000	\$1,589,174	\$2,178,000	\$2,200,341	\$2,228,058
Cart Rental	\$573,559	\$543,000	\$419,524	\$575,500	\$579,000	\$583,000
Driving Range	\$221,503	\$204,000	\$154,071	\$221,600	\$225,600	\$230,800
Pro Shop Retail	\$335,182	\$326,500	\$279,921	\$335,400	\$335,750	\$337,000
Junior Golf	\$13,422	\$7,200	\$13,155	\$13,155	\$13,065	\$13,150
Lesson Fees	\$36,917	\$20,200	\$21,211	\$35,000	\$35,300	\$36,000
Miscellaneous	\$82,134	\$46,600	\$41,612	\$43,025	\$44,700	\$44,700
Rentals	\$14,625	\$13,900	\$9,628	\$12,900	\$12,900	\$12,900
Concessions	\$66,000	\$66,050	\$26,170	\$26,170	\$0	\$0
<i>Subtotal</i>	\$3,524,988	\$3,367,450	\$2,554,466	\$3,440,750	\$3,446,656	\$3,485,608
Interest	\$11,622	\$0	\$10,447	\$11,900	\$12,150	\$12,300
<b>Transfer Payments</b>						
From Legacy Ridge	\$84,598	\$199,658	\$133,105	\$199,658	\$48,299	\$44,910
From Gen Capital Imp Fund	\$185,000	\$230,000	\$153,333	\$230,000	\$230,000	\$230,000
From POST Fund	\$250,371	\$250,371	\$166,914	\$250,371	\$250,000	\$250,000
<i>Subtotal</i>	\$519,969	\$680,029	\$453,352	\$680,029	\$528,299	\$524,910
Carryover	\$158,287	\$210,560	\$210,560	\$210,560	\$650,000	\$0
<b>Total Funds Available</b>	<b>\$4,214,866</b>	<b>\$4,258,039</b>	<b>\$3,228,825</b>	<b>\$4,343,239</b>	<b>\$4,637,105</b>	<b>\$4,022,818</b>

## GENERAL CAPITAL IMPROVEMENT FUND REVENUE

Source	2015 Actuals	2016 Amended	2016 Actual (9/1/16)	2016 Estimated	2017 Adopted	2018 Adopted
<b>General Capital Improvements</b>						
CIP Interest Income	\$329,392	\$280,000	\$420,723	\$420,000	\$435,500	\$451,000
ADCO Road Tax	\$1,436,496	\$1,453,829	\$726,874	\$1,480,000	\$1,523,000	\$1,560,000
Cash-in Lieu Future Capital	\$3,035,472	\$40,000	\$68,760	\$68,760	\$40,000	\$40,000
SID/Development Assessment Pmnts	\$41,662	\$0	\$0	\$0	\$0	\$0
Sale of Assets	\$4,644,931	\$0	\$0	\$0	\$0	\$0
Grants	\$636,713	\$0	\$0	\$1,231,311	\$0	\$0
Lease Proceeds	\$42,766,644	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$2,615,618	\$300,017	\$1,190	\$300,500	\$300,129	\$299,605
Transfer From General Fund	\$2,749,496	\$0	\$0	\$0	\$0	\$0
Transfer From Fleet Fund	\$128,974	\$0	\$0	\$0	\$0	\$0
Transfer From Sales & Use Tax	\$8,537,908	\$13,017,000	\$10,673,000	\$13,017,000	\$6,606,371	\$4,911,395
Transfer From WEDA	\$1,190,990	\$375,000	\$375,000	\$375,000	\$375,000	\$400,000
Carryover	\$3,799,677	\$829,154	\$829,154	\$829,154	\$6,615,000	\$1,000,000
<i>Total General Capital Imp (non-park)</i>	<i>\$71,913,973</i>	<i>\$16,295,000</i>	<i>\$13,094,701</i>	<i>\$17,721,725</i>	<i>\$15,895,000</i>	<i>\$8,662,000</i>
<b>Park Capital Improvements</b>						
Park Development Fees	\$756,750	\$53,911	\$443,508	\$419,000	\$50,000	\$50,000
Accommodations Tax	\$2,129,160	\$1,563,000	\$1,489,644	\$2,200,000	\$2,265,000	\$2,305,000
Cash-in Lieu Parks	\$96,308	\$35,000	\$219,542	\$250,000	\$34,853	\$35,061
Transfer From POST Fund	\$527,014	\$1,588,080	\$962,053	\$1,443,080	\$3,492,797	\$2,545,654
Transfer From General Fd	\$73,009	\$141,178	\$94,119	\$141,178	\$72,420	\$82,285
Adco Open Space - City Share	\$514,713	\$500,000	\$274,661	\$527,600	\$538,000	\$544,000
Jeffco Open Space - City Share	\$1,520,552	\$1,490,163	\$757,384	\$1,543,000	\$1,562,000	\$1,581,000
Adco Open Space - Grant	\$0	\$145,000	\$0	\$0	\$0	\$0
Miscellaneous	\$132,306	\$0	\$2,500	\$2,500	\$0	\$0
Carryover	\$519,971	\$923,668	\$923,668	\$923,668	\$3,745,930	\$400,000
<i>Subtotal Park GCIF Revenues</i>	<i>\$6,269,783</i>	<i>\$6,440,000</i>	<i>\$5,167,079</i>	<i>\$7,450,026</i>	<i>\$11,761,000</i>	<i>\$7,543,000</i>
<b>Conservation Trust Fund</b>						
Interest Income	\$15,827	\$10,000	\$15,533	\$16,500	\$17,000	\$17,000
Lottery Proceeds	\$776,616	\$780,055	\$501,279	\$815,500	\$825,000	\$835,000
Carryover	\$247,000	\$131,945	\$131,945	\$131,945	\$726,000	\$0
<i>Conservation Trust Revenues</i>	<i>\$1,039,443</i>	<i>\$922,000</i>	<i>\$648,757</i>	<i>\$963,945</i>	<i>\$1,568,000</i>	<i>\$852,000</i>
<i>Total Park Capital Imp</i>	<i>\$7,309,226</i>	<i>\$7,362,000</i>	<i>\$5,815,836</i>	<i>\$8,413,971</i>	<i>\$13,329,000</i>	<i>\$8,395,000</i>
<b>TOTAL GCIF REVENUES</b>	<b>\$79,223,199</b>	<b>\$23,657,000</b>	<b>\$18,910,537</b>	<b>\$26,135,696</b>	<b>\$29,224,000</b>	<b>\$17,057,000</b>

## GENERAL DEBT SERVICE SCHEDULE

		2017	2018	2019	2020	2021	Outstanding Balance as of 12/31/16 *
Sales & Use Tax	Principal	\$180,000	\$185,000	\$195,000	\$205,000	\$215,000	\$980,000
Revenue Refunding Bonds	Interest	<u>\$49,000</u>	<u>\$40,000</u>	<u>\$30,750</u>	<u>\$21,000</u>	<u>\$10,750</u>	<u>\$151,500</u>
\$13,275,000; Issued 9/01	Total	\$229,000	\$225,000	\$225,750	\$226,000	\$225,750	\$1,131,500
Sales & Use Tax	Principal	\$960,000	\$0	\$0	\$0	\$0	\$960,000
Revenue Bonds - POST	Interest	<u>\$38,400</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$38,400</u>
\$20,000,000; Issued 12/07	Total	\$998,400	\$0	\$0	\$0	\$0	\$998,400
Sales & Use Tax (POST)	Principal	\$0	\$1,025,000	\$1,060,000	\$1,100,000	\$1,125,000	\$18,500,000
Revenue Refunding Bonds	Interest	<u>\$718,719</u>	<u>\$718,719</u>	<u>\$687,969</u>	<u>\$645,569</u>	<u>\$623,569</u>	<u>\$6,421,744</u>
\$18,500,000; Issued 12/15	Total	\$718,719	\$1,743,719	\$1,747,969	\$1,745,569	\$1,748,569	\$24,921,744
Sales & Use Tax	Principal	\$1,045,000	\$1,090,000	\$1,135,000	\$1,190,000	\$1,255,000	\$6,930,000
Revenue Refunding Bonds	Interest	<u>\$325,600</u>	<u>\$294,250</u>	<u>\$239,750</u>	<u>\$183,000</u>	<u>\$123,500</u>	<u>\$1,226,850</u>
\$10,545,000; Issued 7/10	Total	\$1,370,600	\$1,384,250	\$1,374,750	\$1,373,000	\$1,378,500	\$8,156,850
<b>Total Sales &amp; Use Tax</b>	<b>Principal</b>	<b>\$2,185,000</b>	<b>\$2,300,000</b>	<b>\$2,390,000</b>	<b>\$2,495,000</b>	<b>\$2,595,000</b>	<b>\$27,370,000</b>
<b>Debt</b>	<b>Interest</b>	<b><u>\$1,131,719</u></b>	<b><u>\$1,052,969</u></b>	<b><u>\$958,469</u></b>	<b><u>\$849,569</u></b>	<b><u>\$757,819</u></b>	<b><u>\$7,838,494</u></b>
	<b>Total</b>	<b>\$3,316,719</b>	<b>\$3,352,969</b>	<b>\$3,348,469</b>	<b>\$3,344,569</b>	<b>\$3,352,819</b>	<b>\$35,208,494</b>
<b>Less:</b>							
Open Space Fund Portion	Total	\$1,717,119	\$1,743,719	\$1,747,969	\$1,745,569	\$1,748,569	\$25,920,144
<b>Total Sales &amp; Use Tax</b>	<b>Principal</b>	<b>\$1,225,000</b>	<b>\$1,275,000</b>	<b>\$1,330,000</b>	<b>\$1,395,000</b>	<b>\$1,470,000</b>	<b>\$7,910,000</b>
<b>Debt paid for via General</b>	<b>Interest</b>	<b><u>\$374,600</u></b>	<b><u>\$334,250</u></b>	<b><u>\$270,500</u></b>	<b><u>\$204,000</u></b>	<b><u>\$134,250</u></b>	<b><u>\$1,378,350</u></b>
<b>Debt Service Fund</b>	<b>Total</b>	<b>\$1,599,600</b>	<b>\$1,609,250</b>	<b>\$1,600,500</b>	<b>\$1,599,000</b>	<b>\$1,604,250</b>	<b>\$9,288,350</b>

NOTE: Certain obligations extend beyond 2021; amounts in this column represent outstanding amounts through the final maturity.



## UTILITY ENTERPRISE FUND DEBT SERVICE SCHEDULE

		2017	2018	2019	2020	2021	Outstanding Balance as of 12/31/16 *
Water Reclamation 1997	Principal	\$1,008,003	\$0	\$0	\$0	\$0	\$1,008,003
\$13,246,525	Interest	\$0	\$0	\$0	\$0	\$0	\$0
Issued 03/97	Service Fee	<u>\$10,245</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$10,245</u>
	Total	\$1,018,248	\$0	\$0	\$0	\$0	\$1,018,248
Water Reclamation 1998	Principal	\$145,341	\$0	\$0	\$0	\$0	\$145,341
\$4,085,697	Interest	\$0	\$0	\$0	\$0	\$0	\$0
Issued 06/98	Service Fee	<u>\$6,129</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$6,129</u>
	Total	\$151,470	\$0	\$0	\$0	\$0	\$151,470
Water Treatment Plant 2000	Principal	\$908,167	\$946,234	\$1,014,211	\$530,217	\$0	\$3,398,830
\$14,998,357	Interest	\$86,037	\$46,914	\$14,178	\$24,368	\$0	\$171,498
Issued 05/00	Service Fee	<u>\$119,987</u>	<u>\$112,447</u>	<u>\$74,951</u>	<u>\$22,498</u>	<u>\$0</u>	<u>\$329,883</u>
	Total	\$1,114,191	\$1,105,596	\$1,103,340	\$577,083	\$0	\$3,900,210
Wastewater Plant 2005	Principal	\$807,500	\$830,000	\$847,500	\$867,500	\$892,500	\$7,667,500
\$15,440,000	Interest	\$102,315	\$84,710	\$57,595	\$40,160	\$27,135	\$670,896
Issued 05/05	Service Fee:	<u>\$123,520</u>	<u>\$123,520</u>	<u>\$123,520</u>	<u>\$123,520</u>	<u>\$123,520</u>	<u>\$926,400</u>
	Total	\$1,033,335	\$1,038,230	\$1,028,615	\$1,031,180	\$1,043,155	\$9,264,796
BABs 2010	Principal	\$1,540,000	\$1,580,000	\$1,625,000	\$1,675,000	\$1,725,000	\$26,525,000
\$29,505,000	Interest	<u>\$1,374,602</u>	<u>\$1,313,079</u>	<u>\$1,244,918</u>	<u>\$1,170,753</u>	<u>\$1,092,631</u>	<u>\$11,647,239</u>
Issued 05/10	Total	\$2,914,602	\$2,893,079	\$2,869,918	\$2,845,753	\$2,817,631	\$38,172,239
Stormwater 2015	Principal	\$1,645,000	\$1,070,000	\$1,060,000	\$0	\$0	\$3,775,000
\$4,610,000	Interest	<u>\$50,963</u>	<u>\$28,755</u>	<u>\$14,310</u>	<u>\$0</u>	<u>\$0</u>	<u>\$94,028</u>
Issued 02/15	Total	\$1,695,963	\$1,098,755	\$1,074,310	\$0	\$0	\$3,869,028
Water 2016	Principal	\$0	\$611,520	\$629,160	\$654,640	\$680,120	\$16,789,360
\$16,789,360	Interest	<u>\$712,568</u>	<u>\$712,568</u>	<u>\$694,222</u>	<u>\$669,056</u>	<u>\$642,870</u>	<u>\$9,065,421</u>
Issued 05/16	Total	\$712,568	\$1,324,088	\$1,323,382	\$1,323,696	\$1,322,990	\$25,854,781
Wastewater 2016	Principal	\$0	\$948,480	\$975,840	\$1,015,360	\$1,054,880	\$26,040,640
\$26,040,640	Interest	<u>\$1,105,207</u>	<u>\$1,105,207</u>	<u>\$1,076,753</u>	<u>\$1,037,719</u>	<u>\$997,105</u>	<u>\$14,060,653</u>
Issued 05/16	Total	\$1,105,207	\$2,053,687	\$2,052,593	\$2,053,079	\$2,051,985	\$40,101,293
Rehfeld Note	Principal	\$12,303	\$12,795	\$13,307	\$13,839	\$14,392	\$96,370
\$180,000	Interest	<u>\$3,887</u>	<u>\$3,395</u>	<u>\$2,883</u>	<u>\$2,351</u>	<u>\$1,797</u>	<u>\$16,156</u>
Issued 03/08	Total	\$16,189	\$16,189	\$16,189	\$16,189	\$16,189	\$112,526
<b>Total Utility Enterprise Fund Bonded Debt &amp; Notes</b>	<b>Principal</b>	<b>\$6,066,314</b>	<b>\$5,999,029</b>	<b>\$6,165,017</b>	<b>\$4,756,556</b>	<b>\$4,366,892</b>	<b>\$85,446,043</b>
	<b>Interest</b>	<b>\$3,435,579</b>	<b>\$3,294,628</b>	<b>\$3,104,859</b>	<b>\$2,944,407</b>	<b>\$2,761,538</b>	<b>\$35,725,890</b>
	<b>Service Fees:</b>	<b><u>\$259,880</u></b>	<b><u>\$235,967</u></b>	<b><u>\$198,471</u></b>	<b><u>\$146,018</u></b>	<b><u>\$123,520</u></b>	<b><u>\$1,272,656</u></b>
	<b>Total</b>	<b>\$9,761,773</b>	<b>\$9,529,624</b>	<b>\$9,468,347</b>	<b>\$7,846,980</b>	<b>\$7,251,950</b>	<b>\$122,444,589</b>

NOTE: Certain obligations extend beyond 2021; amounts in this column represent outstanding amounts through the final maturity.

## WESTMINSTER ECONOMIC DEVELOPMENT AUTHORITY (WEDA) DEBT SERVICE SCHEDULE

		2017	2018	2019	2020	2021	Outstanding Balance as of 12/31/16*
WEDA 2009 (S Westy) \$5,330,000 Issued 6/09	Principal	\$720,000	\$0	\$0	\$0	\$0	\$720,000
	Interest	<u>\$27,360</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$27,360</u>
	Total	\$747,360	\$0	\$0	\$0	\$0	\$747,360
WEDA 2012 (N Huron) \$59,000,000 Issued 8/12	Principal	\$3,227,000	\$3,340,000	\$3,458,000	\$3,579,000	\$3,705,000	\$47,149,000
	Interest	<u>\$1,654,930</u>	<u>\$1,541,662</u>	<u>\$1,424,428</u>	<u>\$1,303,052</u>	<u>\$1,177,430</u>	<u>\$11,435,258</u>
	Total	\$4,881,930	\$4,881,662	\$4,882,428	\$4,882,052	\$4,882,430	\$58,584,258
WEDA 2012 (Mandalay) \$35,830,000 Issued 8/12	Principal	\$1,515,000	\$1,570,000	\$1,625,000	\$1,665,000	\$1,715,000	\$22,025,000
	Interest	<u>\$196,923</u>	<u>\$183,216</u>	<u>\$170,204</u>	<u>\$664,825</u>	<u>\$614,875</u>	<u>\$5,933,250</u>
	Total	\$1,711,923	\$1,753,216	\$1,795,204	\$2,329,825	\$2,329,875	\$27,958,250
WEDA 2012 (S Sheridan) \$8,075,000 Issued 6/09	Principal	\$395,000	\$375,000	\$390,000	\$405,000	\$420,000	\$5,675,000
	Interest	<u>\$238,600</u>	<u>\$222,800</u>	<u>\$207,800</u>	<u>\$156,671</u>	<u>\$142,617</u>	<u>\$1,410,726</u>
	Total	\$633,600	\$597,800	\$597,800	\$561,671	\$562,617	\$7,085,726
<b>Total WEDA Debt Service</b>	<b>Principal</b>	<b>\$5,857,000</b>	<b>\$5,285,000</b>	<b>\$5,473,000</b>	<b>\$5,649,000</b>	<b>\$5,840,000</b>	<b>\$75,569,000</b>
	<b>Interest</b>	<b><u>\$2,117,813</u></b>	<b><u>\$1,947,678</u></b>	<b><u>\$1,802,432</u></b>	<b><u>\$2,124,548</u></b>	<b><u>\$1,934,922</u></b>	<b><u>\$18,806,594</u></b>
	<b>Total</b>	<b>\$7,974,813</b>	<b>\$7,232,678</b>	<b>\$7,275,432</b>	<b>\$7,773,548</b>	<b>\$7,774,922</b>	<b>\$94,375,594</b>

NOTE: Certain obligations extend beyond 2021; amounts in this column represent outstanding amounts through the final maturity.

## GOLF COURSE ENTERPRISE FUND DEBT SERVICE SCHEDULE

		2017	2018	2019	2020	2021	Outstanding Balance as of 12/31/16 *
Refunding 01 COPS & 98 GC	Principal	\$390,000	\$405,000	\$420,000	\$430,000	\$445,000	\$2,090,000
2010 COPS Issued 8/10	Interest	<u>\$105,800</u>	<u>\$90,200</u>	<u>\$78,050</u>	<u>\$65,450</u>	<u>\$52,013</u>	<u>\$391,513</u>
\$17,130,000	Total	\$495,800	\$495,200	\$498,050	\$495,450	\$497,013	\$2,481,513
<b>Total Golf Course Fund</b>	<b>Principal</b>	<b>\$390,000</b>	<b>\$405,000</b>	<b>\$420,000</b>	<b>\$430,000</b>	<b>\$445,000</b>	<b>\$2,090,000</b>
<b>Bonded Debt</b>	<b>Interest</b>	<b><u>\$105,800</u></b>	<b><u>\$90,200</u></b>	<b><u>\$78,050</u></b>	<b><u>\$65,450</u></b>	<b><u>\$52,013</u></b>	<b><u>\$391,513</u></b>
	<b>Total</b>	<b>\$495,800</b>	<b>\$495,200</b>	<b>\$498,050</b>	<b>\$495,450</b>	<b>\$497,013</b>	<b>\$2,481,513</b>
<b>Leases</b>							
Golf Maintenance Equipment 2014	Principal	\$180,442	\$184,592	\$188,837	\$0	\$0	\$553,871
\$1,101,068	Interest	<u>\$12,739</u>	<u>\$8,589</u>	<u>\$4,344</u>	<u>\$0</u>	<u>\$0</u>	<u>\$25,672</u>
Purchased 04/14	Total	\$193,181	\$193,181	\$193,181	\$0	\$0	\$579,543
Golf Carts 2013	Principal	\$63,122	\$0	\$0	\$0	\$0	\$63,122
\$484,283	Interest	<u>\$569</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$569</u>
Purchased 07/13	Total	\$63,691	\$0	\$0	\$0	\$0	\$63,691
Golf Carts 2017	Principal	\$58,873	\$117,745	\$122,455	\$127,353	\$127,149	\$0
\$500,000	Interest	<u>\$10,000</u>	<u>\$20,000</u>	<u>\$15,290</u>	<u>\$10,392</u>	<u>\$5,298</u>	<u>\$0</u>
<i>Projected Lease</i>	Total	\$68,873	\$137,745	\$137,745	\$137,745	\$132,447	\$0
<b>Total Golf Course Fund</b>	<b>Principal</b>	<b>\$302,437</b>	<b>\$302,337</b>	<b>\$311,292</b>	<b>\$127,353</b>	<b>\$127,149</b>	<b>\$616,993</b>
<b>Leases</b>	<b>Interest</b>	<b><u>\$23,308</u></b>	<b><u>\$28,589</u></b>	<b><u>\$19,634</u></b>	<b><u>\$10,392</u></b>	<b><u>\$5,298</u></b>	<b><u>\$26,241</u></b>
	<b>Total</b>	<b>\$325,745</b>	<b>\$330,926</b>	<b>\$330,926</b>	<b>\$137,745</b>	<b>\$132,447</b>	<b>\$643,234</b>
<b>Total Golf Course Fund</b>	<b>Principal</b>	<b>\$692,437</b>	<b>\$707,337</b>	<b>\$731,292</b>	<b>\$557,353</b>	<b>\$572,149</b>	<b>\$2,706,993</b>
<b>Debt Service &amp; Leases</b>	<b>Interest</b>	<b><u>\$129,108</u></b>	<b><u>\$118,789</u></b>	<b><u>\$97,684</u></b>	<b><u>\$75,842</u></b>	<b><u>\$57,311</u></b>	<b><u>\$417,754</u></b>
	<b>Total</b>	<b>\$821,545</b>	<b>\$826,126</b>	<b>\$828,976</b>	<b>\$633,195</b>	<b>\$629,460</b>	<b>\$3,124,747</b>

NOTE: Certain obligations extend beyond 2021; amounts in this column represent outstanding amounts through the final maturity.

## GENERAL FUND LEASE-PURCHASE SCHEDULE

		2017	2018	2019	2020	2021	Outstanding Balance as of 12/31/16 *
Parks Equipment 2015	Principal	\$108,553	\$110,659	\$112,805	\$0	\$0	\$332,017
\$577,946	Interest	<u>\$6,441</u>	<u>\$4,335</u>	<u>\$2,188</u>	<u>\$0</u>	<u>\$0</u>	<u>\$12,965</u>
Purchased 5/2015	Total	\$114,994	\$114,994	\$114,994	\$0	\$0	\$344,982
Energy Audit Lease 2010	Principal	\$260,398	\$271,240	\$282,533	\$294,296	\$151,711	\$1,260,179
\$2,517,094	Interest	<u>\$47,698</u>	<u>\$36,856</u>	<u>\$25,563</u>	<u>\$13,800</u>	<u>\$2,337</u>	<u>\$126,253</u>
Purchased 5/10	Total	\$308,096	\$308,096	\$308,096	\$308,096	\$154,048	\$1,386,432
Fire Heavy Rescue 2010	Principal	\$33,153	\$0	\$0	\$0	\$0	\$33,153
\$274,999	Interest	<u>\$461</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$461</u>
Purchased 7/10	Total	\$33,614	\$0	\$0	\$0	\$0	\$33,614
Fire Pumper Truck 2010	Principal	\$69,839	\$0	\$0	\$0	\$0	\$69,839
\$451,415	Interest	<u>\$971</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$971</u>
Purchased 12/10	Total	\$70,810	\$0	\$0	\$0	\$0	\$70,810
Fire Ladder Truck 2011	Principal	\$101,834	\$104,067	\$0	\$0	\$0	\$205,902
\$683,383	Interest	<u>\$3,652</u>	<u>\$1,418</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$5,070</u>
Purchased 10/11	Total	\$105,486	\$105,486	\$0	\$0	\$0	\$210,972
Fire Pumper Truck 2013	Principal	\$61,228	\$62,422	\$63,639	\$64,880	\$0	\$252,169
\$435,393	Interest	<u>\$4,917</u>	<u>\$3,723</u>	<u>\$2,506</u>	<u>\$1,265</u>	<u>\$0</u>	<u>\$12,412</u>
Purchased 10/13	Total	\$66,145	\$66,145	\$66,145	\$66,145	\$0	\$264,581
Fire Trucks 2017	Principal	\$138,481	\$141,753	\$145,103	\$148,532	\$152,042	\$1,040,858
\$1,040,859	Interest	<u>\$24,595</u>	<u>\$21,323</u>	<u>\$17,974</u>	<u>\$14,545</u>	<u>\$11,035</u>	<u>\$100,679</u>
Purchased 6/16	Total	\$163,077	\$163,077	\$163,077	\$163,077	\$163,077	\$1,141,537
CHF Shoenberg Farm	Principal	\$112,724	\$0	\$0	\$0	\$0	\$112,724
\$112,724	Interest	<u>\$1,691</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$1,691</u>
Purchased 3/12	Total	\$114,415	\$0	\$0	\$0	\$0	\$114,415
Section 108 HUD	Principal	\$0	\$0	\$0	\$0	\$0	\$1,047,000
\$1,500,000	Interest	<u>\$15,183</u>	<u>\$15,183</u>	<u>\$15,183</u>	<u>\$15,183</u>	<u>\$15,183</u>	<u>\$75,915</u>
Purchased 8/13	Total	\$15,183	\$15,183	\$15,183	\$15,183	\$15,183	\$1,122,915
<b>Total General Lease</b>	<b>Principal</b>	<b>\$886,211</b>	<b>\$690,141</b>	<b>\$604,081</b>	<b>\$507,708</b>	<b>\$303,753</b>	<b>\$4,353,841</b>
	<b>Interest</b>	<b><u>\$105,609</u></b>	<b><u>\$82,839</u></b>	<b><u>\$63,414</u></b>	<b><u>\$44,793</u></b>	<b><u>\$28,554</u></b>	<b><u>\$336,416</u></b>
	<b>Total</b>	<b>\$991,819</b>	<b>\$772,981</b>	<b>\$667,495</b>	<b>\$552,501</b>	<b>\$332,308</b>	<b>\$4,690,257</b>

NOTE: Certain obligations extend beyond 2021; amounts in this column represent outstanding amounts through the final maturity.

## GENERAL FUND CERTIFICATES OF PARTICIPATION SCHEDULE

		2017	2018	2019	2020	2021	Outstanding Balance as of 12/31/16 *
Refunding of 1998 & 1999 2007 Series \$32,210,000	Principal	\$2,570,000	\$2,675,000	\$2,810,000	\$1,245,000	\$1,295,000	\$16,350,000
	Interest	<u>\$734,938</u>	<u>\$625,713</u>	<u>\$491,963</u>	<u>\$351,463</u>	<u>\$301,663</u>	<u>\$3,140,463</u>
	Total	\$3,304,938	\$3,300,713	\$3,301,963	\$1,596,463	\$1,596,663	\$19,490,463
Refunding 2001 & 1998 GC 2010 COPS Issued 8/10 \$17,645,000	Principal	\$1,190,000	\$1,235,000	\$1,285,000	\$1,330,000	\$1,375,000	\$7,835,000
	Interest	<u>\$293,331</u>	<u>\$245,731</u>	<u>\$197,431</u>	<u>\$153,381</u>	<u>\$105,038</u>	<u>\$1,055,263</u>
	Total	\$1,483,331	\$1,480,731	\$1,482,431	\$1,483,381	\$1,480,038	\$8,890,263
Refunding 1998 Ice Centre 2010 COPS Issued 11/10 \$9,950,000	Principal	\$750,000	\$775,000	\$800,000	\$830,000	\$855,000	\$5,890,000
	Interest	<u>\$213,738</u>	<u>\$189,363</u>	<u>\$166,113</u>	<u>\$139,113</u>	<u>\$110,363</u>	<u>\$896,388</u>
	Total	\$963,738	\$964,363	\$966,113	\$969,113	\$965,363	\$6,786,388
Refunding 2005 COPS 2013 COPS Issued 1/13 \$11,095,000	Principal	\$970,000	\$995,000	\$1,020,000	\$1,060,000	\$1,080,000	\$9,895,000
	Interest	<u>\$347,650</u>	<u>\$318,550</u>	<u>\$298,650</u>	<u>\$257,850</u>	<u>\$234,000</u>	<u>\$1,942,700</u>
	Total	\$1,317,650	\$1,313,550	\$1,318,650	\$1,317,850	\$1,314,000	\$11,837,700
2015 COPS 2015 COPS Issued 7/15	Principal	\$1,210,000	\$1,230,000	\$1,255,000	\$1,285,000	\$1,320,000	\$40,000,000
	Interest	<u>\$1,691,039</u>	<u>\$1,672,405</u>	<u>\$1,647,768</u>	<u>\$1,617,460</u>	<u>\$1,582,572</u>	<u>\$25,537,600</u>
	Total	\$2,901,039	\$2,902,405	\$2,902,768	\$2,902,460	\$2,902,572	\$65,537,600
<b>Total Certificates of Participation</b>	<b>Principal</b>	<b>\$6,690,000</b>	<b>\$6,910,000</b>	<b>\$7,170,000</b>	<b>\$5,750,000</b>	<b>\$5,925,000</b>	<b>\$79,970,000</b>
	<b>Interest</b>	<b><u>\$3,280,695</u></b>	<b><u>\$3,051,761</u></b>	<b><u>\$2,801,924</u></b>	<b><u>\$2,519,266</u></b>	<b><u>\$2,333,635</u></b>	<b><u>\$32,572,413</u></b>
	<b>Total</b>	<b>\$9,970,695</b>	<b>\$9,961,761</b>	<b>\$9,971,924</b>	<b>\$8,269,266</b>	<b>\$8,258,635</b>	<b>\$112,542,413</b>
<b>Less:</b>							
Hyland Hills Share of Ice Centre COP (50%)	Principal	\$375,000	\$387,500	\$400,000	\$415,000	\$427,500	\$2,945,000
	Interest	<u>\$106,869</u>	<u>\$94,681</u>	<u>\$83,056</u>	<u>\$69,556</u>	<u>\$55,181</u>	<u>\$448,194</u>
	Total	\$481,869	\$482,181	\$483,056	\$484,556	\$482,681	\$3,393,194
**Thornton's Reimbursement of 2005 COPS	Principal	\$840,000	\$875,000	\$910,000	\$945,000	\$995,000	\$9,065,000
	Interest	<u>\$428,138</u>	<u>\$394,538</u>	<u>\$359,538</u>	<u>\$322,000</u>	<u>\$274,750</u>	<u>\$2,355,213</u>
	Total	\$1,268,138	\$1,269,538	\$1,269,538	\$1,267,000	\$1,269,750	\$11,420,213
<b>Net Certificates of Participation</b>	<b>Principal</b>	<b>\$5,475,000</b>	<b>\$5,647,500</b>	<b>\$5,860,000</b>	<b>\$4,390,000</b>	<b>\$4,502,500</b>	<b>\$67,960,000</b>
	<b>Interest</b>	<b><u>\$2,745,689</u></b>	<b><u>\$2,562,543</u></b>	<b><u>\$2,359,331</u></b>	<b><u>\$2,127,710</u></b>	<b><u>\$2,003,703</u></b>	<b><u>\$29,769,007</u></b>
	<b>Total</b>	<b>\$8,220,689</b>	<b>\$8,210,043</b>	<b>\$8,219,331</b>	<b>\$6,517,710</b>	<b>\$6,506,203</b>	<b>\$97,729,007</b>

NOTE: Certain obligations extend beyond 2021; amounts in this column represent outstanding amounts through the final maturity.

\*\*Per Intergovernmental Agreement with Thornton, the City will be reimbursed the COP costs for the 2005 issue, subsequently refunded in 2013.



WESTMINSTER



## CITY COUNCIL

The City Council is comprised of the Mayor, Mayor Pro Tem, and five City Councilors who are elected at-large and serve as the legislative and governing body of the City.

### OVERVIEW

- Appoints the City Manager, City Attorney and Municipal Judge.
- Adopts laws, ordinances and resolutions instituting City policy.
- Provides policy direction and guidance through adoption of a Strategic Plan.
- Holds public meetings on a variety of community issues, meets with neighborhood groups and businesses, and attends local, county, regional, state and national meetings on issues that have municipal impact.



**Visionary Leadership, Effective Governance, and Proactive Regional Collaboration** — *The City of Westminster has articulated a clear vision for the future of the community. The vision is implemented through collaborative and transparent decision making. Westminster is proactively engaged with our partners to advance the common interests of the region.*

- Develop communication, management, and planning tools that move the City toward its vision while providing excellent government.
- Collaborate with state agencies, counties, school districts, neighboring cities and other governmental and non-governmental entities.



**Vibrant, Inclusive, and Engaged Community** — *Westminster provides options for an inclusive, demographically diverse citizenry in unique settings with community identity, ownership, and sense of place, with easy access to amenities, shopping, employment, and diverse integrated housing options. Members of the community are empowered to address community needs and important community issues through active involvement with City cultural, business, and nonprofit groups.*

- Advance strategies that demonstrate Westminster is a regional leader in providing affordable/workforce housing.
- Develop programs and strategies that build a unique sense of community in Westminster.
- Lead the development of cultural opportunities in Westminster.
- Identify the distinct neighborhoods of Westminster and help them begin to work together, as neighbors, to grow the sense of place and community in their neighborhoods.



**Beautiful, Desirable, Safe, and Environmentally Responsible City** — *Westminster thoughtfully creates special places and settings. The city is an active steward, protecting and enhancing natural resources and environmental assets. The city promotes and fosters safe and healthy communities.*

- Make a Citywide commitment to sustainability.
- Promote ongoing excellent management and maintenance of the City’s parks and open space system.
- Provide opportunities for residents, visitors, and employees to improve their personal wellness—physically, emotionally, and intellectually.



**Dynamic, Diverse Economy** — *Westminster is a local government that fosters social, economic, and environmental vitality and cultivates and strengthens a wide array of economic opportunities.*

- Develop an economic development strategy that contributes to City vision attainment and is executed through collaborative work between the City of Westminster, the business community, residents, and other partners of Westminster.



**Financially Sustainable Government Providing Excellence in City Services** — *Westminster leads the region in a culture of innovation that exceeds expectations in providing value in all city services — the City shall be known for “the Westy Way.”*

- Develop and maintain comprehensive municipal capital infrastructure master plan and financing strategy.
- Promote the organizational culture of Service, Pride, Integrity, Responsibility, Innovation, and Teamwork.
- City Manager will develop an annual program of specific department business process improvement reviews.



**Ease of Mobility** — *Westminster pursues multi-modal transportation options to ensure the community is convenient, accessible, and connected by local and regional transportation options through planning, collaboration, advocacy, and execution. Transportation objectives include walkability, bike friendly, drivability, and mass transit options.*

- Improve the walkability and bikeability of Westminster.
- Improve mass-transit options throughout Westminster.

**2015/2016 Achievements:**

- Hired a new City Manager and City Attorney.
- Implemented stakeholder process to review and update Strategic Plan and adopted robust plan with clear vision: Westminster is the next Urban Center of the Colorado Front Range.
- Provided direction on the Downtown Westminster development plan, moving forward with a block by block development strategy; completed agreements with five developers for six projects comprising approximately \$215 million in investment and almost one million square feet of development.
- Commenced affordable housing research, met with a consulting firm to prepare an affordable housing policy and strategy for the City, and executed three affordable housing projects.
- Created an Inclusivity Task Force which recommended the creation of an Inclusivity Board; City Council created and appointed the new board in 2016.
- Worked with Regional Transportation District (RTD), Adams County, Denver Transit Partners, Urban Drainage and Flood Control District, and other partners to ensure the timely completion of the Westminster Station facility and parking structure in July 2016; overall, an estimated \$75 million has been invested in transit, roadway, and drainage way improvements by the City and its partners.
- Approved funding to purchase additional bunker gear for the City’s firefighters to limit firefighters’ exposure to carcinogens that remain in their gear after fighting fires.
- Commenced creation of the Westminster Station Area Specific Plan zoning document to regulate land use and building form within the station area and provide policy direction and implementation measures for streetscape design, mobility, circulation, and public spaces.
- Advocated to ensure the Colorado Department of Transportation (CDOT) completed an express lane on I-25 from US 36 to 120th Avenue and for CDOT commitment of funding to continue the lane to 144th Avenue; groundbreaking took place in July 2016 for that phase; and additional work is needed to complete the lane to SH 7.
- Continued advocacy for completion of the Northwest Commuter Rail Line.
- Successfully advocated for sound walls along I-25 and participated in local match to CDOT.
- Successfully advocated for bus service north of 120th to 144th Avenue to serve Orchard and St. Anthony’s North Health Campus.
- Partnered with RTD to open the Flatiron Flyer, a schedule free bus rapid transit system operating between Boulder and Denver, with stations at US 36 at Sheridan and US 36 at Church Ranch.
- Developed and implemented additional online payment applications including applications for sales tax credit processing, and municipal court fines, fees, and tickets.
- Initiated the City’s branding and marketing efforts.
- Conducted and reviewed 2016 Citizen Survey, and utilized the results in strategic planning efforts and development of the 2017/2018 budget.
- Conducted an assessment of the current state of multi-lingual communication efforts throughout the City and have expanded the Council’s multi-lingual outreach.
- Conducted a robust stakeholder process to review a proposed ordinance to allow residential chicken and bee husbandry within the City and approved the ordinance.
- Provided direction on the scope and design of the City Hall plaza renovation, including an ice melt system.
- Authorized the addition of a new Senior Transportation and Mobility Planner within the Community Development Department.
- Secured a grant in collaboration with 36 Community Solutions from Denver Regional Council of Governments for the installation of a “Bus then Bike” shelter at the US 36/Sheridan Bus Rapid Transit Center.
- Kicked off the Mobility Action Plan Westminster project in early 2016 to identify where the City can improve pedestrian, bicycle, and transit opportunities. Engaged the public and business community through two stakeholder workshops and three mobile public meetings to solicit ideas about type and location of mobility improvements.
- Implemented Summer Lunch Program in partnership with Westminster Public Schools.

**Total Budget by Category**

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
Personnel	\$156,321	\$184,935	\$177,590	\$183,987	\$187,917
Contractual	\$62,984	\$74,640	\$71,915	\$95,715	\$95,065
Commodities	\$8,414	\$8,950	\$8,950	\$10,150	\$8,950
Capital Outlay	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$227,719</b>	<b>\$268,525</b>	<b>\$258,455</b>	<b>\$289,852</b>	<b>\$291,932</b>





## CITY ATTORNEY’S OFFICE

The City Attorney’s Office is responsible for the general legal affairs of the City. The Office provides legal representation and counsel, and prepares contracts, ordinances, and other legal documents. The City Attorney’s Office also prosecutes all City Code violations.

### OVERVIEW

- Plans, organizes, and directs the legal programs and activities of the City.
- Counsels and advises the City Council, City Boards and Commissions, the City Manager, and Department Heads on the legal implications of contemplated policy and administrative decisions.
- Determines legal means to implement City policies.
- Represents the City in litigation in state and federal courts and before local administrative agencies.
- Prepares and reviews City ordinances and contracts.
- Conducts legal trainings and other educational programs related to lawsuit avoidance.
- Prosecutes City Code violations in Municipal Court.
- Enforces the Westminster Municipal Code.

### 2017 Objectives:

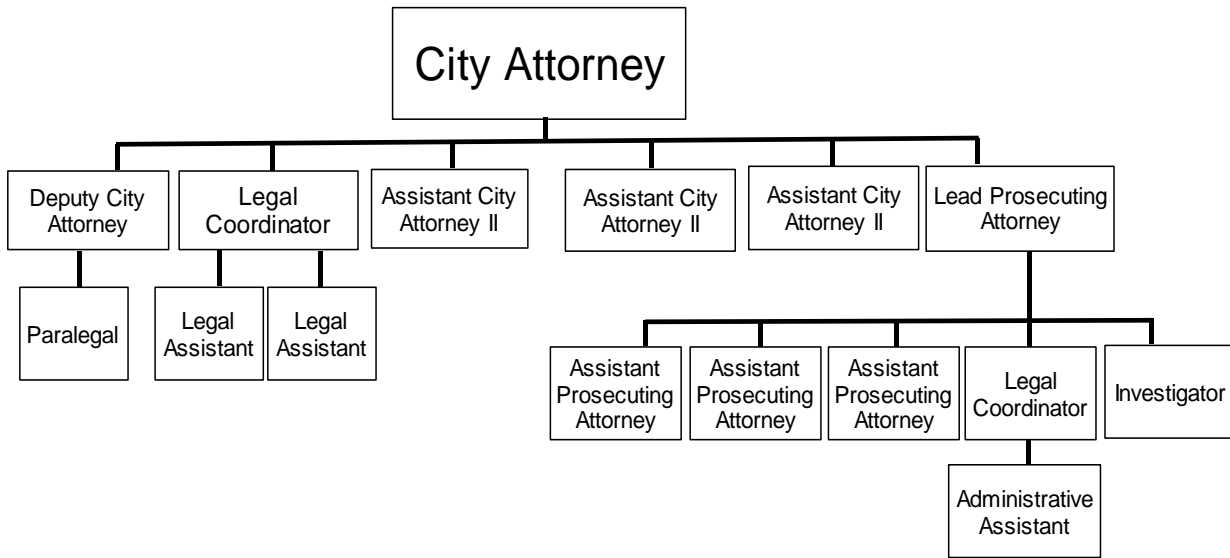
- Facilitate development of Downtown Westminster by providing prompt and reliable legal services.
- Review and modify attorney areas of responsibility and support staff assignments as needed to accommodate the evolving areas of expertise.
- Assist in the realization of economic development opportunities as they arise.
- Provide assistance as needed for the Westminster Station project.
- Maintain record of resolving personnel issues without any grievances to City’s Personnel Board.
- Hire 1.0 FTE Assistant City Attorney.
- Utilize the investigator’s talents, realign areas of responsibility, and redistribute workloads.
- Continue to consult with and provide legal advice to the North Metro Task Force.

### 2018 Objectives:

- Continue to assist in the realization of economic development opportunities as they arise.
- Continue to provide outstanding legal representation to the City of Westminster.
- Continue to serve the community through appropriate prosecution of municipal offenses.
- Continue to support the City’s sales and use tax collection efforts.
- Continue to pursue development of Downtown Westminster and the Westminster Station area.
- Continue to consult with and provide legal advice to the North Metro Task Force.
- Continue to support City Council initiatives.
- Continue to defend the City’s home-rule authority.

### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
Personnel	\$1,229,909	\$1,319,311	\$1,192,867	\$1,416,866	\$1,445,298
Contractual	\$62,386	\$76,482	\$76,527	\$77,180	\$77,201
Commodities	\$7,357	\$18,822	\$21,340	\$16,521	\$16,533
Capital Outlay	\$2,287	\$14,945	\$14,945	\$24,746	\$0
<b>TOTAL</b>	<b>\$1,301,939</b>	<b>\$1,429,560</b>	<b>\$1,305,679</b>	<b>\$1,535,313</b>	<b>\$1,539,032</b>

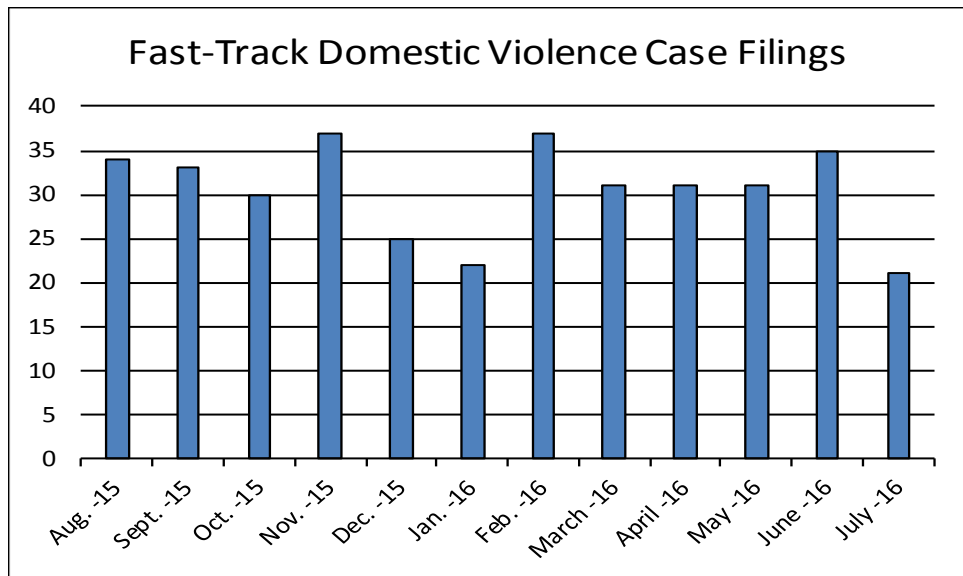


**Staffing (Full-Time Equivalent Employees)**

	2016	2017	2018
	Authorized	Authorized	Authorized
<b>City Attorney's Office</b>	14.700	15.700	15.700
<b>TOTAL</b>	<b>14.700</b>	<b>15.700</b>	<b>15.700</b>

**Performance Measure Snapshot...**

The City Attorney's Office continues to place a high priority on prosecuting domestic violence offenses in the City through the "Fast-Track" program. The City experiences an average of 30 new domestic violence case filings each month. The chart shows recent monthly experience.



**2015/2016 Achievements:**

- Provided legal support for the Westminster Station and Little Dry Creek Trail projects.
- Negotiated Intergovernmental Agreements (IGAs) with the Colorado Department of Transportation (CDOT) defining local funding obligations concerning Little Dry Creek Trail improvements near Federal Boulevard and the City's reimbursement for these projects.
- Successfully negotiated with the Regional Transportation District (RTD) on an amendment to the Westminster Station IGA to update its milestones and clarify RTD's sales tax obligations.
- Successfully negotiated a lease amendment with J.C. Penney addressing the right-of-way for Westminster Boulevard, and allowing construction to begin on roads, utilities, and other infrastructure for Downtown Westminster.
- Prepared lease extension for Westminster Economic Development Authority and J.C. Penney Properties, Inc.
- Prepared Special Warranty Deed between the City of Westminster and KEW Realty Corporation concerning the "Triangle Parcel" adjacent to the Westminster Station parking garage.
- Prepared Special Warranty Deed between the City of Westminster and Urban Pacific Multi-Housing, LLC and Pacific West Communities, Inc., concerning a parcel of land at the Promenade development.
- Prepared Special Warranty Deed between Westminster Economic Development Authority and Alamo Westminster, LLC for a portion of Block A-2 in Downtown Westminster.
- Prepared Permanent and Temporary Easement Agreements with Jefferson County School District R1 for installing a fiber optic line in connection with the Standley Lake Bypass Pipeline Project, and with Standley Shores 01, LLC for installation of an electrical power conduit at the Big Dry Creek Blowoff site, as part of the Standley Lake Bypass Pipeline Project.
- Prepared Annexation Agreement with Mayham Reservoir for property known as the Moorings at Hidden Lake.
- Prepared Deed of conservation easement in gross in favor of the Adams County Board of County Commissioners for the Big Dry Creek buffer property near 112th Avenue and Sheridan Boulevard.
- Drafted an ordinance amending Title 14, Chapters 1 and 2, W.M.C., concerning Police and General Employee Pension Plans.
- Drafted an ordinance authorizing the 2015 Certificates of Participation for Downtown Westminster.
- Drafted an ordinance to allow beekeeping and chicken husbandry on single-family residential lots.
- Drafted an ordinance accepting a petition for improvements and creation of a City of Westminster Downtown General Improvement District.
- Drafted a resolution supporting the joint application for a Paths-to-Parks grant from the Great Outdoors Colorado Trust Fund to complete the Rocky Mountain Greenway Trail.
- Drafted a resolution to acquire fee interests and easements for the Little Dry Creek Grading Project.
- Drafted a resolution authorizing the pursuit of two grant requests from the Fall 2015 Adams County Open Space Grant Program to design and construct the Longview Trail, for reimbursement of the 6950 Lowell Boulevard acquisition, and demolition of 6930, 6940, 6950, and 6960 Lowell Boulevard.
- Researched the applicability of City sales and use tax upon certain membership services, and advising that sales tax does apply to Amazon's Prime membership customers.
- Successfully negotiated a use tax deficiency assessment concerning a care center's purchase of prepared meals, which is deemed as the purchase of tangible personal property and is taxable.
- Negotiating stipulations for penalty or suspension with liquor licensees.
- Researched and advised on a proposed construction defect ordinance.
- Researched and advised on collective bargaining and labor law issues.



WESTMINSTER




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## CITY MANAGER’S OFFICE

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The City Manager’s Office supports the Westminster City Council, helping achieve the City’s strategic goals through progressive management, effective communication, and the development and maintenance of a vital local economy.

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### OVERVIEW

**Administration:** Responsible for the overall administration of the City in accordance with City Council policies and direction. This section provides support to City Council with daily administrative issues and outreach efforts, provides direction and support to major development and redevelopment activities, assists City Council by conducting research and preparing policy recommendations and alternatives, directs the legislative program, and provides administrative support and direction to City departments.

**City Clerk’s Office:** Administers City elections, administers City and liquor licensing, and maintains all official records. The Office also serves as the facilitator for most open records requests and facilitates City Council appointments to Boards and Commissions.

**Policy & Budget:** Develops the biennial budget, manages the City’s legislative programs, conducts research and prepares policy recommendations and alternatives, provides support and assistance to city departments, and manages special projects.

**Economic Development:** Promotes diversified growth in the City by working with existing businesses, attracting key businesses to the City, and setting the stage for future development.

**Communication & Outreach:** Supports City departments through various communication mediums, performing communication efforts for the City, and providing Westminster citizens and businesses with comprehensive information about the activities and operations of their local government. Supports the Human Services and Inclusivity Boards.

### Total Budget by Category

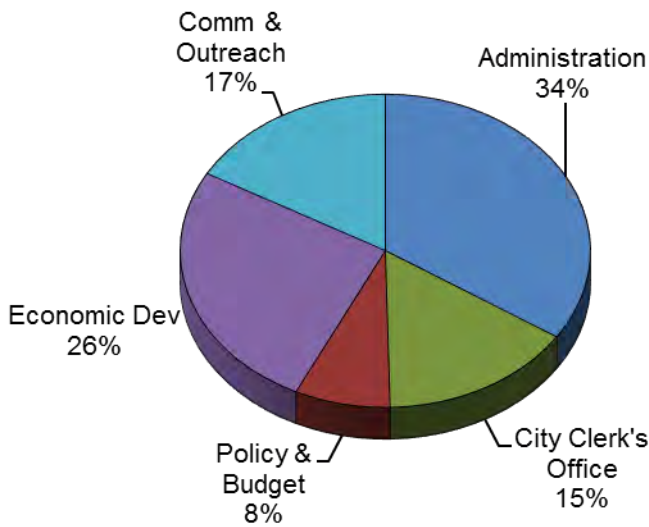
	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
Personnel	\$1,833,449	\$2,317,413	\$2,219,162	\$3,028,822	\$3,084,937
Contractual	\$169,583	\$674,245	\$503,318	\$980,468	\$979,222
Commodities	\$14,045	\$27,053	\$20,388	\$45,522	\$35,522
Capital Outlay	\$14,280	\$44,125	\$40,261	\$3,825	\$650
<b>TOTAL</b>	<b>\$2,031,357</b>	<b>\$3,062,836</b>	<b>\$2,783,129</b>	<b>\$4,058,637</b>	<b>\$4,100,331</b>

**Total Budget by Division**

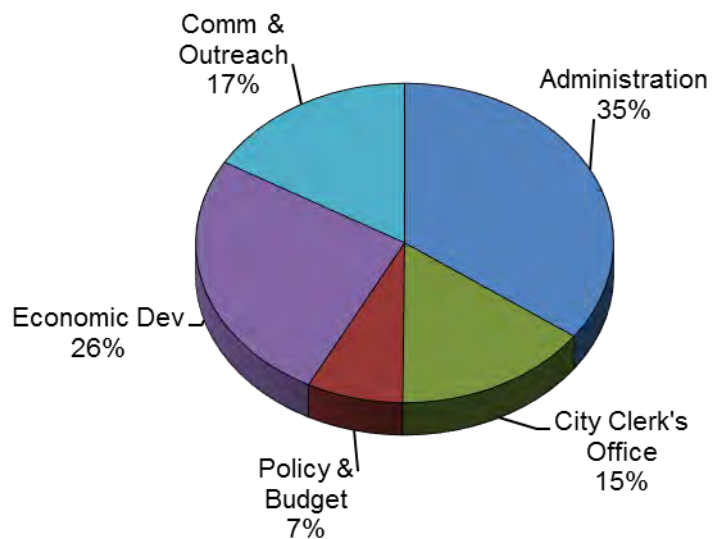
	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Administration</b>	\$903,938	\$1,298,848	\$1,295,065	\$1,390,950	\$1,432,642
<b>City Clerk's Office</b>	\$0	\$0	\$0	\$623,336	\$623,521
<b>Policy &amp; Budget</b>	\$259,715	\$296,199	\$212,050	\$306,049	\$306,049
<b>Economic Dev</b>	\$485,880	\$822,483	\$714,719	\$1,056,641	\$1,058,458
<b>Comm &amp; Outreach</b>	\$381,824	\$645,306	\$561,295	\$681,661	\$679,661
<b>TOTAL</b>	<b>\$2,031,357</b>	<b>\$3,062,836</b>	<b>\$2,783,129</b>	<b>\$4,058,637</b>	<b>\$4,100,331</b>

**Total Budget by Division**

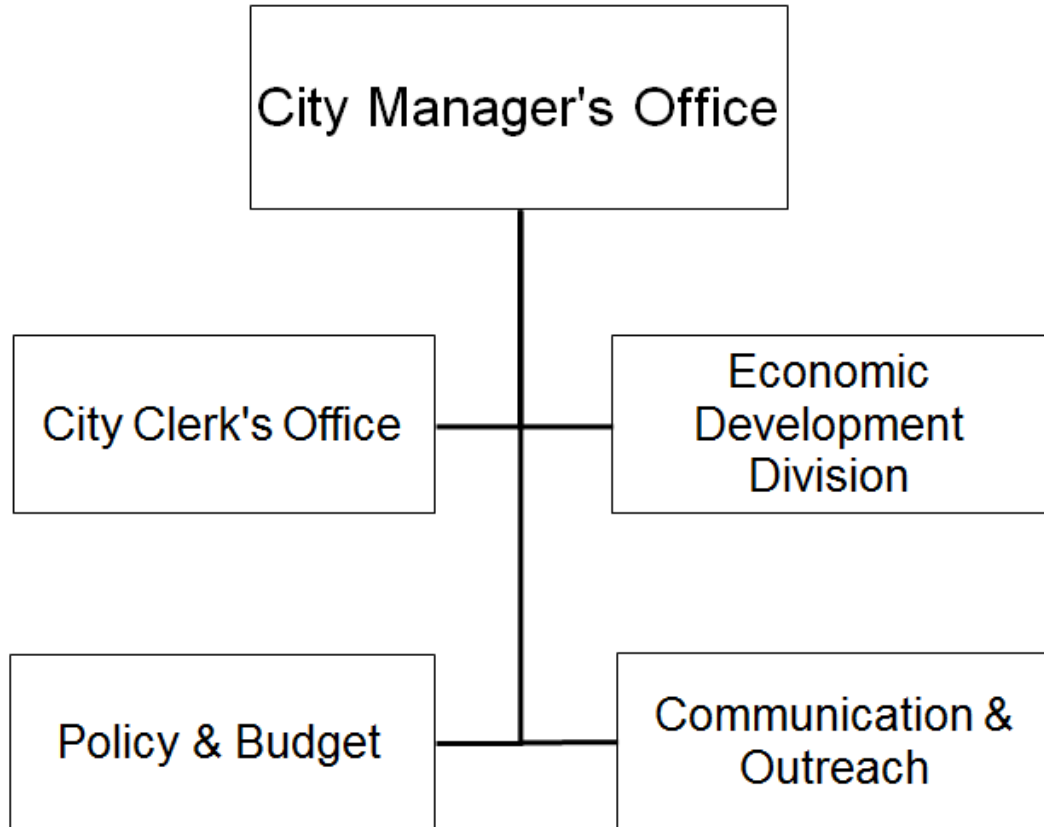
**Adopted 2017**



**Adopted 2018**



**Quick Fact:** 92% of residents rated the overall direction of the City services as heading in the right direction in the biennial citizen survey conducted in 2016.



**Staffing (Full-Time Equivalent Employees)**

	2016 Authorized	2017 Authorized	2018 Authorized
<b>Administration</b>	11.0	12.0	12.0
<b>City Clerk's Office</b>	0.0	4.0	4.0
<b>Policy &amp; Budget</b>	3.0	3.0	3.0
<b>Economic Development</b>	5.0	8.0	8.0
<b>Communication &amp; Outreach</b>	4.0	4.0	4.0
<b>TOTAL</b>	<b>23.0</b>	<b>31.0</b>	<b>31.0</b>

Note: Staffing totals include those positions funded by the General Fund and the Community Development Block Grant Fund.

## Administration

### Overview:

- Provides overall administration for the City in accordance with City Council policies and direction.
- Provides direction and supports major development and redevelopment projects.
- Provides timely and effective communications with City Council, citizens and staff.
- Directs the City's legislative program at both the State and Federal levels.
- In conjunction with the Finance Department, responsible for the administration of the Westminster Economic Development Authority (WEDA).
- Provides oversight of Downtown Westminster development activities.
- Provides oversight of the City's economic development activities.

### 2017 Objectives:

- Complete construction of the parking structure at the Downtown Westminster site.
- Begin construction on various private development projects at the Downtown Westminster site including Alamo Draft House; Solera Spa/Grid Collaborative Office; Central Square Restaurant; Eaton Street Affordable Housing; and Sherman Associates mixed use project.
- Construct the Central Square and first phases of the Center Park, streetscape for Phase I development, and South Park at the Downtown Westminister site.
- Protect the City's position on key legislative issues at the State and Federal level.
- Complete integration of the City Clerk's Office into the City Manager's Office.
- Continue updating the City's Strategic Plan and work toward accomplishment of the goals and objectives established.

### 2018 Objectives:

- Begin construction on the Sherman Associates mixed use project at the Downtown Westminister.
- Construct a first phase of streetscape and roadway configuration improvements along 88th Avenue and 92nd Avenue as identified by the Mobility and Traffic Analysis.
- Continue to play an active role in the development of the Downtown Westminister, moving the vision of being the next urban center forward.
- Continue to enhance service delivery via the web.
- Continue updating the City's Strategic Plan and work toward accomplishment of the goals and objectives established.

### Total Budget by Category

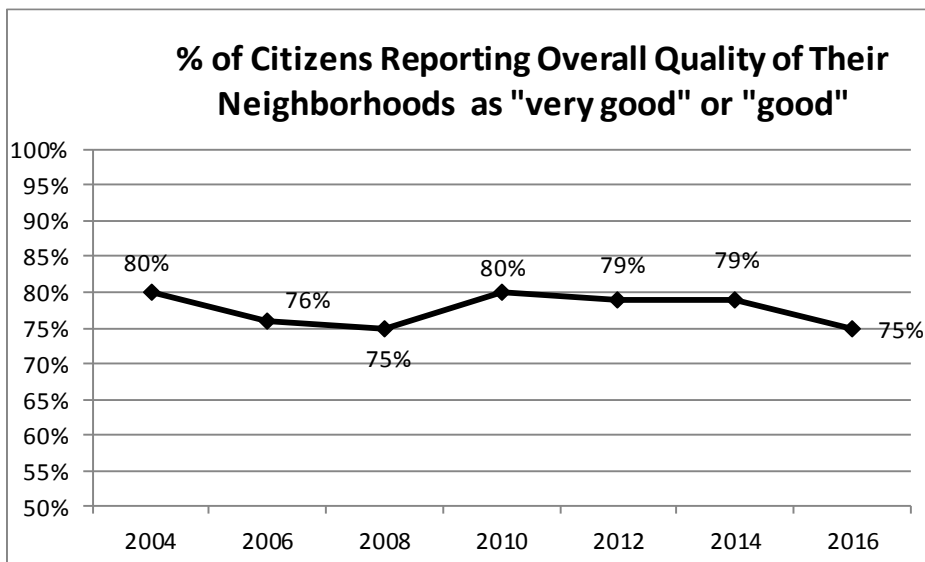
	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
Personnel	\$864,848	\$1,228,696	\$1,226,350	\$1,350,437	\$1,402,919
Contractual	\$25,642	\$33,491	\$34,087	\$22,713	\$21,273
Commodities	\$4,967	\$7,161	\$6,060	\$17,800	\$7,800
Capital Outlay	\$8,481	\$29,500	\$28,568	\$0	\$650
<b>TOTAL</b>	<b>\$903,938</b>	<b>\$1,298,848</b>	<b>\$1,295,065</b>	<b>\$1,390,950</b>	<b>\$1,432,642</b>





**2015/2016 Achievements:**

- Began construction on the first phase of road and utilities for the Downtown Westminster site with a projected completion in November 2016.
- Began construction of a six-floor, 888 stall parking structure at the Downtown Westminster site. The parking structure is the first phase of a shared public parking strategy that will provide non-exclusive parking facilities at the site.
- Successfully amended lease with J.C. Penney, with a term and options extending to 30 years. This amendment allowed the City to reduce the lease area to only the J.C. Penney building footprint, providing the Westminster Economic Development Authority (WEDA) with control over approximately nine of the original 11 acres of the original ground lease; this allows for WEDA to sell property and facilitate the development of mixed use projects, while keeping a well-established anchor tenant at the site.
- Completed agreements with five developers for six projects comprising approximately \$215,000,000 in investment and almost 1,000,000 square feet of development in Downtown Westminster.
- Completed and gained City Council approval of four master plans for parks and streetscapes in the Downtown that will be phased in over time as development occurs and funding permits. These projects will eventually provide public spaces for community gathering, events and ongoing programming on-site to energize retail, and creating a civic and social center within the City.
- Initiated a Mobility and Traffic Analysis to implement direction in the Downtown Specific Plan and address community concerns for traffic safety, noise, and accessibility. This analysis will help inform the basis for roadway and streetscape improvements that will enhance accessibility for multi-modal transportation.
- Initiated a Cultural and Civic Facility Feasibility Analysis to provide direction and implementation for a cultural and civic program within Downtown, intended to attract visitors to the site.
- Created a Downtown Westminster-specific work group to focus on implementing City Council's vision.
- Completed Westminster Station, enabling commuter rail service to Westminster, and opened on time on July 25, 2016, per the intergovernmental agreement with the Regional Transportation District.
- Implemented significant improvements in technology citywide including: Trakit ePermitting system for development reviews and building inspections; WebRMS records management system in the Police Department; upgrade of the JDE financial management software; database clustering, resulting in standardized maintenance and cost reduction; new Maintenance Connections facilities management program; and new online water bill payment system.
- Supported efforts to implement the development review process evaluation in Community Development in order to streamline and improve the development review process, including significant investment in new staff, training and computer software and hardware.



**Performance Measure Snapshot....**

Every two years, the City of Westminster conducts a Citizen Survey of 3,000 randomly selected households. In 2016, survey results for the overall quality of neighborhoods were within the range of prior years' surveys and similar to results found across the nation.

## City Clerk's Office

### Overview:

- Repository of all official records.
- Responsible for accurately maintaining, tracking, and retrieving contracts, ordinances, resolutions, minutes, and City Council agenda information.
- Administers all City elections, including those for Mayor and City Councillors.
- Administers citywide document management program.
- Facilitates review and issuance of City licenses.
- Facilitates City Council appointments to Boards & Commissions.
- Codifies the City Code to accurately reflect any changes enacted.
- Approves liquor license renewals, transfers, manager registrations, modifications of premise, and changes of ownership structure.
- Provides building ambassador services for City Hall during after-hours meetings of City Council and Boards & Commissions, as well as special events.
- Serves as facilitator for most open records requests, routes requests to appropriate departments, and sends responsive documents and correspondence to requestors.

### 2017 Objectives:

- Complete review of the City Clerk's file room: purge per retention schedule, document destruction of files that are past retention, create new volumes, scan documents, complete metadata, and quality check scanned documents.
- Purge documents already stored in Laserfiche that are past retention.
- Continue Laserfiche capital improvement plan to establish an external-facing web portal, systems integration, and automate processes.
- Update Penalty Guidelines for Special Permit and License Board and provide more training opportunities for Board members.
- Create webpage to make liquor licensing application forms, fee schedule, and information accessible to the public via the City's website.
- Revamp the election results webpage to provide more robust information to media and the public.
- Provide election contributions forms online and investigate possibility of accepting filings online.

### 2018 Objectives:

- Complete Certified Municipal Clerk (CMC) classes through International Institute of Municipal Clerks and pursue Master Municipal Clerk (MMC) designation.
- Implement an electronic public records request tracking system that will streamline the process and ensure that all requests meet legal deadlines and requirements.
- Develop Colorado Open Records Act (CORA) training curriculum and offer classes for City employees.
- Update records retention schedules, training curriculum, and offer classes for City employees.
- Focus on career development and new technology opportunities for business process improvements.

### Total Budget by Category

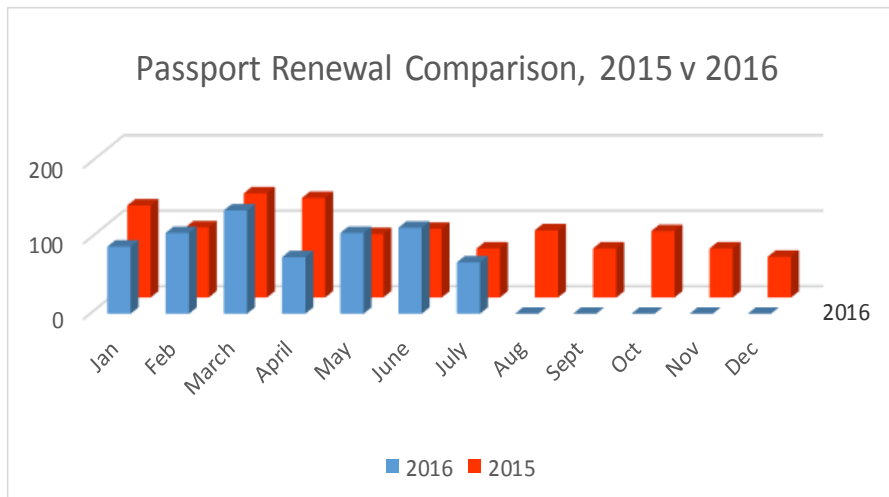
	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
Personnel	\$0	\$0	\$0	\$399,249	\$399,249
Contractual	\$0	\$0	\$0	\$220,087	\$220,272
Commodities	\$0	\$0	\$0	\$4,000	\$4,000
Capital Outlay	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$623,336</b>	<b>\$623,521</b>

NOTE: The City Clerk's Office is new to the City Manager's Office mid-year 2016; it was formally in the General Services Department.



**2015/2016 Achievements:**

- Conducted a successful election to fill three City Councillor offices in 2015.
- In 2015, processed 1,086 U.S. Passport applications; 283 Commercial Business Licenses; 108 Home Occupation Licenses; and 326 Sales/Use Tax Licenses.
- Established a [licensing@cityofwestminster.us](mailto:licensing@cityofwestminster.us) mailbox for better customer service. The email address, provided on forms and via the City's website, is used by many business owners to submit questions and forms via email. Two to eight emails are received each day that require timely responses.
- Processed 7 new liquor license applications, 17 transfer applications, 211 miscellaneous liquor license actions (renewals, tasting permits, etc.), 5 modifications of premises, 11 special events permits, 10 show cause hearings for liquor violations, and generated 198 individual renewal letters.
- Completed Phase 3 Laserfiche upgrade to add additional user licenses and modules for additional integration and consolidated three Laserfiche volumes.
- Transitioned to a new City Clerk and welcomed a new additional full-time Deputy City Clerk in 2016.
- Worked extensively with Information Technology and Community Development Departments to integrate Laserfiche with new Bluebeam system.
- Implemented Novus electronic agenda management system; created nine unique agenda templates for various meetings; provided four training classes for staff/users; developed procedures for users during two parallel tests; and continue to provide ongoing support.
- Implemented new DocuSign digital signature software for use in contracts, grant authorization forms, unbudgeted technology forms, affidavits, and finance trust reconciliations and audit reports.
- Boards and Commissions Appointments: managed the process of scheduling, application review, and interviewing of potential board members; facilitated the appointment of 13 inaugural members of the Inclusivity Board; and filled eight vacancies on other various Boards and Commissions.
- Served as a mail ballot drop-off site for the Primary Election.
- Executed Intergovernmental Agreements for Election Services for a November 2016 Special Election with Adams County and Jefferson County.
- Began the transition of external codification of the Westminster Municipal Code.
- Began providing translation services through a consistent vendor for City Council meetings.
- By mid year 2016, processed 697 U.S. Passport applications; 146 Commercial Business Licenses, 59 Home Occupation Licenses; and 167 Sales/Use Tax Licenses.
- By mid year 2016, processed 11 new liquor license applications, 6 transfer applications, 107 miscellaneous liquor license actions (renewals, tasting permits, etc), 3 modifications of premises, 14 special events permits, 11 show cause hearings for liquor violations, and generated 100 individual renewal letters.



**Performance Measure Snapshot....**

One of the duties of the City Clerk's Office is to process United States Passport applications. While there is no particular "busy season," the passport desk certainly stays busy all year long. Even though 2016 got off to what seemed like a slow start, its likely that renewals will meet or exceed those processed in 2015.

**2015 Total Renewals: 1086**  
**2016 Renewals as of 7/31/16: 697**

## Policy & Budget

### Overview:

- Coordinates analysis, preparation, and execution of the City budget.
- Manages the citywide performance measure program.
- Manages special projects, researches and coordinates assigned new programs, and analyzes City policies and operating procedures.
- Supports the City's regional transportation efforts.
- Provides overall coordination of capital projects.
- Manages and tracks municipal impacts of state and federal legislation.
- Works with other City departments to implement City Council policy decisions.

### 2017 Objectives:

- Reassess the City's performance measures program.
- Collaborate with Public Works & Utilities on cost of service study and forecasting rate revenues.
- Provide ongoing support to transit oriented developments throughout the City, particularly the redevelopment opportunities in South Westminster at the new commuter rail Westminster Station.
- Advocate City's position on key legislative issues at the state and federal level.
- Conduct mid-year budget review of the Adopted 2018 Budget.

### 2018 Objectives:

- Conduct the biennial citizen survey.
- Develop the proposed 2019/2020 biennial budget, within limited resources working to meet the needs of the community and achieving City Council strategic plan goals.
- Continue to monitor legislative developments and act upon them accordingly to protect City interests.
- Support City Council Strategic Plan efforts citywide and through the budget development process.

### Total Budget by Category

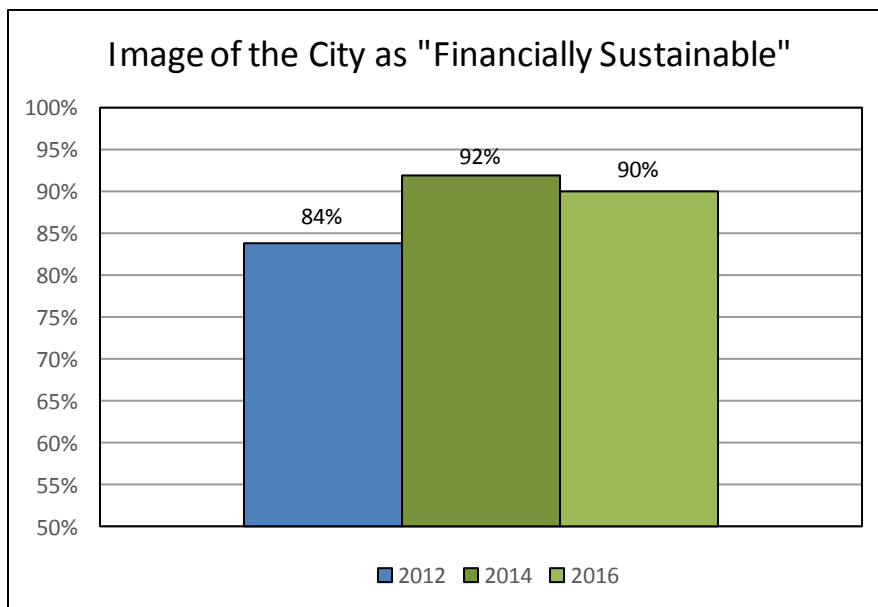
	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
Personnel	\$257,128	\$287,299	\$205,100	\$295,070	\$295,070
Contractual	\$1,948	\$8,150	\$6,265	\$7,729	\$7,729
Commodities	\$639	\$750	\$500	\$3,250	\$3,250
Capital Outlay	\$0	\$0	\$185	\$0	\$0
<b>TOTAL</b>	<b>\$259,715</b>	<b>\$296,199</b>	<b>\$212,050</b>	<b>\$306,049</b>	<b>\$306,049</b>

NOTE: The Policy & Budget Division was new in 2015 (it was formerly consolidated under Administration).



**2015/2016 Achievements:**

- Transitioned the division to a new manager and staff.
- Coordinated the Strategic Plan review/update process. This included working with the facilitator and the new City Manager to ensure City Council goals were more clearly identified and refined.
- Implemented the Strategic Plan action items into the 2016 Mid-Year Budget Review; significant investment (approximately \$7 million) was made in the mid-year budget towards advancing the vision and Strategic Plan.
- Coordinated the Division Manager Retreat. This was possibly the first ever citywide division manager retreat for the organization. Utilized a facilitator to conduct a half day team building session before focusing on the Strategic Plan input requested by City Council in 2015.
- Supported regional transportation initiatives, including the commuter rail Westminster Station and B-Line opening.
- Planned and assisted with the implementation of the City Hall Plaza renovation project and the Council Chambers renovation.
- Coordinated and implemented a South Westminster community outreach strategy with the Community and Outreach Division and Community Development Department. Hosted a community meeting specific to the construction underway in the area that was attended by approximately 200 attendees. Launched an e-newsletter specific to South Westminster to help target information specific to this area. Participated in the South Westminster Specific Plan kick off with stakeholders.
- Worked with US 36 Mayor and Commissioners Coalition and North Area Transportation Alliance to promote and protect commuter rail options with RTD for the US 36 and I-25 corridors.
- Reviewed and propose a balanced 2016 mid-year budget that included significant staff increases and financial support to priorities identified in the Strategic Plan.
- Retained the General Reserve Fund at the 10% balance per City policy and maintained the General Fund Stabilization Reserve at fiscal year end 2015 with a balance of \$5,312,470 or 5.8% of the Sales and Use Tax Fund revenues for 2015, which is within the target of 5%-10% for the General Fund Stabilization Reserve.



**Performance Measure Snapshot...**

Every two years, the City of Westminster conducts a Citizen Survey of 3,000 randomly selected households. In 2016, at least 9 in 10 residents agreed that the “financially sound” description reflected their image of Westminster.

## Economic Development

### Overview:

- Fosters a sustainable, balanced economy in the City of Westminster.
- Attracts and retains primary jobs, and works with businesses to assist them grow and prosper.
- Grows and maintains the City's retail community.
- Communicates with property owners, real estate brokers, developers and investors to assist in their development plans.
- Positions Westminster as a regional leader in providing affordable/workforce housing.
- Identifies and promotes development and redevelopment opportunities throughout the City.
- Administers the Community Development Block Grant Program and Westminster Housing Authority.
- Administers and implements South Westminster Revitalization Program and initiatives.

### 2017 Objectives:

- Continue business recruitment efforts to further diversify the City's economy.
- Continue to encourage retention and growth of City businesses.
- Build brand identity for Westminster, the Downtown and Transit Oriented Development (TOD) areas.
- Advance strategies that demonstrate Westminster is a regional leader in providing affordable/workforce housing.
- Implement an economic development strategy that contributes to City vision attainment and is executed through collaborative work between the City of Westminster, the business community, residents, and other partners of Westminster.
- Support economic resilience through a business attraction and retention strategy focusing on primary jobs, anchor institutions, and supporting innovative initiatives and social entrepreneurs.
- Conduct an audit on small businesses and grow small businesses through an incubation process.
- Recruit unique local restaurants, targeting at least one in South Westminster in the 73rd Avenue/Arts District area.
- Relentlessly pursue the development of Downtown Westminster, consistent with the vision of the project.

### 2018 Objectives:

- Continue business recruitment efforts to further diversify the City's economy.
- Continue to encourage retention and growth of City businesses.
- Continue to build brand identity for the City, the Downtown Westminster and TOD areas.
- Continue to advance strategies that demonstrate Westminster is a regional leader in providing affordable/workforce housing
- Provide ongoing support of economic resilience through a business attraction and retention strategy focusing on primary jobs, anchor institutions, and supporting innovative initiatives and social entrepreneurs.
- Continue recruiting unique local restaurants citywide.
- Continue to relentlessly pursue the development of Downtown Westminster, consistent with the vision of the project.
- Continue to recruit development activities for the TOD area.

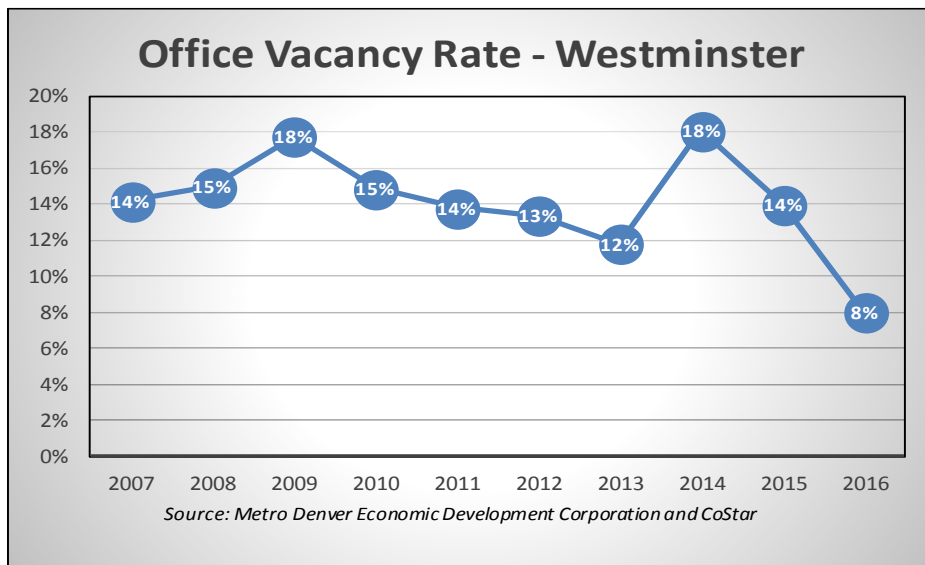
### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
Personnel	\$430,078	\$486,211	\$479,762	\$632,823	\$636,456
Contractual	\$50,213	\$320,777	\$221,621	\$417,793	\$417,802
Commodities	\$5,589	\$2,870	\$1,828	\$4,200	\$4,200
Capital Outlay	\$0	\$12,625	\$11,508	\$1,825	\$0
<b>TOTAL</b>	<b>\$485,880</b>	<b>\$822,483</b>	<b>\$714,719</b>	<b>\$1,056,641</b>	<b>\$1,058,458</b>



**2015/2016 Achievements:**

- Experienced reduced retail vacancy rates from a high in 2011 of 12% down to 7.91% as of June 30, 2016.
- Experienced further declines in office vacancy rates from 18% in 2014 to only 8% in 2016.
- Experienced 10 new business relocations in 2015/2016, creating over 1,142 new jobs and supports economic resilience; businesses include:
  - ◊ Zimmer Biomet, 104,000 sf, Westmoor, 210 jobs
  - ◊ Reed Group (2016 expansion), 8,500 sf, Westmoor, 100 jobs
  - ◊ Ball Aerospace IT, 20,000 sf, CirclePoint, 80 jobs
  - ◊ Phoenix Financial, 19,000 sf, Offices at Walnut Creek, 70 jobs
  - ◊ Steen Machining, 30,000 sf, Offices at Walnut Creek, 22 jobs
  - ◊ Water Pulse, 5,500 sf, Park Centre, 10 jobs
  - ◊ Cintron Medical, 16,000 sf, Park Centre, 20 jobs
  - ◊ Alliance Data, 52,000 sf, Park Centre, 500 jobs
  - ◊ DaVinci Institute, 14,000 sf, 9191 Sheridan, 16 startups and microbusinesses
  - ◊ Coalfire Systems, 20,000 sf, Westmoor, 130 jobs
- Developed and implemented an economic development strategy that contributes to City vision attainment, and is executed through collaborative work between the City of Westminster, the business community, residents, and other partners of Westminster.
- Achievements addressing specific City Council Strategic Plan Actions include:
  - ◊ Pursue Workforce Housing – Alto/Adams County Housing Authority has broken ground (71st & Federal) and Hidden Lake Homes/Jefferson County Housing Authority has been permitted and is in the process of executing an intergovernmental agreement. The City is also in the review process for the final phase of the Panorama Pointe senior housing project.
  - ◊ Build brand identity for Westminster – Hired a marketing and advertising agency to assist with the branding and messaging of our Downtown Westminster identity.
  - ◊ Recruit developers to the TOD – The City created a short-term and long-term marketing plan that will help promote the station and attract potential developers.



**Performance Measure Snapshot...**

Despite an increase in 2014, Westminster has been following the Metro Denver trend in a steady decline in overall office vacancy rates.

## Communication & Outreach

### Overview:

- Coordinates an integrated City communication program using print, website content, social media, online civic engagement tools, and video to deliver consistent and timely messages to the public.
- Provides public relations counsel and media relations for elected officials and City departments to foster a positive perception of government with our residents and businesses.
- Manages the City Council outreach program.
- Leads inclusiveness efforts/community partnerships for a more robust outreach and engagement program.
- Serves as Staff Liaison to the City's Human Services Board and Inclusivity Board.
- Coordinates an integrated internal communication program that employs web, print, video, and other digital channels to provide consistent messaging to the organization.

### 2017 Objectives:

- Continue to build on the City brand through ongoing, consistent application of the City's branding campaign, with a focus on connecting the public to the City's vision.
- Complete redesign of City web presence and launch new website.
- Facilitate integration of WestyCConnect in website redesign process.
- Increase effectiveness of social media by continually revising the citywide social media plan and providing annual social media contributors training.
- Ensure compliance with the City's new social media policy.
- Explore methods to get City Edition out to more citizens and work on a redesign of City Edition.
- Evaluate COWTalk and other methods of reaching our internal audience.
- Continue to enhance features of COWnet, the City's intranet.
- Develop an enhanced internal communications strategy.
- Explore new methods of internal communication at field facilities.
- Implement and enhance multi-lingual communication solutions.

### 2018 Objectives:

- Continue to explore new ways to engage the public through a variety of methods and technologies.
- Continue to enhance the City website in ways that encourage openness and transparency.
- Continue to improve communication amongst City employees.
- Continue to build on the City brand through ongoing, consistent application of the City's branding campaign, with a focus on connecting the public to the city vision.

### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
Personnel	\$281,395	\$315,207	\$307,950	\$351,243	\$351,243
Contractual	\$91,780	\$311,827	\$241,345	\$312,146	\$312,146
Commodities	\$2,850	\$16,272	\$12,000	\$16,272	\$16,272
Capital Outlay	\$5,799	\$2,000	\$0	\$2,000	\$0
<b>TOTAL</b>	<b>\$381,824</b>	<b>\$645,306</b>	<b>\$561,295</b>	<b>\$681,661</b>	<b>\$679,661</b>



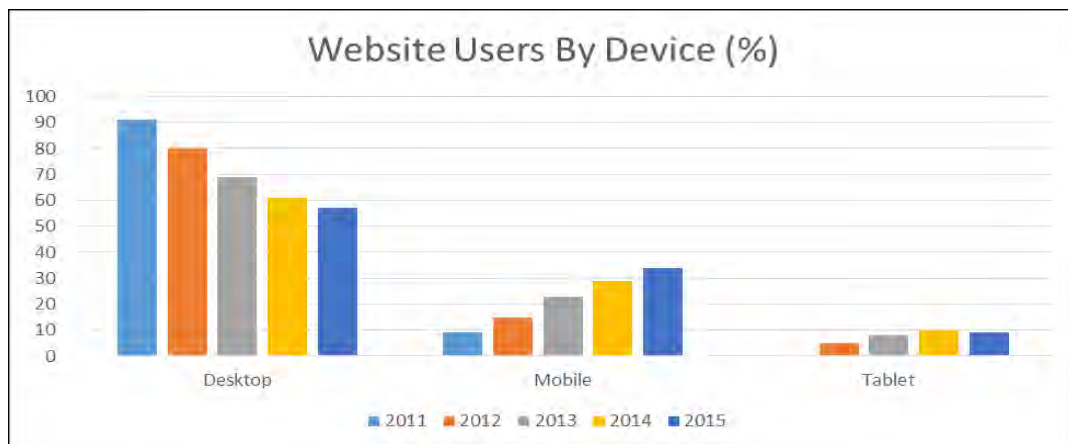


**2015/2016 Achievements:**

- Hired new 1.0 FTE Communication & Outreach Coordinator to coordinate outreach and engagement efforts for City Council.
- Began overseeing the Human Services Board.
- Oversaw creation of Inclusivity Task Force and Board.
- Supported multiple email newsletters to help City programs connect with citizens.
- Developed new ways for interested citizens to engage with City Council and City staff as part of a comprehensive community outreach program.
- Continued to build online access to essential City programs and services through Access Westminster and WestyCONnet and through internal video capabilities to share news and information on web, social media, and Cable Channel 8.
- Created “The Secret’s Out” video used to promote Westminster as a great place to live, work, and play.
- Led citywide communication efforts for Downtown Westminster and Westminster Station projects.
- Led communication to the public about City Council candidates in 2015 (forum, City Edition bios, and individual videos).
- Led communication of 72nd Avenue/Raleigh Street Bridge Replacement project, including public meetings, website, social media, The Weekly, and City Edition.
- Developed comprehensive branding oversight program to help support the wide variety of City branding efforts.
- Created RFP for website redesign and will begin working with consultant and City staff to ramp up the redesign from a “mobile first” perspective, developing enhanced applications and performance for all digital platforms.
- Conducted internal communication audit.
- Conducted internal multi-language communication audit.
- Updated WestyConnect on a new platform.
- Created Social Media Plan and Policy and conducted social media trainings for City contributors.
- Led planning efforts for the Westminster Station grand opening carnival with approximately 4,000-5,000 in attendance.
- Successfully transitioned to a new e-newsletter system.
- Created 21 City Council public service announcements that ran on Channel 8 and the City’s YouTube Channel promoting City services.

**Performance Measure Snapshot...**

As part of its ongoing assessment of performance measures, the Communication and Outreach Division tracks a number of vital website analytics. One important indicator being tracked is the growth of mobile users for website content. This trend drove the conversion of the existing website to a responsive design in 2013 and will be a major factor in the website redesign project taking place in 2016-17.





## Central Charges

Central Charges serves as the centralized budgeted location for employee benefits and citywide programs, such as the Human Services Board funding.

### OVERVIEW

- Reflects medical, dental, life and disability insurance benefits for employees budgeted in the General, Water, Wastewater and Stormwater Drainage Funds.
- Includes most citywide memberships.
- Reflects transfer payments to other funds, contingency funds and Certificate of Participation (COP) payments.
- Includes Human Services funding for nonprofit organizations serving Westminster citizens.

### 2017 Objectives:

- Continue funding employee benefits, working strategically at cost containment to retain benefit levels.
- Support succession planning efforts through various initiatives for the transfer of important operational knowledge as more tenured staff commence their transition to retirement; funds are budgeted, where appropriate, to allow for overlap with new staff, contract services as needed, or other opportunities that will ease the transition and allow for appropriate transfer of knowledge.

### 2018 Objectives:

- Continue funding employee benefits, working strategically at cost containment to retain benefit levels.
- Increase funding to Human Services Board agencies in a phased manner, commencing with \$5,000 a year for three years beginning in 2018.
- Continue to fund vehicle and equipment replacement to ensure that Staff retains the correct tools to do their jobs safely and efficiently, particularly through the implementation of the 15-Year Vehicle Replacement Plan.

### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
Personnel	\$17,389,704	\$19,307,495	\$19,306,585	\$20,442,111	\$24,414,296
Contractual	\$10,747,254	\$10,040,286	\$10,014,191	\$13,053,423	\$13,258,187
Commodities	\$17,740	\$10,000	\$15,000	\$13,500	\$13,500
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Other Expenditures	\$10,652,126	\$0	\$0	\$0	\$0
Transfer Payments	\$10,686,381	\$9,814,157	\$9,814,157	\$5,968,251	\$5,193,814
Contingency	\$0	\$1,000,000	\$0	\$1,000,000	\$1,000,000
Debt Service	\$1,869,073	\$8,224,962	\$8,225,162	\$8,406,542	\$8,406,542
<b>TOTAL</b>	<b>\$51,362,278</b>	<b>\$48,396,900</b>	<b>\$47,375,095</b>	<b>\$48,883,827</b>	<b>\$52,286,339</b>

NOTE: In budgeting projected market, step and merit salary adjustments for 2018, the total amount (approximately \$2.3 million) is included within the Personnel category above under the 2018 Adopted column. This temporarily inflates this budget until the mid-year review. During the mid-year budget review, these funds are distributed out to the departments after review with City Council.



## Human Services

The Human Services Board (HSB) mission and goals are to provide assistance in food, mental health, housing and other services for the citizens of Westminster. The Human Services Board reviews, evaluates and recommends to City Council funding levels for the budget year based on submittals from outside human service agencies and other nonprofit organizations, considering how to best allocate funds to provide human services to the residents of Westminster. Members of this board represent expertise in health services, housing, community services, senior citizens, education and cultural services.

The HSB received 27 applications for funding requests totaling \$191,322 for 2017 HSB funds. All 27 agencies are recommended for 2017 funding. In 2016, the HSB received 28 applications for funding requests totaling \$191,641.

Based on feedback from City Council, the 2015 budget for HSB funding was increased from \$100,000 to \$115,000 in an effort to meet some of the increased need in the community. Requests for 2017 HSB funding were steady, with a slight decrease of \$319 from 2016 funding requests. However, the Board has continued to see an increase in funding requests from agencies and is continually unable to meet the funding requests of these agencies serving Westminster residents. For this reason, the HSB requested a tiered increase for human service funding of \$5,000/year over the next three years, commencing in 2018. This will total a \$15,000 increase over three years, with the goal of a \$130,000 annual budget by the year 2020.

The Board worked together to develop funding criteria and a score sheet to evaluate each agency requesting funding. This new addition to the funding review proved quite useful in its first year, as some members were not able to be present for each evening of interviews. The score sheets allowed fellow Board members the ability to capture and incorporate the recommendations of the absent members.

City Council approves the total budget for HSB funded agencies for each year, which are noted in the table (i.e., \$115,000 in 2017 and \$120,000 in 2018). However, the specific amounts recommended by the HSB for each requesting agency are only for fiscal year 2017. During the summer of 2017, the Human Services Board will review all requests for funding for 2018 and make recommendations to City Council for official review in the fall of 2017. At that time, City Council will officially review and approve funding to specific agencies for 2018.

All of the agencies considered are in sound financial condition, have been successful in obtaining financial support from other governments/agencies and provide quality services to Westminster residents. A brief description of the services each agency provides may be found on the following pages.

**Total Budget by Category**

	<b>2015 Actual</b>	<b>2016 Amended</b>	<b>2016 Estimated</b>	<b>2017 Adopted</b>	<b>2018 Adopted</b>
Human Services	\$100,000	\$115,000	\$115,000	\$115,000	\$120,000
<b>TOTAL</b>	\$100,000	\$115,000	\$115,000	\$115,000	\$120,000



### 2017 Human Services Board Funding

Agency	Mission Type	2016 Funded	2017 Adopted
A Precious Child	Children's Services	\$4,000	\$4,000
Adams County Housing Authority (LIFE)	Shelter/Food/Other	\$2,500	\$2,500
Arvada Community Food Bank	Shelter/Food/Other	\$0	\$2,000
Audio Information Network	Disabled Services	\$1,500	\$1,500
Brothers Redevelopment	Affordable Housing	\$2,500	\$2,500
CASA of Adams County	Children's Services	\$5,000	\$5,000
CASA of Jefferson County	Children's Services	\$3,000	\$3,000
Catholic Charities of Denver (North Area CARES)	Shelter/Food/Other	\$5,000	\$5,000
Center for People With Disabilities (CPWS)	Disabled Services	\$2,000	\$2,000
Children's Outreach Project	Children's Services	\$5,000	\$4,500
Clinica Campesina Family Health Services, Inc.	Health Care	\$0	\$5,000
Colorado Homeless Families	Shelter/Food/Other	\$5,000	\$3,500
Community Reach Center (ADCO Mental Health)	Mental Health	\$2,000	\$5,000
Family Tree, Inc.	Shelter/Food/Other	\$3,000	\$3,000
FISH Inc.	Food Bank	\$6,500	\$6,500
Food Bank of the Rockies	Food Bank	\$5,000	\$4,000
Growing Home - Interfaith Hospitality Network (IHN)	Shelter/Food/Other	\$5,000	\$5,000
Have a Heart Project, Inc.	Children's Services	\$8,000	\$7,000
Inter-Church ARMS	Shelter/Food/Other	\$3,500	\$3,500
Jefferson Center for Mental Health	Mental Health	\$8,500	\$8,000
Kids First Health Care	Children's Services	\$10,000	\$9,000
Project Angel Heart	Food Bank	\$2,500	\$2,500
Ralston House (Arvada Child Advocacy Center)	Children's Services	\$5,000	\$5,000
Rocky Mountain Multiple Sclerosis Center (RMMSC)	Health Care	\$0	\$2,000
Senior Hub	Older Adult Services	\$10,000	\$9,500
Senior Resource Center	Older Adult Services	\$3,000	\$3,000
Volunteers of America Colorado Branch	Older Adult Services	\$1,500	\$1,500
<b>TOTAL</b>		<b>\$109,000</b>	<b>\$115,000</b>



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## Human Services Board Recommended for 2017 Funding

### – 2017 HSB AGENCY DESCRIPTIONS –

**A Precious Child** – Devoted to making a positive impact in the lives of disadvantaged and displaced children by improving their quality of life and meeting their basic needs.

**Adams County Housing Authority (LIFE)** – Offers programs for families in Adams County, which provide housing, personal development opportunities, counseling, financial assistance and educational services through networking and collaboration. ACHA creates an environment conducive for growth and development in order to promote self-sufficiency.

**Arvada Community Food Bank** – Provides our neighbors with food and resources to foster self-sufficiency and achieve long term success through innovation, compassion and community support.

**Audio Information Network (Radio Reading Service of the Rockies)** – Provides audio reading of newspapers, magazines and other reading materials through a series of radio and televised broadcasts for the blind and hearing impaired community of Colorado.

**Brothers Redevelopment** – Provides safe, affordable, accessible housing and housing services for the low-income, elderly, and disabled of Colorado.

**CASA (Court Appointed Special Advocates) of Adams County** – Provides advocacy services to abused and neglected children who are involved in the court system through no fault of their own.

**CASA (Court Appointed Special Advocates) of Jefferson & Gilpin Counties** – Provides advocacy services to abused and neglected children who are involved in the court system through no fault of their own.

**Catholic Charities of Denver (North Area CARES)** – Provides emergency services that meet the human needs existing within the broader community. Services provided include: limited financial assistance for rent, medical prescriptions, job-related transportation costs, temporary shelter, and a 2-3 day supply of emergency food with a referral to a larger food bank.

**Center for People with Disabilities (CPWD)** – Provides independent living assistance for individuals who encounter difficulties in the pursuit of independent living.

**Children's Outreach Project** – Offers an integrated, quality, early childhood and kindergarten education to typical, accelerated and developmentally delayed children.

**Clinica Campesina Family Health Services Inc.** – Provides medical care and health promotion services to the medically underserved, low-income households, and minority people on a sliding fee scale basis.

**Colorado Homeless Families** – Provides transitional housing and support services for homeless families with children, helping them become self-sufficient within eighteen months to two years.

**Community Reach Center (formerly Adams County Mental Health)** – Provides mental health care to residents of Adams County including outpatient counseling, a 24-hour crisis line, treatment programs and programs designed to provide education and training to prepare individuals for employment and independent



**Family Tree, Inc.** – Offers services to help people be safe, strong, and self-reliant. Services provided include: emergency shelter and support services for victims of domestic abuse, comprehensive supportive housing assistance for homeless families and individuals, emergency shelter and outreach services for youth in crisis, and out-client services for families experiencing abuse, divorce, or separation.

**FISH Inc.** – Provides area residents with short term, emergency staple foods.

**Food Bank of the Rockies** – Creates an efficient means of channeling food to participating agencies (food banks) that assist the needs of the hungry. Food is provided to shelters, emergency assistance programs, child welfare centers, senior citizen nutrition programs, churches, synagogues, community centers and half-way houses.

**Growing Home** – Provides shelter, meals and comprehensive assistance to homeless families and increased community involvement in direct service and advocacy.

**Have a Heart Project, Inc.** – Provides for the basic needs of food and clothing for elementary age children and their families in the Adams County School District 50 area.

**Inter-Church ARMS (Inter-Church Arvada Resources for Ministry and Service)** – Provides financial aid through this non-profit coalition of twelve Westminster-area churches; combines volunteer and financial resources to help people who are striving to create and maintain their independence.

**Jefferson Center for Mental Health** – Promotes mental health and provides quality mental health services to persons with emotional problems and/or serious mental illness.

**Kids First Health Care (formerly Community Health Centers)** – Provides extended health care services to students and families receiving free or reduced lunch within the Adams 50 School District.

**Project Angel Heart** – Provides meal services to clients with life threatening illnesses; referrals come from hospitals, social workers, renal care units, and the visiting nurse association.

**Ralston House (Arvada Child Advocacy Center)** – Offers a child-friendly, safe place for young children to come during the investigative process of their outcries of sexual abuse.

**Rocky Mountain Multiple Sclerosis Center (RMMSC)** – Improves the quality of life of individuals and their families living with multiple sclerosis (MS) and related neurological diseases through care, support, education and research.

**The Senior Hub** – Meals on Wheels delivers hot or frozen meals to homebound residents that are unable to prepare nutritious meals themselves, are unable to travel independently to a senior center or restaurant to obtain a balanced meal and unable to afford the purchase of meals. Respite & In-Home Supportive Services assists those living at home alone with simple, non-medical assistance.

**Senior Resource Center** – Works in partnership with older persons and the community to provide centralized and coordinated service, information, education, and leadership to assist seniors in maximizing their independence and personal dignity.



## GENERAL SERVICES

The Department of General Services is primarily an internal service provider that is a strategic partner with all City departments providing services to support the community's needs. The Department includes Administration, Building Operations and Maintenance, Fleet Maintenance, Human Resources – Employee Development & Benefits, Human Resources – Risk Management, Human Resources – Workforce Planning & Compensation, and Municipal Court.

### OVERVIEW

**Administration:** Heads Department-wide efforts to develop and implement a comprehensive strategy consistent with mission and City strategic objectives. Administration oversees all Department divisions and coordinates the human resource information system, the Department's budget, performance measurement and legislative matters, and manages the City's volunteer program and Green Team.

**Human Resources:** Supports all human resources functions at the City through three divisions – Employee Development & Benefits, Workforce Planning & Compensation, and Risk Management. Programs and responsibilities include wage and benefits, employee recognition, employee development and training, print shop, switchboard and a variety of other support services, environmental compliance, property and liability insurance, workers' compensation and safety, loss control, and wellness.

**Municipal Court:** Adjudicates criminal, ordinance, traffic, and parking violations. The Court also monitors defendants' compliance with sentences, including community service, diversion programs, delayed jail check-ins, in-home detention, payment plans, and various counseling programs. The Court provides alternatives in sentencing, such as probation, community service, and counseling.

**Building Operations and Maintenance:** Oversees routine and major maintenance, custodial contracts, vendor contracts, and recycling programs for all City facilities. The Division conducts daily maintenance and ongoing repair and larger maintenance projects. The Division also coordinates the City's energy conservation efforts and community recycling collection site program.

**Fleet Maintenance:** Manages and maintains the City's fleet of approximately 600 vehicles and pieces of equipment. The Division conducts vehicle and equipment maintenance and repairs, ensuring a proactive preventive maintenance program. Vehicle and equipment utilization, fuel management, acquisitions, and disposals are all managed or coordinated by the Division.

### Total Budget by Category

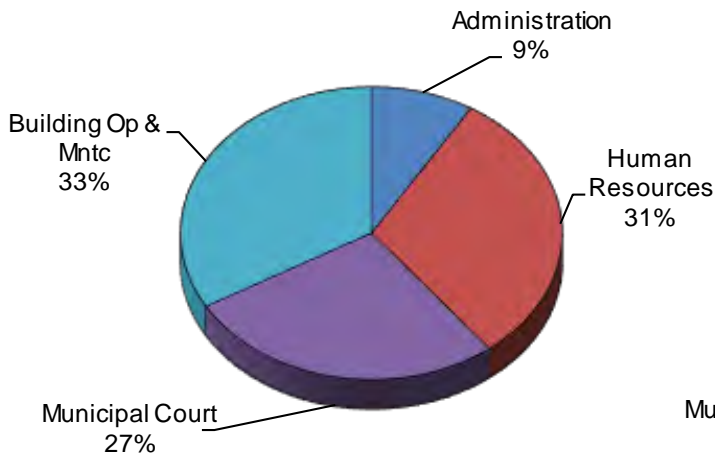
	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
Personnel	\$4,136,991	\$4,384,038	\$4,383,988	\$4,268,246	\$4,285,256
Contractual	\$1,710,833	\$2,101,975	\$2,091,975	\$2,029,467	\$2,089,672
Commodities	\$352,280	\$321,331	\$309,000	\$359,644	\$365,534
Capital Outlay	\$9,126	\$19,694	\$33,625	\$0	\$8,000
<b>TOTAL</b>	<b>\$6,209,230</b>	<b>\$6,827,038</b>	<b>\$6,818,588</b>	<b>\$6,657,357</b>	<b>\$6,748,462</b>

**Total Budget by Division**

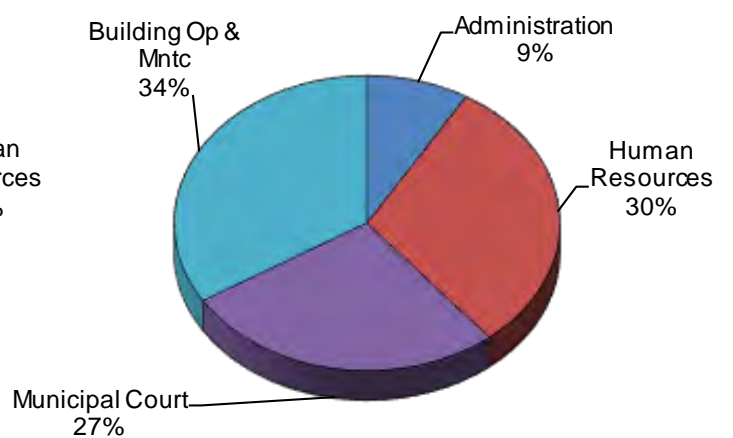
	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Administration</b>	\$498,901	\$543,604	\$544,306	\$580,275	\$580,343
<b>Human Resources</b>	\$1,549,544	\$1,671,414	\$1,677,964	\$2,043,173	\$2,058,755
<b>City Clerk's Office</b>	\$613,468	\$815,671	\$815,969	\$0	\$0
<b>Municipal Court</b>	\$1,601,825	\$1,645,602	\$1,645,602	\$1,814,285	\$1,826,153
<b>Building Op &amp; Mntc</b>	\$1,945,492	\$2,150,747	\$2,134,747	\$2,219,624	\$2,283,211
<b>TOTAL</b>	<b>\$6,209,230</b>	<b>\$6,827,038</b>	<b>\$6,818,588</b>	<b>\$6,657,357</b>	<b>\$6,748,462</b>

**Total Budget by Division**

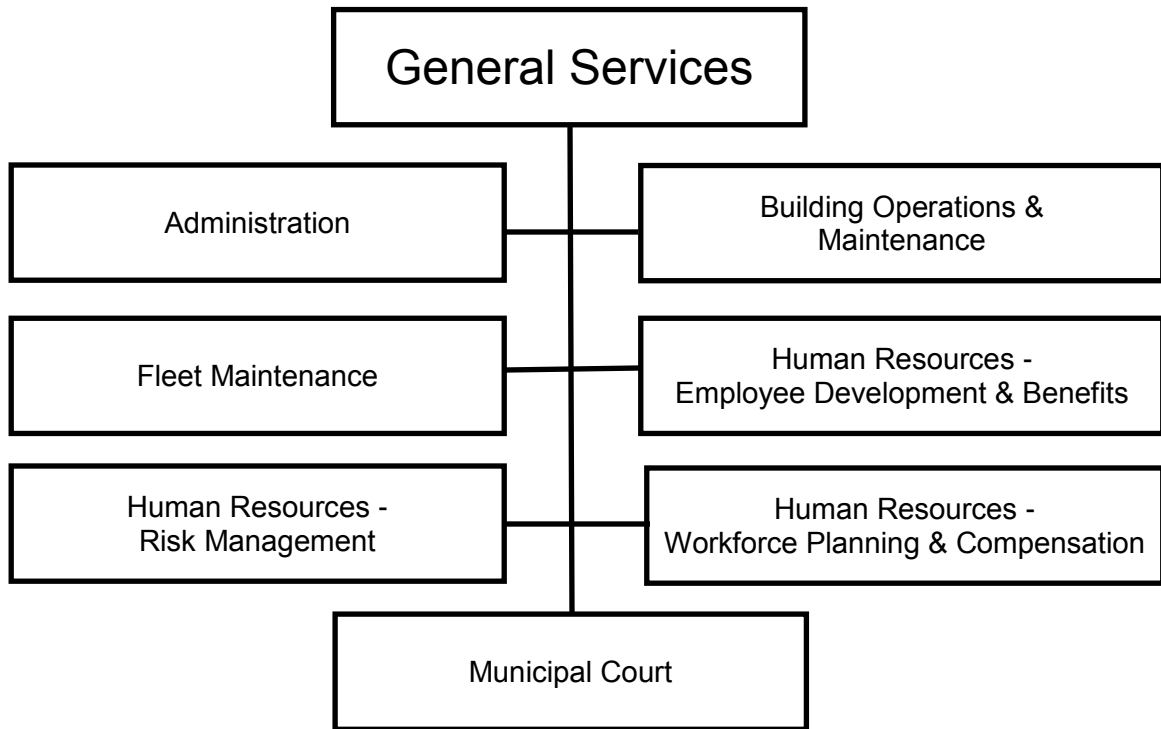
**Adopted 2017**



**Adopted 2018**







### Staffing (Full-Time Equivalent Employees)

	2016 Authorized	2017 Authorized	2018 Authorized
<b>Administration</b>	4.000	4.000	4.000
<b>Fleet Maintenance</b>	9.750	10.000	10.000
<b>Human Resources</b>	19.550	24.666	24.666
<b>Municipal Court</b>	20.600	20.800	20.800
<b>City Clerk's Office</b>	8.116	0.000	0.000
<b>Building Operations &amp; Maintenance</b>	12.000	12.000	12.000
<b>TOTAL</b>	<b>74.016</b>	<b>71.466</b>	<b>71.466</b>

NOTE: Staffing totals include positions budgeted within the Fleet Maintenance, General Capital Improvement, Medical/Dental, and Risk Management Funds. In 2016, a reorganization moved the City Clerk's Office.

## Administration

### Overview:

- Oversees General Services Administration, Building Operations and Maintenance, Fleet Maintenance, and the Human Resource divisions, as well as the Municipal Court.
- Leads Department strategic planning, citywide partnering, and implementation of organizational objectives, and oversees the Department’s federal and state legislative efforts.
- Directs and manages Departmental budget preparation, and oversees budgeting and management of City staffing and benefit costs.
- Coordinates performance measurement of Department operations to ensure long-range planning and efficiency improvements.
- Supports City management in organizational development initiatives, executive development and team collaboration, and service enhancement strategies through consultation and project leadership.
- Provides data analytics to General Services managers, City Manager’s Office, and other departments for strategic planning, decision making, and increasing operational efficiencies.
- Implements technology solutions of human resources functions including electronic management of employee records.

### 2017 Objectives:

- Implement business process improvements, customer service, and communication strategy recommendations from the General Services employee innovation teams.
- Support the City Manager, City Council, and the Executive Team in the smooth transition of leadership across the organization.
- Act as leader in labor relation negotiations and administration if fire employee collective bargaining ballot issue passes in November election.
- Develop a dashboard for performance enhancement improvements tracking.
- Continue partnership-building initiative with other departments citywide.
- Continue to market the organization as an Employer of Choice to a diverse candidate pool.
- Work with Building Operations and Maintenance Staff on a 15-year infrastructure plan.
- Provide support to General Services managers in quality, efficiency, and improved effectiveness initiatives.

### 2018 Objectives:

- Develop citywide compensation and benefits budgets for 2019/2020.
- Monitor retiree healthcare options and recommend alternatives and options to City Council.
- Continue efforts to enhance Municipal Court services to the community, including planning for a new facility.
- Support and champion energy savings opportunities in City operations as well as environmental stewardship and sustainability in all sectors (natural resources, community, fiscally).
- Provide organizational development consultation and project leadership to the Executive Team and City Manager.
- Continue to support succession management efforts across the organization, including executive recruitment, restructuring of positions and operations, staff development, mentoring, stretch assignments, and organizational change support.
- Continue to innovate employee communication approaches.

### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$437,597	\$468,106	\$467,806	\$508,265	\$508,265
<b>Contractual</b>	\$34,017	\$55,545	\$55,545	\$51,055	\$51,123
<b>Commodities</b>	\$23,958	\$17,684	\$20,955	\$20,955	\$20,955
<b>Capital Outlay</b>	\$3,329	\$2,269	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$498,901</b>	<b>\$543,604</b>	<b>\$544,306</b>	<b>\$580,275</b>	<b>\$580,343</b>



**2015/2016 Achievements:**

- Received first place recognition from the Denver Business Journal as the “Healthiest Employer” in 2015 and 2016.
- Developed in-house approaches to ensure unconscious bias is mitigated in hiring practices.
- Developed a multi-year Departmental strategic plan with key objectives to increase collaboration, ownership by all levels of employees, partnerships, and quality in operations.
- Hired three exceptional Division Managers in the Municipal Court, Building Operations and Maintenance, and City Clerk’s office.
- Implemented cross-functional, diverse employee innovation teams focused on customer service model development, business process improvements, and communication enhancement strategies for the Department.
- Developed projections and recommendations for the mid-year 2016 review and 2017/2018 salaries and benefits budget.
- Enhanced employee communication concerning employer commitment and provided support to Department Head team on all topics related to employee relations.
- Developed strong base of knowledge through educational processes on labor relations, union ordinances, and contract development.
- Collaborated with City Manager’s Office to develop plans for addressing the growing space needs of staff at City Hall.
- Implemented healthcare cost-containment measures and negotiated healthcare contract renewals.
- Participated in implementing increased safety and security measures at the Municipal Court, City Hall, and City Council Chambers.
- Developed requirements for a potential new Municipal Court facility and administrative offices annex.
- Worked with leadership to increase the professional development of managers within the organization.



**Performance Measure Snapshot....**

In Westminster, volunteers provide support to the community resulting in services being offered that might not otherwise be provided. In recent years, the City has found that many volunteers are highly skilled and want to apply their expertise in the community. By identifying challenging volunteer opportunities within the organization, these volunteers are able to contribute to their community in a meaningful way.

## Human Resources - Employee Development & Benefits

### Overview:

- Oversees the administration of a comprehensive, cost-effective benefits package that includes medical, dental, and vision insurances; life, short term disability, long term disability, and supplemental income benefit insurances; Compass Health Services; an employee assistance program; a nationally recognized wellness benefit with an on-site employee health clinic; and an all-inclusive employee development and training program.
- Drives efforts to sustain the culture and values of the organization.
- Champions organizational change and development initiatives.
- Facilitates organizational and employee relations efforts with departments.
- Supports a holistic approach to providing an environment that supports the health and well-being of employees.
- Ensures compliance with all benefit regulations and record keeping functions.
- Administers the employee recognition team and citywide employee recognition efforts.

### 2017 Objectives:

- Continue to review and focus on providing a comprehensive and sustainable benefits package.
- Implement the change from Cigna to Aetna for healthcare insurance options.
- Communicate the City's comprehensive total compensation strategy.
- Provide development opportunities at all levels.
- Work towards a lower healthcare cost trend.
- Comply with national healthcare reform.
- Continue to proactively respond to changing workforce needs.
- Continue efforts toward succession management and leadership development.
- Provide coaching and mentoring support.
- Continue employee recognition efforts.
- Continue to proactively address inclusivity, communication, and foster an environment of openness.
- Implement a progressive on-boarding program for new employees.
- Respond proactively to changing federal and state benefit and wellness regulations.

### 2018 Objectives:

- Continue to review and focus on providing a comprehensive and sustainable benefits package.
- Communicate the City's comprehensive total compensation strategy.
- Provide development opportunities at all levels.
- Work towards a lower healthcare cost trend.
- Comply with national healthcare reform.
- Continue to proactively respond to changing workforce needs.
- Continue efforts toward succession management and leadership development.
- Provide coaching and mentoring support.
- Conduct the biennial budget, compensation, and benefits review.
- Continue employee recognition efforts.
- Continue to proactively address inclusivity, communication, and foster an environment of openness.
- Conduct the employee opinion survey.
- Respond proactively to changing federal and state benefit and wellness regulations.
- Refine employee on-boarding program.

### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$1,181,087	\$1,247,343	\$1,247,593	\$1,547,214	\$1,551,724
<b>Contractual</b>	\$283,407	\$344,697	\$344,697	\$403,677	\$410,749
<b>Commodities</b>	\$80,050	\$70,674	\$60,774	\$92,282	\$96,282
<b>Capital Outlay</b>	\$5,000	\$8,700	\$24,900	\$0	\$0
<b>TOTAL</b>	<b>\$1,549,544</b>	<b>\$1,671,414</b>	<b>\$1,677,964</b>	<b>\$2,043,173</b>	<b>\$2,058,755</b>

**2015/2016 Achievements:**

- Received first place recognition from the Denver Business Journal as the “Healthiest Employer” in 2015 and 2016.
- Continued to provide a comprehensive and competitive benefits package.
- Continued efforts to maintain the City’s total compensation package.
- Enhanced reporting and chronic care management efforts with the on-site employee health clinic and wellness efforts.
- Focused on reporting efforts that demonstrate direct service delivery savings and savings with chronic care management through the on-site employee health clinic.
- Offered Compass Health Services to employees to support consumerism and cost containment strategies with healthcare.
- Created and led a Healthcare Task Force to gather input from a cross-section of employees regarding the City’s employee benefits package.
- Offered an updated look and informative approach to the total compensation brochure and communication materials.
- Responded to Affordable Care Act (ACA) regulations including creating tracking, monitoring, and reporting systems that comply with ACA requirements.
- Focused on strong communications regarding benefits and training/development efforts through the City’s intranet, brochures, home mailings, organization-wide emails, and employee staff meetings.
- Used new flip-book software and InDesign to enhance marketing material creation and appearance.
- Held the 2015 Leadership Development Program to further employee development and assist with succession management efforts.
- Continued to provide specialized employee development opportunities.
- Developed and offered more comprehensive coaching and mentoring programs.
- Continued to offer end-of-year trainings with key messages that support organizational values.
- Continued employee recognition efforts.
- Partnered with a variety of internal customers on training topics.
- Focused efforts with online learning and eLearning delivery.



In 2015 and 2016, Westminster received top honors as one of the “Healthiest Employers” in the Denver metro area. Each year, the Denver Business Journal selects outstanding organizations that focus their efforts on being a healthy employer. A commitment to providing an environment of health and overall well-being for employees continues to be a top priority for the City.

## Human Resources - Workforce Planning & Compensation

### Overview:

- Drives efforts to sustain the culture and values of the organization.
- Drives the City's Employer of Choice marketing initiative to recruit, select, and retain top talent.
- Champions organizational change and development initiatives.
- Facilitates organizational and employee relations efforts with departments.
- Oversees the administration of a comprehensive compensation package and market-based pay.
- Oversees all personnel administration functions.
- Ensures compliance with all employment regulations and record keeping functions.
- Administers the City's volunteer program.
- Administers the passport program for citizens.
- Delivers the City's switchboard, print shop, mail, and messenger services.

### 2017 Objectives:

- Continue to focus on being a respectful, innovative, and responsive employer of choice by using best practices to appropriately meet changing workforce needs and maintain a stable culture that is focused on organizational values.
- Provide strategic planning for utilization of limited resources and changing workforce needs.
- Continue to proactively address inclusivity and foster an environment of openness through continuing outreach efforts to diverse populations for recruiting and employee placement.
- Continue to utilize and enhance advanced technology-based systems in performance appraisals, job applications, time sheet reporting, and day-to-day human resource operations.
- Assess best practices in performance-based pay and begin updating the employee appraisal process and evaluation/goal setting tool.
- Continue development efforts of new employees through trainee, apprenticeship, and internship programs.
- Implement a progressive on-boarding program for new employees.
- Utilize Lean Six Sigma Black Belt business improvement processes to enhance productivity and efficiency within systems.
- Utilize data, metrics, and analytics to support business decisions.
- Support internal and external volunteer efforts.

### 2018 Objectives:

- Continue to play a role in fostering an organizational culture that focuses on developing a premier workforce which surpasses all expectations and embodies the mission and values of the City.
- Focus on salary surveys and market review to refine a pay system that is sustainable and continues to attract and retain top talent.
- Implement an employee appraisal process and evaluation/goal setting tool that encourages employees to develop and strive towards success.
- Continue with innovative recruiting efforts and the implementation of a quality on-boarding program that supports new employees and the culture of the organization.
- Continue utilizing Lean Six Sigma Black Belt business improvement processes to enhance productivity and efficiency within systems.
- Utilize data, metrics, and analytics to support business decisions.
- Continue to stay informed of changing federal and state employment regulations and requirements.
- Support the Personnel Board and maintain a workplace that is respectful and fair and that investigates employment-related ADA claims and Title VII discrimination claims.
- Continue to partner with departments to enhance employee-related resources.

*Please note that the Total Budget by Category for Human Resources - Workforce Planning & Compensation can be found on the prior page in a combined Division table that also includes Human Resources - Employee Development & Benefits.*

**2015/2016 Achievements:**

- Responded to federal employment regulation changes.
- Provided coaching and team building support services for citywide operations.
- Practiced and reinforced consistent application of City values by employees and supervisors.
- Continued to utilize and enhance advanced, technology-based systems in performance appraisals, job applications, time sheet reporting, and day-to-day human resource operations.
- Continued organizational communication efforts through the use of effective technology tools.
- Continued employee development through coaching, training, and staff development initiatives.
- Supported mentoring efforts.
- Conducted budget work analysis and provided funding recommendations.
- Continued efforts to maintain the City's total compensation package, including providing competitive pay and benefits.
- Developed and implemented the 2015/2016 Pay Plan.
- Refined comprehensive compensation communications that focus on salary, benefits, and work environment.
- Focused on marketing and recruiting for the organization as an employer of choice.
- Assisted with the recruitment and selection of the City Manager, City Attorney, and Associate Judge.
- Developed strategies for assessing, promoting, and recruiting mid- and executive-level professionals.
- Responded to aging workforce's effect on diminishing prospective and current employee pools through aggressive recruitment efforts, partnering with the Veteran's Administration, and through the implementation of employee trainee programs in various departments.
- Continued thorough employee recruitment and selection processes.
- Continued to develop a more comprehensive on-boarding program for new employees.
- Implemented a seasonal employment marketing campaign and temporary employee recruiting efforts, including streamlining the temporary employee application process.
- Refined applicant testing processes.
- Maintained and improved the online database that provides volunteers with a smooth transition through application, placement, and background screening processes.
- Increased community engagement through the development of volunteer opportunities that serve Westminster's diverse populations.
- Participated on the Inclusivity Task Force and the implementation of the new Board.
- Continued to support and promote the comradery of the citizens that donate their time and talents to the Volunteer Westminster program.
- Hosted the Boards and Commissions Dinner.
- Hosted the annual volunteer BBQ and an evening concert.



The Division developed marketing brochures for several positions including: Utilities Operations Manager, Public Works and Utilities Director, Principal Planner, as well as for new positions in the Parks, Recreation, and Libraries Department, Seasonal Employees, Facilities and CIP Manager, and City Attorney. These brochures have received national attention from both the private and public sector and are viewed as an industry best practice for marketing Westminster as an employer of choice. Westminster received a total of 8,000 applications for all posted positions citywide in 2015.

## Municipal Court

### Overview:

- Adjudicates criminal, ordinance, traffic, and parking violations.
- Monitors defendants' compliance with court sentences that include community service, diversion programs, delayed jail check-ins, in-home detention, payment plans, and various counseling programs.
- Provides alternatives in sentencing, such as probation, community service, and counseling.
- Collects fines and fees assessed with municipal violations.

### 2017 Objectives:

- Continue to work collaboratively with other City departments and justice partners to identify areas of improvement with the objective of enhancing service delivery.
- Hire additional public defender(s), increase the Associate Judge's working hours, and modify courtroom dockets to allow compliance with newly enacted legislation.
- Continue purging of outdated records.
- Work with the Westminster Police and Information Technology Departments to implement the upload of summons entered in the Police Department records system into the Court's case management system.
- Conduct appearances by video from the jails in Adams and Jefferson Counties with the objective of reducing time and costs associated with inmate transportation.
- Engage in open communication and partnership with other municipal courts throughout the state in order to adopt best possible practices in response to legislative and social-economic changes.
- Continue to implement security and facility upgrades.

### 2018 Objectives:

- Research a new case management system in preparation for anticipated transition to electronic filing and paperless processing of cases.
- Continue to embrace the use of available technology.
- Maintain staffing and continue cross-training rotation schedules.
- Research additional volunteer opportunities.
- Continue to conduct audits on open cases, warrants, and protection orders.

### Total Budget by Category

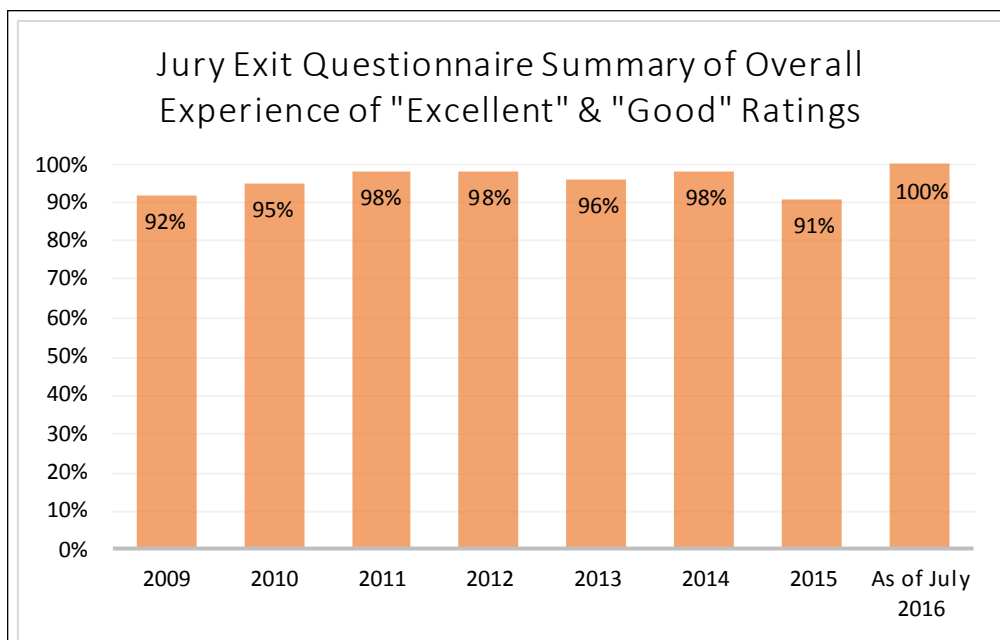
	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$1,311,167	\$1,321,181	\$1,321,181	\$1,405,184	\$1,405,184
<b>Contractual</b>	\$281,743	\$312,680	\$312,680	\$397,360	\$401,228
<b>Commodities</b>	\$8,915	\$11,741	\$11,741	\$11,741	\$11,741
<b>Capital Outlay</b>	\$0	\$0	\$0	\$0	\$8,000
<b>TOTAL</b>	<b>\$1,601,825</b>	<b>\$1,645,602</b>	<b>\$1,645,602</b>	<b>\$1,814,285</b>	<b>\$1,826,153</b>





**2015/2016 Achievements:**

- Upgraded the court’s security system with the installation of additional cameras, panic buttons, and alarms throughout the building.
- Added an online payment component to the Court’s case management system as an additional payment option for customers.
- Enlisted an additional Pro Tem Judge, in order to enhance and increase availability of judges when coverage is needed.
- Welcomed a new Associate Judge.
- Initiated a review of the court’s retention schedule procedures and purging of records.
- Provided detailed cross-functional staff input on new courthouse design criteria.
- Moved towards the use of available technology as demonstrated by the following initiatives:
  - ◊ Affidavits in support of warrantless arrest issued by the Westminster Police Department are now transmitted to our judges via DocuSign, replacing the use of fax and/or travel after business hours and during the weekends.
  - ◊ Police reports and other documents in support of summons issued by the Westminster Police Department in cases related to domestic violence are now transmitted to the court via e-mail, reducing the overall cost and use of paper.



**Performance Measure Snapshot....**

Since 2009, selected jurors have been provided a Jury Exit Questionnaire. In 2015, there was a slight decline in the satisfaction with jurors’ overall experience. While most would say they dread jury duty, our jurors view their experience positively.

## Building Operations and Maintenance

### Overview:

- Manages new projects and installations within City facilities such as the remodeling of buildings and offices, new security systems, and enhancements to heating, venting and cooling (HVAC), electrical, and plumbing systems.
- Handles all of the repair and replacement of existing building components designed to increase the life of the facility such as roofs, HVAC equipment, carpet, exterior and interior paint, and electrical and plumbing systems.
- Oversees custodial contracts, vendor contracts, and citizen recycling programs for all City facilities.
- Oversees daily maintenance of City facilities – scheduled, unscheduled, emergency, and daily ongoing repair and maintenance.
- Oversees facility lease agreements.
- Oversees citywide energy consumption reduction efforts.
- Fabricates all interior vinyl signage for City facilities.
- Plans for short- and long-term facility infrastructure needs.

### 2017 Objectives:

- Finalize facilities assessment and utilize results to forecast future funding needs within each City facility.
- Re-bid citywide custodial services contract.
- Utilize data from the computerized maintenance management system (CMMS) to make more effective business decisions.
- Research and implement new citywide beverage service delivery model.
- Implement recommended security enhancements throughout City Hall and other relevant facilities.
- Complete citywide ADA assessment and transition plan.
- Design space use for City Hall and other key facilities.
- Complete authorized capital improvement projects.

### 2018 Objectives:

- Finalize consolidation of elevator service contract.
- Provide preventive maintenance support to City facilities and sites.
- Continue to evaluate energy usage and implement measures for energy conservation.
- Implement proposed space study design changes within City Hall and other key facilities.
- Complete authorized capital improvement projects.
- Implement automated inventory management program in CMMS.
- Refine processes through analysis of data points gathered with CMMS.
- Increase effectiveness of team through strong preventive and predictive management system.

### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$727,617	\$786,250	\$786,250	\$807,583	\$820,083
<b>Contractual</b>	\$991,918	\$1,166,831	\$1,156,831	\$1,177,375	\$1,226,572
<b>Commodities</b>	\$225,957	\$197,666	\$191,666	\$234,666	\$236,556
<b>Capital Outlay</b>	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$1,945,492</b>	<b>\$2,150,747</b>	<b>\$2,134,747</b>	<b>\$2,219,624</b>	<b>\$2,283,211</b>

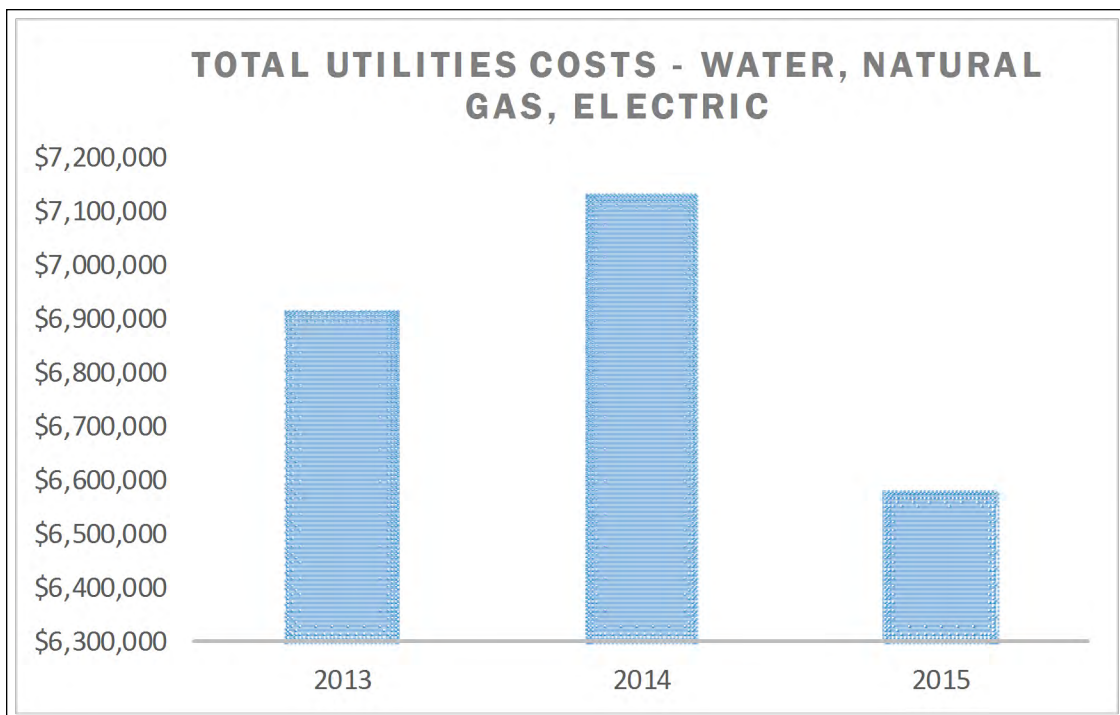


**2015/2016 Achievements:**

- Developed strong partnerships with other divisions to ensure that efficient design and construction standards are implemented.
- Completed City Hall geothermal cooling loop project.
- Expanded capacity at the community recycling sites.
- Promoted sustainability awareness through internal City training sessions.
- Completed improvements, major maintenance, and replacements in City facilities.
- Implemented the new CMMS program, Maintenance Connection, that allows staff to efficiently manage facility maintenance needs and track facility costs.
- Enhanced business processes related to work order management, purchasing management, and inventory control.
- Managed and provided oversight of contractual service providers for existing tenants at the Downtown Westminster site.
- Completed City Hall security assessment and prepared recommendations for implementation.
- Completed City Council Chambers renovation.
- Initiated citywide ADA assessment and transition plan.
- Completed focused facility space study.

**Performance Measure Snapshot...**

Building Operations and Maintenance uses utility tracking software to upload, audit, reconcile, and track utility bills and payments. The automation of these processes increases the Division’s capacity to manage energy used in all City facilities, parks, and meters. This includes electricity, natural gas (from two suppliers) and all of the water meters (tracking only).





WESTMINSTER




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## FINANCE

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The Finance Department is comprised of four divisions that are responsible for the financial activities of the City. This includes administration of sales and use tax, special districts, and all accounting functions including payroll, accounts payable, accounts receivable, and financial reporting. The Department also manages the City's debt issuance, investment portfolios, pension plans, procurement process, and utility billing operation.

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### OVERVIEW

**Administration Division:** The Administration Division oversees the functions of the Finance Department; provides financial management services to all City departments; administers the City's defined contribution retirement plans and procurement process; and coordinates contracts, grants, and agreements.

**Accounting Division:** The Accounting Division administers the centralized processing, recording, and reporting of all the City's financial transactions through the financial management system and payroll, accounts payable, accounts receivable and fixed asset subsidiary systems. The Accounting Division also manages the annual financial audit, internal audit function, and supplemental budget administration.

**Sales Tax Division:** The Sales Tax Division administers all provisions of the Westminster Municipal Code pertaining to sales and use taxes, admissions tax, accommodations tax, and franchise fees; conducts field audits of businesses that are engaged in business within the City; and processes tax receipts and handles taxpayer inquiries. The Division also accounts for the special districts within the City, including preparation of all the special districts' budgets.

**Treasury Division:** The Treasury Division manages the investment portfolio for the City and administers the central cashing program for city revenues; the City's purchasing card program and other financial services contracts; the debt and lease purchase portfolio; and the utility billing services for the City's Utility Enterprise.

### Total Budget by Category

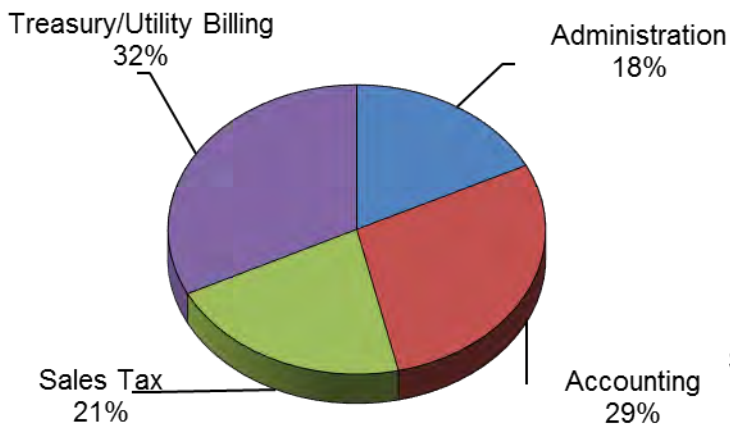
	2015	2016	2016	2017	2018
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$2,193,688	\$2,369,512	\$2,363,594	\$2,582,935	\$2,608,589
Contractual	\$564,427	\$611,796	\$617,958	\$651,302	\$674,622
Commodities	\$37,796	\$45,040	\$47,715	\$48,215	\$48,465
Capital Outlay	\$8,349	\$4,495	\$1,820	\$10,265	\$1,820
<b>TOTAL</b>	<b>\$2,804,260</b>	<b>\$3,030,843</b>	<b>\$3,031,087</b>	<b>\$3,292,717</b>	<b>\$3,333,496</b>

**Total Budget by Division**

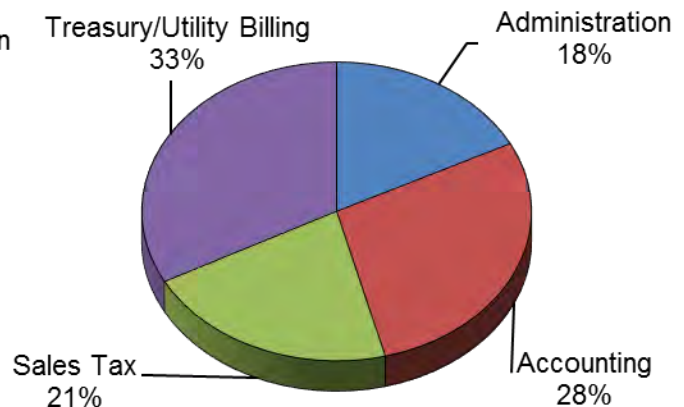
	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Administration</b>	\$486,145	\$542,286	\$542,076	\$582,801	\$583,664
<b>Accounting</b>	\$817,975	\$877,868	\$911,857	\$946,802	\$949,007
<b>Sales Tax</b>	\$575,010	\$623,802	\$623,602	\$698,332	\$707,960
<b>Treasury/Utility Billing</b>	\$925,130	\$986,887	\$953,552	\$1,064,782	\$1,092,865
<b>TOTAL</b>	<b>\$2,804,260</b>	<b>\$3,030,843</b>	<b>\$3,031,087</b>	<b>\$3,292,717</b>	<b>\$3,333,496</b>

**Total Budget by Division**

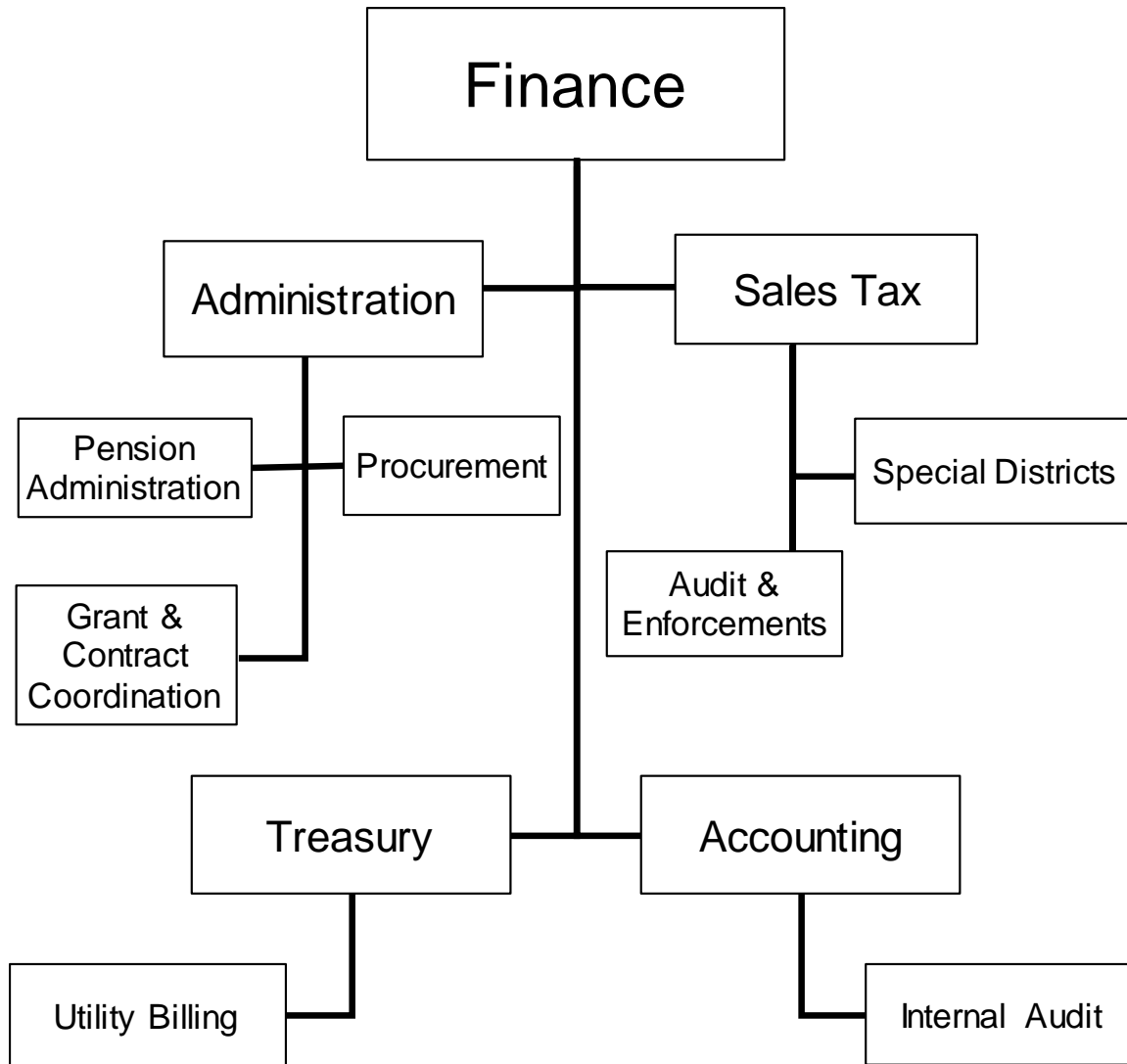
**Adopted 2017**



**Adopted 2018**



The 2007D Parks, Open Space, and Trails bonds were refunded in 2015, generating a savings of \$2,431,772 over the remaining life of the bonds.



**Staffing (Full-Time Equivalent Employees)**

	2016 Authorized	2017 Authorized	2018 Authorized
<b>Administration</b>	5.50	5.50	5.50
<b>Accounting</b>	10.50	10.50	10.50
<b>Sales Tax</b>	8.50	9.50	9.50
<b>Treasury/Utility Billing</b>	8.00	9.00	9.00
<b>TOTAL</b>	<b>32.50</b>	<b>34.50</b>	<b>34.50</b>

Note: Staffing totals include positions in the General and Utility funds.

## Administration

### Overview:

- Assists in the development of the City’s strategic financial goals and financial management.
- Oversees the functions of the Finance Department and provides clerical support for all Finance Divisions.
- Manages and administers the City's defined contribution retirement plans.
- Provides financial management services to all City departments.
- Assists staff with the development and solicitation of request for proposal and invitation to bid documents, including managing the City's electronic bid platform.
- Regularly monitors/audits purchases greater than \$7,500 but less than \$75,000, for compliance to policies and procedures related to the competitive purchasing process; conducts an annual audit of all expenditures over \$75,000 for compliance related to City Council approval.
- Handles inquires from vendors in regards to conducting business with the City.
- Assists in ensuring City purchases are made through a competitive purchasing process.
- Handles disposal of City surplus through trade, sale, public auction, or donation.
- Assists in the acquisition of vehicles and heavy equipment purchased by the City.

### 2017 Objectives:

- Review fee payment methodologies for the deferred compensation plan.
- Review third party administrator services for the deferred compensation plan.
- Develop citywide purchasing training to assist staff in better understanding the process associated with purchasing goods and services on behalf of the City.
- Implement the results of the 15-year vehicle replacement project, which includes an increase or “catch up” in funding, budgeting, and ordering of replacement vehicles and equipment.
- Effectively and efficiently dispose of City surplus at public auction.
- Provide expertise in financing Phase 1 of the Westminster Center Urban Reinvestment Project and the Transit Oriented Development project.

### 2018 Objectives:

- Investigate retirement income products for the City’s pension plans.
- Continue to implement the results of the 15-year vehicle replacement project.
- Conduct annual purchasing audit to ensure compliance with the City’s purchasing policies.
- Effectively and efficiently dispose of City surplus at public auction.

### Total Budget by Category

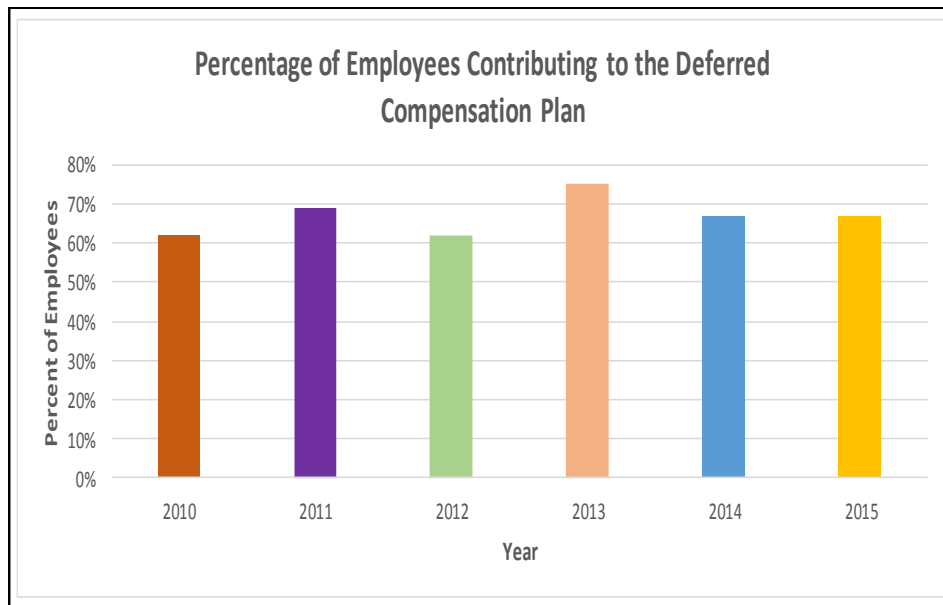
	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$445,940	\$497,898	\$499,318	\$542,036	\$542,036
<b>Contractual</b>	\$26,270	\$30,440	\$28,810	\$27,032	\$27,180
<b>Commodities</b>	\$7,765	\$9,953	\$12,628	\$12,628	\$13,128
<b>Capital Outlay</b>	\$6,170	\$3,995	\$1,320	\$1,105	\$1,320
<b>TOTAL</b>	<b>\$486,145</b>	<b>\$542,286</b>	<b>\$542,076</b>	<b>\$582,801</b>	<b>\$583,664</b>





**2015/2016 Achievements:**

- Reviewed third party administrator services for the pension plan to ensure that the plan is administered at an appropriate cost and that high quality customer service is provided to employees.
- Implemented a new method for allocating revenue sharing and fees within the pension plan.
- Completed, with the help of other Finance staff and IT staff, the development of a purchasing analytic to track cumulative spending in the JD Edwards financial system.
- Acted as lead on a consortium made up of nine fire agencies and fire districts for the purchase of fire apparatus.
- Completed update of spending thresholds in City’s purchasing ordinance and, along with staff from the City Manager’s Office and the City Attorney’s Office, completed organization-wide trainings related to the update.
- Completed and met with individual departments regarding the 15-year vehicle replacement project creating an all-encompassing list of vehicles and subsequent replacement schedule.
- Explored hiring a third party administrator to review reimbursement claims within the Retirement Medical Savings Account program.



**Performance Measure Snapshot....**

Employee participation in the City's deferred compensation plan continues to be well above the national average. At the end of 2015, 67% of benefited employees voluntarily participated in the deferred compensation plan. The National Association of Government Defined Contribution Administrators, Inc. (NAGDCA) reported the average participation rate within a deferred compensation plan was 40% in 2015. The high participation rate within the City can be attributed to the extensive education program offered to employees that focus on the importance of saving for retirement.

## Accounting

**Overview:**

- Supports the organization in the administration of the City’s financial resources.
- Accounts for all financial transactions of the City.
- Administers the general ledger, payroll, accounts payable, accounts receivable, fixed assets, and grants.
- Provides financial information to City departments to support decision-making.
- Performs internal audit function and administers internal controls.

**2017 Objectives:**

- Receive unmodified audit opinion from the City’s independent audit firm on the City’s Comprehensive Annual Financial Report.
- Implement applicable Governmental Accounting Standards Board Statements (GASB): GASB No. 73 Pension Accounting and Financial Reporting standards amendments and GASB No. 82 Pension Issues.
- Design comprehensive plan to electronically archive historical accounting records.
- Develop concept and design for Accounting Division operations manual.
- Continue critical functions documentation and cross training efforts.
- Develop additional end user JD Edwards training modules.
- Continue effort to automate accounting processes including electronic routing and archiving of budget revisions, online access to W2s/W4s, personal banking information, and aspects of the accounts payable process.

**2018 Objectives:**

- Receive unmodified audit opinion from the City’s independent audit firm on the City’s Comprehensive Annual Financial Report.
- Implement applicable Governmental Accounting Standards Board Statements: GASB No. 75 Financial Reporting for Postemployment Benefits Other Than Pension.
- Implement comprehensive plan to electronically archive historical accounting records.
- Begin development of Accounting Division operations manual.
- Continue critical functions documentation and cross training efforts.
- Evaluate expanding application of Automated Clearing House vendor payments.
- Continue automation of accounting processes.

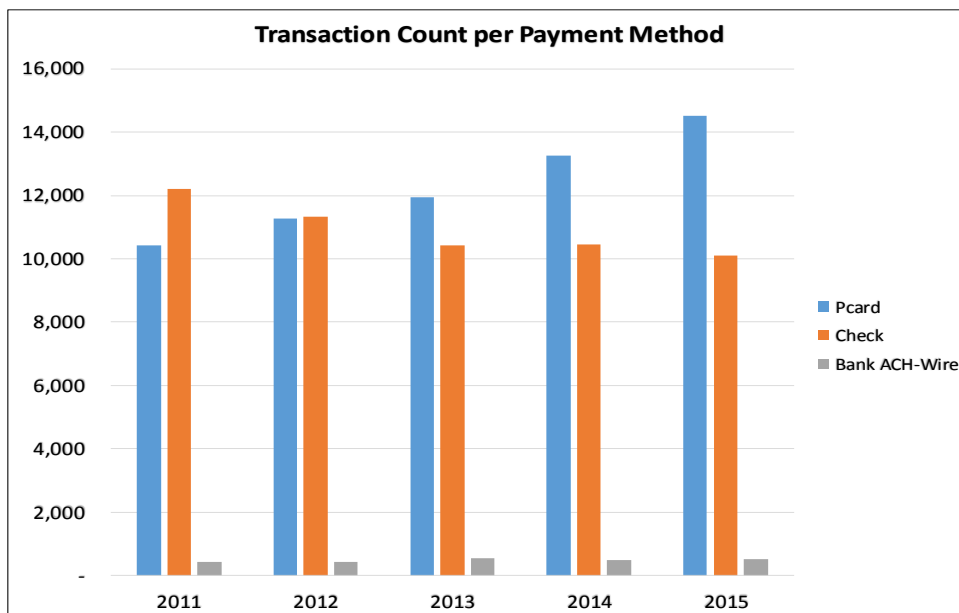
### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$682,853	\$731,372	\$754,034	\$771,779	\$771,779
<b>Contractual</b>	\$133,062	\$144,436	\$155,763	\$170,478	\$175,168
<b>Commodities</b>	\$2,060	\$2,060	\$2,060	\$2,060	\$2,060
<b>Capital Outlay</b>	\$0	\$0	\$0	\$2,485	\$0
<b>TOTAL</b>	<b>\$817,975</b>	<b>\$877,868</b>	<b>\$911,857</b>	<b>\$946,802</b>	<b>\$949,007</b>



**2015/2016 Achievements:**

- Received unmodified audit opinion for 2014 and 2015 financial audits, meaning that there were no significant findings with the City’s financials.
- Received Certificate of Achievement for Excellence in Financial Reporting Award from the Government Finance Officers Association of the United States and Canada for the City’s 2014 and 2015 Comprehensive Annual Financial Reports.
- Implemented GASB Statements: No. 67, Accounting and Financial Reporting for Pension Plans, No. 68 Accounting and Financial Reporting for Pensions, No. 70 Accounting and Financial Reporting for Non-exchange Financial Guarantees, No. 72 Fair Value Measurement and Application, No. 77 Tax Abatement Disclosures, and No. 82 Pension Issues.
- Updated and communicated changes to grant policy and organizational resources to comply with new Uniform Guidance on administering and accounting for federal grant awards.
- Administered audit firm request for proposal.
- Implemented the City’s fraud hotline.
- Implemented staffing realignment as part of the Division’s resiliency initiative.
- Developed accounting policy to provide for definitions, recording, and reporting of capital and fixed assets.
- Developed an array of financial resources and guidance for end users.
- Presented trainings on accounts payable, payroll, purchasing cards, year-end accounting, and navigating the JD Edwards financial system.
- Fulfilled proactive internal audit program goals including an audit using data analytics of accounts payable vouchers.
- Conducted recruitments and training for Accounting Technician and ERP Business Coordinator positions.
- Updated administrative memos for taxable fringe benefits, gift cards, and travel.
- Established Accounting Division presence on the City’s Intranet and utilized forums to communicate with employees about relevant accounting matters.
- Facilitated JD Edwards financial system upgrades and enhancements and participated in several subsidiary financial system implementations.
- Initiated inter-departmental meetings to facilitate increased internal communications and collaboration.



**Performance Measure Snapshot...**

Purchasing card payments have increased an average of 9% each year. The City receives a rebate for the use of the purchasing cards, so it is the preferred method of payment; even so, it is primarily utilized for small dollar purchases. For 2015, the City’s rebate was \$45K, an increase of roughly 9% over the prior year.

## Sales Tax

### Overview:

- Processes all City sales, use, admissions, accommodations, and conference center fee returns.
- Performs routine audits of taxpayers doing business in the City.
- Enforces collection of City taxes.
- Provides taxpayer education to maximize voluntary compliance with the City's tax laws.
- Administers economic development agreements.
- Provides accounting, budgeting, and oversight services for all special districts.

### 2017 Objectives:

- Meet 2017 Audit/Enforcement budget.
- Recruit, hire, and train new Accounting Specialist.
- Maintain sales/use tax delinquency rate below 2%.
- Continue to increase utilization of electronic filing by taxpayers.
- Continue to document procedures related to critical functions for sales tax return processing, special district administration, and audit.
- Continue to utilize technology to improve and streamline internal processes.
- Continue accounting responsibilities for North Metro Task Force and receive unmodified opinion for financial report.
- Assimilate and train new Auditor and Accounting Technician.
- Implement new uniform sales and use tax definitions as recommended by Colorado Municipal League upon adoption by City Council.
- Coordinate with Information Technology Department to complete Phase I of Fast Filing application, including a credit card payment option.
- Provide support to City of Aurora in preparing and presenting tax appeal case in District Court.
- Provide accounting support to the Westminster Center Urban Reinvestment and Transit Oriented Development projects.

### 2018 Objectives:

- Meet 2018 Audit/Enforcement budget.
- Maintain sales/use tax delinquency rate below 2%.
- Continue to increase utilization of electronic filing by taxpayers.
- Continue to document procedures related to critical functions for sales tax return processing, special district administration, and audit.
- Continue to utilize technology to improve and streamline internal processes.
- Receive unmodified opinion for North Metro Task Force financial report.
- Continue enhancing Fast Filing application with design of Phase II.
- Finalize audit manual.
- Enhance taxpayer education and outreach efforts by updating taxpayer compliance guides, developing electronic filing tutorials, and reviewing available tax information resources.

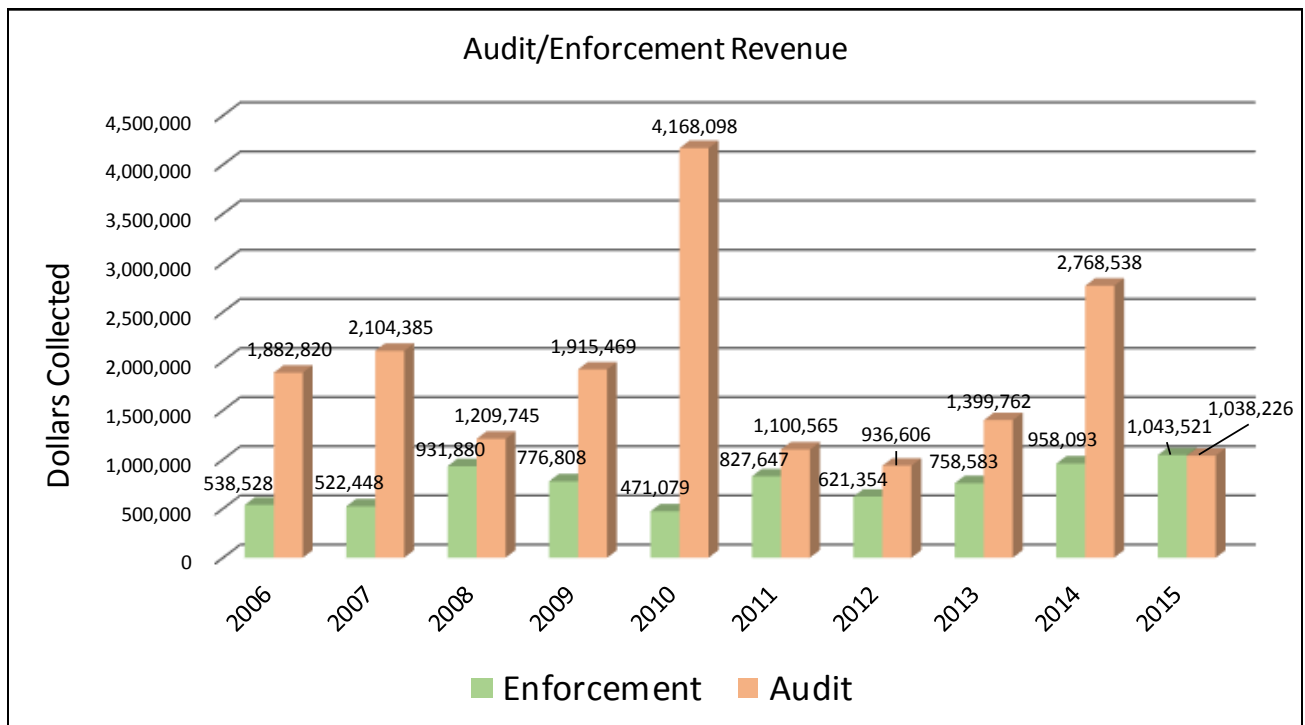
### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$562,576	\$608,667	\$608,667	\$674,837	\$688,590
<b>Contractual</b>	\$12,434	\$15,135	\$14,935	\$17,920	\$19,370
<b>Commodities</b>	\$0	\$0	\$0	\$0	\$0
<b>Capital Outlay</b>	\$0	\$0	\$0	\$5,575	\$0
<b>TOTAL</b>	<b>\$575,010</b>	<b>\$623,802</b>	<b>\$623,602</b>	<b>\$698,332</b>	<b>\$707,960</b>



**2015/2016 Achievements:**

- Collected over \$2.0 million in audit and enforcement revenue in 2015.
- Maintained low sales/use tax delinquency rate in both 2015 and 2016.
- Successfully integrated new Accounting Technician and new Auditor into Sales Tax Team.
- Continued to increase usage of electronic sales/use tax filing by taxpayers.
- Continued to standardize administration and tracking of economic development agreements.
- Received unmodified opinion for first North Metro Drug Task Force financial report prepared and presented as the host agency.
- Assumed administrative responsibility for two new General Improvement Districts.
- Implemented additional financial compliance processes for North Metro Task Force, converted Task Force from fiscal year to calendar year, and developed comprehensive Financial Procedures Guide.
- Coordinated with the Information Technology Department to initiate full redesign of electronic tax return filing and payment applications.
- Laid groundwork for additional electronic filing and payment options for sales and use tax returns.
- Participated on Colorado Municipal League Sales Tax Steering Committee to develop uniform sales and use tax definitions among home rule cities as directed by Senate Joint Resolution 14-038.
- Utilized new technology to facilitate retrieval of large electronic files from taxpayers under audit.
- Provided legal and technical support as needed to City of Aurora in preparing and presenting tax appeal case in District Court.
- Provided accounting and tax related support related to the Downtown Westminster and Transit Oriented Development projects as redevelopment proceeded.



**Performance Measure Snapshot...**

The Sales Tax Division administers audit and enforcement programs to collect revenue due and maximize voluntary compliance. Over \$2 million in audit and enforcement revenue has been collected in each of the past ten years.

## Treasury

### Overview:

- Manages the City's debt obligations.
- Coordinates citywide revenue collection and cash management.
- Administers the City's utility billing operations.
- Oversees the City's financial assets through portfolio management.
- Provides financial analysis support to all City departments.

### 2017 Objectives:

- Provide financial and analytical support related to the Downtown Westminster and Transit Oriented Development projects.
- Provide ongoing administrative support for the City's purchasing card program.
- Present semi-annual Westminster Economic Development Authority revenue forecasts to the City Manager's Office.
- Complete conversion for a new utility billing and cashiering system.
- Complete low-income program guidelines and implementation.
- Update utility billing webpage.

### 2018 Objectives:

- Continue to provide financial and analytical support related to the Downtown Westminster and Transit Oriented Development projects.
- Continue to provide ongoing administrative support for the City's purchasing card program.
- Continue to provide semi-annual Westminster Economic Development Authority revenue forecasts to the City Manager's Office.

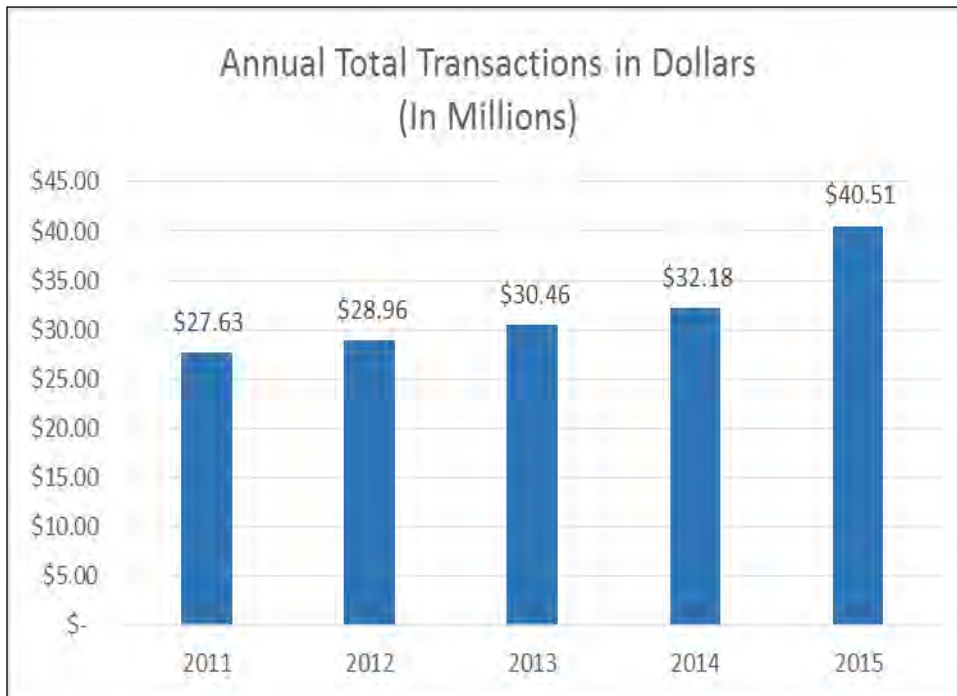
### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$502,319	\$531,575	\$501,575	\$594,283	\$606,184
<b>Contractual</b>	\$392,661	\$421,785	\$418,450	\$435,872	\$452,904
<b>Commodities</b>	\$27,971	\$33,027	\$33,027	\$33,527	\$33,277
<b>Capital Outlay</b>	\$2,179	\$500	\$500	\$1,100	\$500
<b>TOTAL</b>	<b>\$925,130</b>	<b>\$986,887</b>	<b>\$953,552</b>	<b>\$1,064,782</b>	<b>\$1,092,865</b>



**2015/2016 Achievements:**

- Issued the Stormwater revenue bonds for the Little Dry Creek drainage way improvement project.
- Refunded the 2007D POST Revenue Bonds, resulting in over \$2.4 million in savings over the remaining life of the bonds through 2031.
- Refunded the 2007 Certificates of Participation, resulting in an estimated \$1.8 million in savings over the remaining life of the certificates through 2025.
- Issued the 2015 Certificates of Participation Series A and B for the Westminster Downtown project.
- Secured lease financing for parks equipment and two fire trucks.
- Released an RFP for the City’s purchasing card program and selected the vendor with the most favorable rates and cash-back policy; converted over 300 users to a new online reconciliation system.
- Released an RFP for the City’s Investment Advisor and selected the vendor with the most favorable fees, comprehensive investment strategy, and state-of-the-art reporting capabilities.
- Released RFPs for the City’s Financial Advisor and Underwriter and selected the vendors with greatest depth of knowledge, large market exposure, and most competitive fees.
- Released RFPs for the City’s armored car service, banking and lockbox services, and selected vendors with the most favorable fees, quality customer service, highest earnings credits, and comprehensive online reporting capabilities.
- Completed Continuing Disclosure Report related to the City’s bond compliance requirements.
- Successful replacement of Revenue Service Representative positions.
- Completed migration of Teleworks to Paymentus payment website platform; completed e-billing and online bill inquiry functions in Paymentus.
- Automated final reads from manual service orders.
- Automated a bankruptcy function on an account in CIS billing system.
- Released RFPs for utility billing, cashier system, and printing and mailing of utility statements.



**Performance Measure Snapshot...**

This table shows the total dollar volume of transactions collected at the City Hall main cashier station during the past five years. In 2015, over 43,000 transactions were processed. More significant than the total dollar or number of transactions is the ability of the cashiers to complete this task accurately. Over the course of the year, the cashiers were never out of balance at the end of the day.



WESTMINSTER





## POLICE

The Police Department enforces all Colorado State Laws and Westminster Municipal Ordinances through patrol operations, code enforcement activities, crime investigations, and crime prevention. The Department also educates the community about drugs, traffic safety, graffiti, and pet ownership. The Department consists of three divisions: Police Administration, Specialized Services, and Patrol Services.

### OVERVIEW

**Administration:** Provides overall guidance, policy direction, and management for all Police Department operations, programs, and police services in the community. Ensures high ethical and professional standards and promotes Service, Pride, Integrity, Responsibility, Innovation, and Teamwork (SPIRIT) as the underlying foundation for all actions undertaken by Department personnel.

**Specialized Services:** Coordinates and manages the programs and responsibilities that fall under the Professional Services Section, Neighborhood Services Section, Records and Property Section, Investigations Section, and Communications Section.

**Patrol Services:** Responds to police calls for service and oversees patrol operations, traffic enforcement and programs, Special Weapons and Tactical Team, Special Enforcement Team, School Resource Officer Program, K-9 Program, Citizens On Patrol Program, Parks and Open Space Bike Patrol Program, and the coordination of extra duty assignments and special events.

### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
Personnel	\$19,582,647	\$20,400,272	\$19,846,675	\$21,167,309	\$20,928,152
Contractual	\$2,071,314	\$2,640,030	\$2,276,969	\$2,323,206	\$2,373,017
Commodities	\$181,302	\$160,738	\$162,530	\$174,441	\$172,286
Capital Outlay	\$114,533	\$173,293	\$286,485	\$180,218	\$93,842
<b>TOTAL</b>	<b>\$21,949,796</b>	<b>\$23,374,333</b>	<b>\$22,572,659</b>	<b>\$23,845,174</b>	<b>\$23,567,297</b>

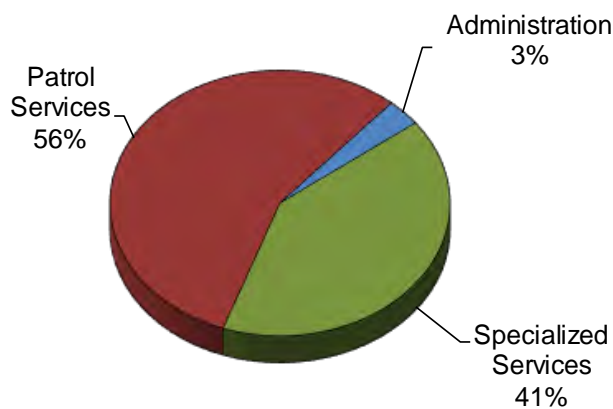


**Total Budget by Division**

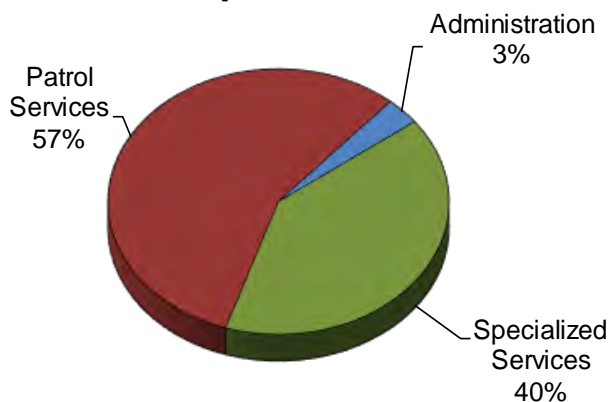
	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Administration</b>	\$728,273	\$738,872	\$759,760	\$784,042	\$784,311
<b>Specialized Services</b>	\$8,688,961	\$9,618,992	\$9,197,385	\$9,716,560	\$9,500,491
<b>Patrol Services</b>	\$12,532,562	\$13,016,469	\$12,615,514	\$13,344,572	\$13,282,495
<b>TOTAL</b>	<b>\$21,949,796</b>	<b>\$23,374,333</b>	<b>\$22,572,659</b>	<b>\$23,845,174</b>	<b>\$23,567,297</b>

**Total Budget by Division**

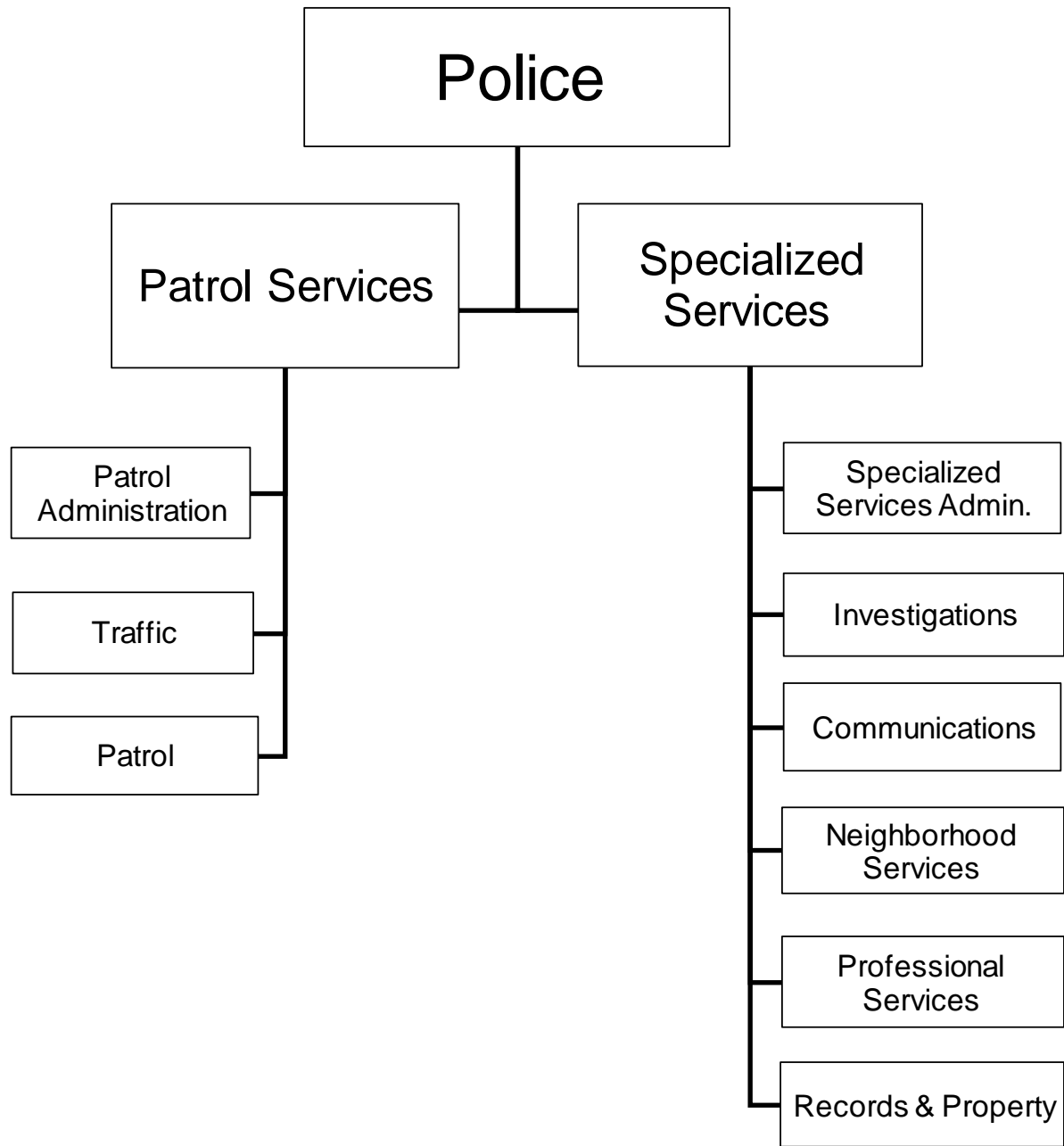
**Adopted 2017**



**Adopted 2018**



**Quick Fact:** In 2015, the Dispatch Center received 3,220 intrusion alarms; only a total of 30 (or less than 1%) of those alarms were valid.



**Staffing (Full-Time Equivalent Employees)**

	2016	2017	2018
	Authorized	Authorized	Authorized
<b>Administration</b>	3.00	3.00	3.00
<b>Patrol Services</b>	145.80	145.80	145.80
<b>Special Services</b>	114.80	116.80	116.80
<b>TOTAL</b>	<b>263.60</b>	<b>265.60</b>	<b>265.60</b>

## Administration

### Overview:

- Develops and monitors the Department’s performance measures, goals and objectives, and strategic planning.
- Engages in administrative crime analysis, statistical studies and comparisons, grant preparation, administration, oversight, and other research projects and special reports.
- Develops and is responsible for the overall management, coordination and monitoring of the Department’s budget.
- Monitors legislation that potentially impacts law enforcement operations in the City of Westminster.
- Represents the City of Westminster in a variety of venues, including the International Association of Chiefs of Police, Colorado Association of Chiefs of Police, Metropolitan Association of Chiefs of Police, Police Executive Research Forum, FBI National Academy, North Metro Task Force Board of Directors, International Association of Crime Analysis and Colorado Crime Analysis Association, Urban Area Security Initiative, various civic clubs and organizations, the State Legislature, and the Adams County Criminal Justice Coordinating Committee.
- Oversee community outreach and maintain community trust.

### 2017 Adopted Objectives:

- Ensure positive and cost-effective budget oversight and strategies for the Department’s operational budget and capital improvement projects.
- Research and administer viable grant funding for the Department.
- Manage and measure the Department’s identified performance goals and objectives.
- Maintain reporting system in order to evaluate priority response times on a monthly basis.
- Monitor and respond to public safety-related legislation.
- Continue working with the Adams County Criminal Justice Coordinating Committee concerning the jail cap issue.
- Focus on attrition challenges due to the aging workforce and forthcoming retirements.
- Continue administration as the host agency of the North Metro Task Force.
- Continue providing timely and effective access for individuals with Limited English Proficiency, hearing impairments, or other communication challenges.

### 2018 Adopted Objectives:

- Coordinate and develop the Department’s 2019 and 2020 budget.
- Continue oversight of the Department’s capital improvement projects.
- Continue to examine and employ cost-effective and positive budget strategies for the Department.
- Continue to identify grant funding.
- Continue to evaluate response times on a monthly basis.
- Assess legislative matters that impact law enforcement operations in the City.
- Continue to prepare for upcoming attrition in the Department.
- Continue administration as the host agency of the North Metro Task Force.
- Continue providing timely and effective access for individuals with Limited English Proficiency, hearing impairments, or other communication challenges.

### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$312,530	\$313,905	\$354,197	\$320,921	\$320,921
<b>Contractual</b>	\$400,355	\$416,107	\$395,055	\$455,619	\$456,538
<b>Commodities</b>	\$15,388	\$4,852	\$6,500	\$6,852	\$6,852
<b>Capital Outlay</b>	\$0	\$4,008	\$4,008	\$650	\$0
<b>TOTAL</b>	<b>\$728,273</b>	<b>\$738,872</b>	<b>\$759,760</b>	<b>\$784,042</b>	<b>\$784,311</b>

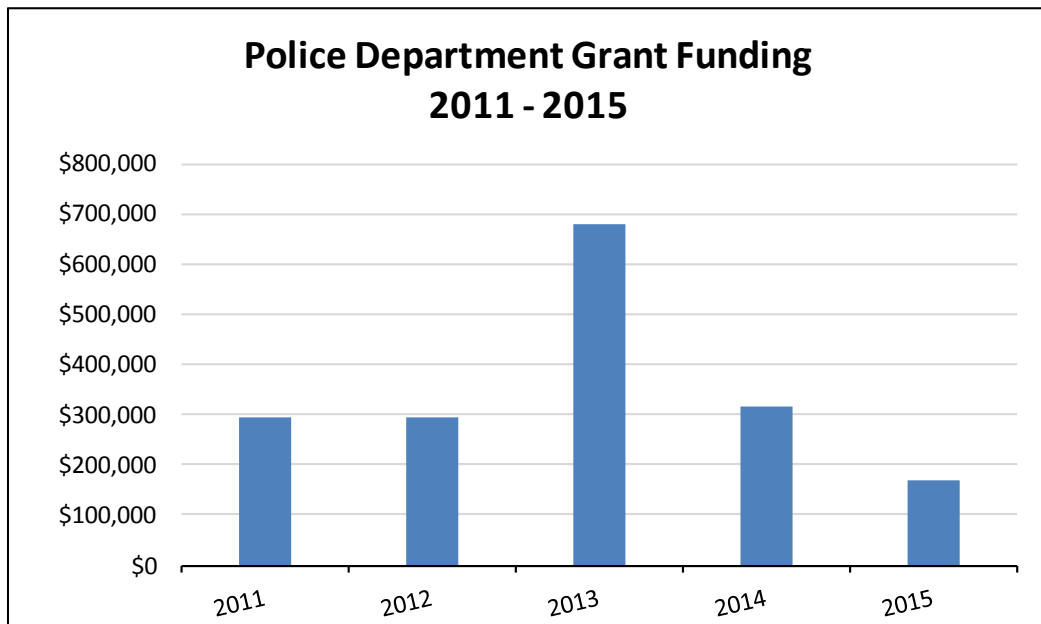


**2015/2016 Achievements:**

- Experienced no serious injury or loss of life to Police personnel.
- Hiring of and transition of new Chief of Police.
- Obtained grant funding from state, federal and local entities that provided for salary and benefits for full-time positions, overtime reimbursement, equipment, partial funding to the North Metro Task Force, training, and community outreach programs.
- Received Jefferson County Communications Authority Board funding support for computer automated dispatch maintenance, air card charges, and training.
- Continued collaboration and participation with various multi-jurisdictional agencies and inter-departmental task forces and programs.
- Ongoing interaction with community groups, associations, and programs.
- Strive to maintain open communication and transparency with the community and other law enforcement entities.
- Continued to improve and enhance communication efforts with members of the community in order to effectively serve those with Limited English Proficiency, hearing impairments or other communication challenges.

**Performance Measure Snapshot...**

Between 2011 and 2015, the Westminster Police Department was awarded 60 grants, totaling approximately \$1.8 million. This includes a large grant that was awarded in 2013 for the new Citywide Radio System Capital Improvement Project.



## Specialized Services

### Overview:

- Investigates all crimes, files criminal cases, coordinates the Sex Offender Registration program, administration of Liquor Enforcement/Inspections, coordinates crime scene and crime lab functions, participates in the North Metro Task Force and the Metropolitan Auto Theft Taskforce.
- Manages the Communications Center and police/fire dispatching functions, the Citywide radio system, and the mobile computer systems for both the Police and Fire Departments.
- Performs public information and public relations functions for the Department.
- Provides professional functions for the Department including recruitment, training, and internal affairs.
- Administers the Senior Liaison Program, Citizens Police Academy and Alumni Association, National Night Out Against Crime, Santa Cops, and business/residential security surveys.
- Provides enforcement/education related to codes, animal management, and graffiti.
- Manages the Department's criminal justice records along with property and evidence storage.
- Administers the Victim Assistance Services Program and the Domestic Violence Fast-Track Program.
- Represents the City on the Foothills Animal Shelter Board of Directors, Colorado Central Node of CopLink Board, Jefferson County Emergency Authority Board, Colorado Insurance Risk Sharing Association, Colorado Crime Information Center Board of Working Advisors, and Jefferson County Animal Management Advisory Board.

### 2017 Adopted Objectives:

- Hire a 1.0 FTE Criminalist and 1.0 FTE Court Victim Advocate to improve service levels and reduce workload.
- Proactively pursue alternate funding for the City's Municipal Domestic Violence Fast-Track Program.
- Provide an efficient and cost effective replacement to the City's current records management software system.
- Aggressively handle Code Enforcement and graffiti concerns within the community.
- Continue high-quality investigation of crimes against persons and property.
- Identify training needs to ensure development of leaders within the Department for succession management.
- Maintain 90% staffing levels in Dispatch.
- Continue to collaborate with Human Resources to foster inclusivity and diversity during the recruitment process.

### 2018 Adopted Objectives:

- Work closely with the Municipal Court and prosecutors to ensure that the City's Municipal Domestic Violence Fast-Track Program is a continued success.
- Maintain timely and effective responses to graffiti removal on public property.
- Continue to identify and provide Department training needs for leaders within the Department.
- Pursue justice in crimes against persons and property.
- Keep abreast of the marijuana legislation and enforcement issues.
- Continue to maintain 90% staffing levels in Dispatch.
- Continue to collaborate with Human Resources to foster inclusivity and diversity during the recruitment process.

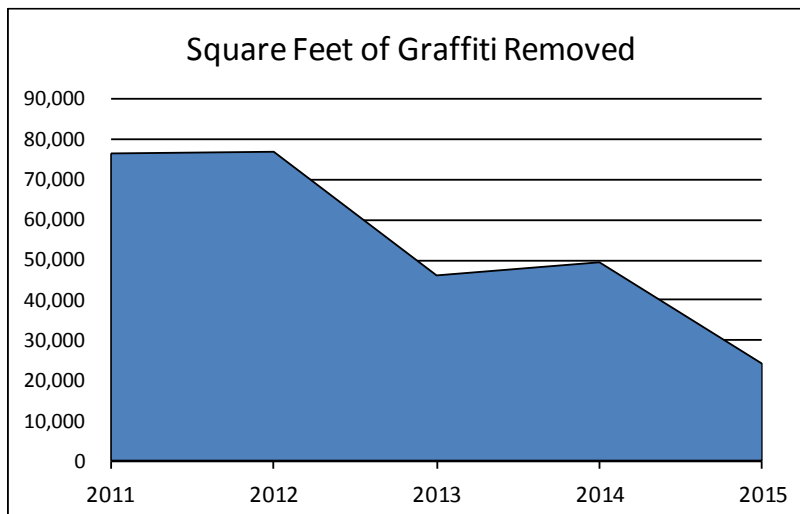
### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$7,777,840	\$8,203,575	\$8,129,539	\$8,608,619	\$8,374,462
<b>Contractual</b>	\$765,370	\$1,282,604	\$942,366	\$967,925	\$987,168
<b>Commodities</b>	\$120,521	\$109,313	\$105,480	\$116,016	\$113,861
<b>Capital Outlay</b>	\$25,230	\$23,500	\$20,000	\$24,000	\$25,000
<b>TOTAL</b>	<b>\$8,688,961</b>	<b>\$9,618,992</b>	<b>\$9,197,385</b>	<b>\$9,716,560</b>	<b>\$9,500,491</b>



**2015/2016 Achievements:**

- Conducted a number of serious and complex criminal investigations resulting in arrests and the recovery of stolen property for victims of either crimes against persons and/or property.
- Continued participation in multi-agency task forces, including North Metro Task Force, Rocky Mountain Safe Streets Task Force, and Drug Enforcement Administration Task Force. This focuses resources on patterned crime and allows the task forces to be more effective and efficient than individual departments alone.
- Developed protocols, procedures, and training to comply with the new Colorado State law regarding elder abuse compulsory reporting. The Westminster Police Department was among the first agencies in the state to develop protocols, procedures, and training; the City’s Staff and program have been used to build a statewide template and provide training.
- Continued responsibilities as the host agency for North Metro Task Force.
- Successful negotiation of new servers for the citywide radio system.
- Successful negotiation of an 82% discount on narrow-banding for the citywide radio system.
- Installation of new digital camera/recording system for interview rooms.
- Successfully received grant funding from Peace Officer Standards Training for mandated training through Police One online training for sworn police officers in the areas of proper holds and restraints, anti-bias training, community policing, and de-escalation.
- Implementation of a data management tool to accurately document training records and scheduling.
- Conducted year-round lateral police officer recruitment providing the ability to start the hiring process without the wait time.
- Implemented the Text-to-911 System for Emergency Services.
- Implemented the Advanced Fingerprint Identification System, which greatly enhances the Department’s capability to evaluate and use fingerprint evidence in solving crimes.
- In 2015, Code Enforcement successfully had 89% voluntary compliance of Municipal Code Enforcement violations.
- Implemented the Community Awareness Program, which is an interactive training for City personnel that aims to increase citizen awareness regarding terrorism and how to mitigate the threat or terrorism and other criminal activity.
- Decreased graffiti square footage 51% in 2015 compared to 2014.
- Implemented approved funding for 1.0 FTE Animal Management Officer, which has allowed for more manageable call loads and increased customer service to citizens.
- Collaborated with Human Resources to foster inclusivity and diversity during the recruitment process.



**Performance Measure Snapshot....**

In 2015, a total of 184 reports (35% decrease compared to 2014) of graffiti vandalism/violations (includes both public and private property) within the City of Westminster were received. The total number of square footage of graffiti removed in 2015 was 24,125, which was a 51% decrease compared to 2014. This shows success in the City’s continued proactive pursuit and prosecution of individuals committing graffiti offenses.

## Patrol Services

### Overview:

- Performs police patrols to prevent crime, enforces Colorado State Laws, and Westminster Municipal Ordinances, apprehends criminal offenders, and responds to community calls for service.
- Enforces traffic laws, investigates traffic accidents, and provides traffic enforcement programs. Coordinates and administers traffic-related grant programs, such as Click-It or Ticket and DUI enforcement programs.
- Manages Parks, Recreation, and Libraries officers who patrol and investigate criminal activities that occur in the parks, recreation facilities, open space, trails, and libraries.
- Manages and oversees the Special Weapons and Tactics operations, K-9 Program, School Resource Officer Program, and Citizens On Patrol Program.
- Coordinates the Special Enforcement Team Program, which includes anti-gang activities and specialized investigations.
- Coordinates special events, including the 4<sup>th</sup> of July and other significant traffic-related events.
- Responsible for the replacement schedules for vehicles and equipment.
- Manages and coordinates extra duty assignments for events and venues.

### 2017 Adopted Objectives:

- Replace and train one retiring police K-9.
- Continued use of crime analysis in direct patrol activities to effectively deter criminal behavior.
- Encourage, support, and direct quality training and criminal suppression activities among shifts during common days.
- Continue focus on leadership, ethics, and professional development training for first-line supervisors.
- Continue to conduct “tactical reviews” of appropriate critical incidents for involved officers.
- Focus on grant opportunities to further enhance efforts on DUI enforcement.
- Manage current staffing levels due to attrition and unforeseen leave.

### 2018 Adopted Objectives:

- Continue transition into different patrol vehicles with appropriate equipment.
- Continue to evaluate patrol staffing in all areas to ensure efficient allocation of resources.
- Use crime analysis to effectively attack and deter criminal behavior, in particular pattern criminal behavior.
- Monitor and manage overtime to the fullest extent possible.
- Continue to pursue grant opportunities to further enhance DUI enforcement efforts.
- Continue to refine the Division’s equipment replacement schedules and capital outlay priorities.
- Coordinate special events including July 4th and other significant traffic-related programs.
- Replace and train a police K-9.
- Maintain current staffing levels due to attrition and unforeseen leave.

### Total Budget by Category

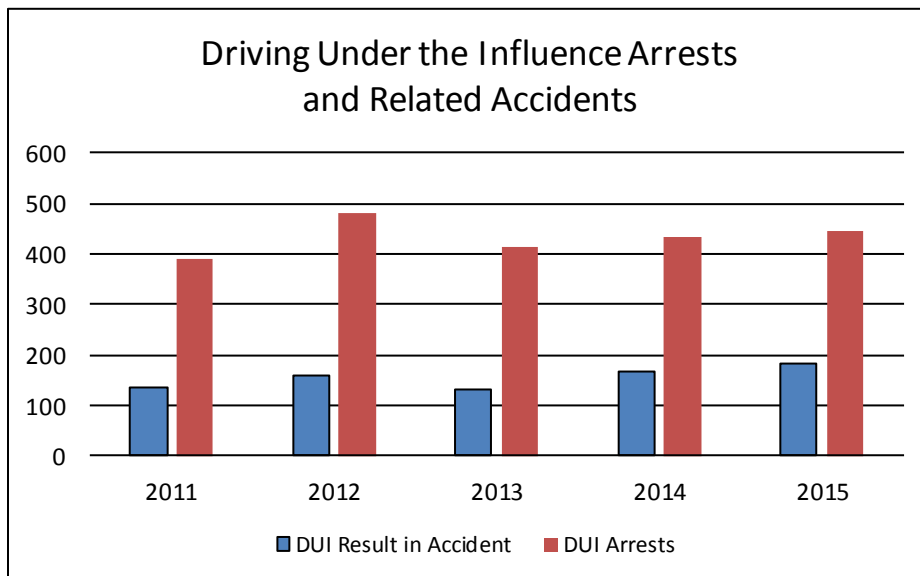
	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$11,492,277	\$11,882,792	\$11,362,939	\$12,237,769	\$12,232,769
<b>Contractual</b>	\$905,589	\$941,319	\$939,548	\$899,662	\$929,311
<b>Commodities</b>	\$45,393	\$46,573	\$50,550	\$51,573	\$51,573
<b>Capital Outlay</b>	\$89,303	\$145,785	\$262,477	\$155,568	\$68,842
<b>TOTAL</b>	<b>\$12,532,562</b>	<b>\$13,016,469</b>	<b>\$12,615,514</b>	<b>\$13,344,572</b>	<b>\$13,282,495</b>





**2015/2016 Achievements:**

- Continued to focus on traffic enforcement and proactive DUI enforcement, increasing safety on City streets.
- Participated in several State of Colorado DUI and Click-It or Ticket campaigns through grants provided by the Colorado Department of Transportation, which paid for the overtime worked by the participating officers.
- Partnered with the Adams County Housing Authority (ACHA) to create the ACHA Task Force. The goal of the ACHA Task Force is to reduce calls for service and reduce crime as well as helping the residents to take a personal investment in the social order of their community by feeling safe and comfortable to call the police and/or management and to notify them of any criminal activity or quality of life nuisances such as noise disturbances, parking issues, and general neighbor complaints.
- Implemented new 1.0 FTE Sworn Sergeant position as the School Liaison Sergeant, which has allowed for better evaluation and oversight of School Resource Officer performance, improved communication with schools and school districts, and improved communication on school issues to Patrol Officers, Detectives and Supervisors during routine days and times of crisis.
- Collaborated between the Police Department and the Parks, Recreation and Libraries Department on the purchase and use of an electric motorcycle, which allows the assigned officers more efficient and effective access into parks and trails within the City.



**Performance Measure Snapshot....**

In 2015, officers arrested 444 DUI drivers. Of the total 3,411 accidents reported in the City of Westminster, 5.3% (or 183) were a result of a DUI. Patrol Services continues to focus on traffic enforcement and proactive DUI enforcement, increasing safety on City streets.



WESTMINSTER



## FIRE

The Westminster Fire Department’s mission is to protect the community from fire damage and loss; preserve and enhance the health of residents; promote, regulate and enforce a safe and sustainable living environment for residents and businesses; respond to and mitigate all identified hazards to minimize risk to the community; respond to calls from residents; and engage residents and businesses as partners for community safety.

### OVERVIEW

- Operates six fire stations located throughout the City to quickly respond to fires, emergency medical calls, and other 911 calls for service.
- Operates and staffs five fire engines, two ladder trucks, and specialty apparatus as needed.
- Operates five full-time ambulances that are equipped to provide advanced life support.
- Supports special teams within the Department and cooperative regional teams to respond to water rescue/recovery, hazardous materials incidents, technical/heavy rescue, wild land fires, and other emergency response requiring highly specialized training.
- Prepares for and responds to large scale emergencies in the City and region.
- Operates a full-service fire prevention bureau including plan review, fire code enforcement, business inspections, fire investigations, juvenile fire setter intervention, and fire and life safety public education.
- Supports community events and services such as fire station tours, child car seat safety checks, home safety inspections, youth and senior educational safety programs, citizen academies, community events, and charity work/fundraising.

### 2017 Objectives:

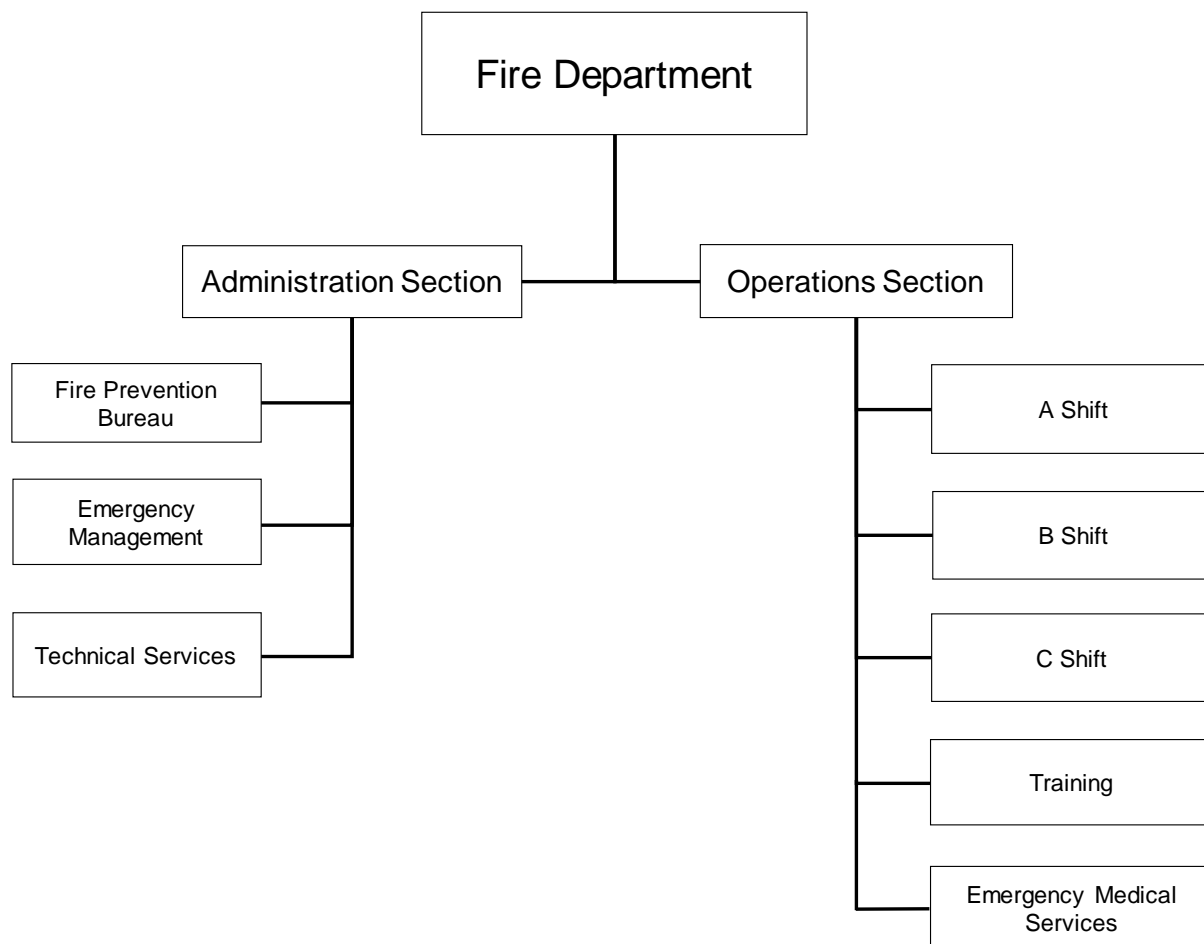
- Hire new 3.0 FTE firefighters to help staff the “5th Medic Unit” rather than using overtime to keep this unit in service 24/7.
- Continue expansion of automatic aid with neighboring fire departments; formalize additional intergovernmental agreements and operating guidelines with Adams County Fire and others
- Seek grant funding and implementation for a computer aided dispatch system that allows different jurisdictional dispatch centers to link in real time.
- Work with the new vendor conducting firefighter recruit testing to identify demographic parameters for future recruitments.
- Host the Colorado FireWomen’s annual conference.

### 2018 Objectives:

- Analyze data from participation in “Colorado Connect” pilot that utilizes mobile integrated health care delivery for a target population to reduce hospital visits and health care costs.
- Establish a new relationship for a regionalized firefighter recruitment process. This will be accomplished as a proactive regional collaboration.
- Continue to recruit, fund, and promote quality paramedics to maintain the high level of paramedic and advanced life support services.

### Total Budget by Category

	2015	2016	2016	2017	2018
	Actual	Amended	Estimated	Adopted	Adopted
Personnel	\$11,224,333	\$11,987,210	\$11,923,954	\$12,299,752	\$12,279,541
Contractual	\$1,316,294	\$1,407,741	\$1,429,408	\$1,526,510	\$1,564,624
Commodities	\$182,905	\$203,739	\$204,239	\$212,124	\$218,039
Capital Outlay	\$114,664	\$133,735	\$136,810	\$132,219	\$88,720
<b>TOTAL</b>	<b>\$12,838,196</b>	<b>\$13,732,425</b>	<b>\$13,694,411</b>	<b>\$14,170,605</b>	<b>\$14,150,924</b>



**Staffing (Full-Time Equivalent Employees)**

	2016	2017	2018
	Authorized	Authorized	Authorized
<b>Emergency Services</b>	129.50	132.50	132.50
<b>Fire Prevention</b>	6.80	7.00	7.00
<b>TOTAL</b>	<b>136.30</b>	<b>139.50</b>	<b>139.50</b>

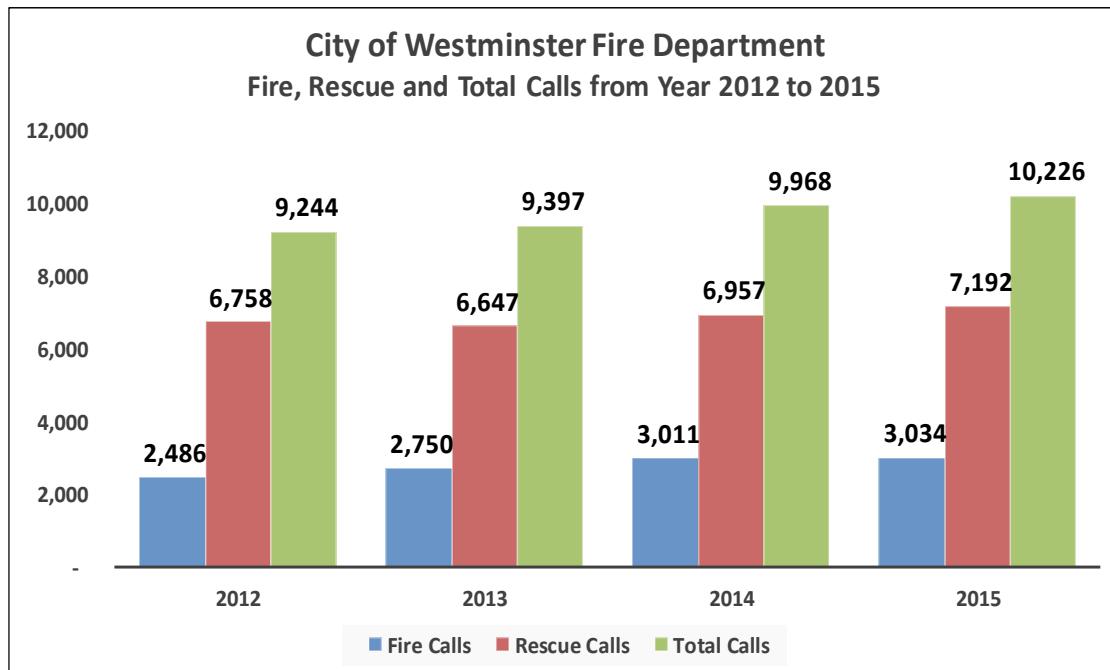


**Quick Fact:** The fire Department responded to 736 emergency calls to assisted living, nursing home, and hospice facilities in 2015. 86% of these calls were emergency medical calls. These calls account for 7% of the total volume of call responses in 2015 and are trending similarly in 2016.



**2015/2016 Achievements:**

- Purchased firefighters a second set of bunker gear as the proper backup gear needed to decrease the risk of exposure to carcinogens that adhere to their personal protective equipment after fires and hazardous material type incidents.
- Purchased two Velocity chassis “Pierce Ultimate Configuration” fire engines. The efforts of several Westminster employees on a Joint Purchasing Consortium for the “North Area” Fire Departments resulted in the significant savings, and successful execution of this purchase agreement and promotion of proactive regional collaboration.
- Completed the ninth and tenth the Citizens Fire Academy, which offers hands-on experience in understanding the technical aspects in delivering fire/EMS services.
- Swore in five new firefighters were sworn in November 2015, helping to maintain excellence in City services.
- In fall 2016, WFD will receive external funding to implement an integrated community health care pilot program (Colorado Connect) designed to link residents with community health resources. Residents will not only receive help with primary care, but receive assistance with food, clothing, transportation, and other health resources.
- Instituted an ambulance refurbishment program that saves the City approximately \$34,000 per vehicle.
- Implemented a tiered response system that improves the deployment of fire apparatus and medic units to 9-1-1 calls and improves availability of resources improving on the excellence of City Services.
- Continued to expand and formalize Automatic Aid with neighboring fire jurisdictions continuing proactive regional collaboration; signed formal intergovernmental agreement with Thornton.
- Obtained a grant that purchased ballistic vests and helmets on all fire apparatus; worked collaboratively with regional fire and police jurisdictions to formalize standardized operating procedures for “active shooter” type incidents.



**Performance Measure Snapshot...**

In 2015, Westminster Fire Department continued to see an increase in emergency calls. In just four years, WFD has increased responses by nearly 11% from 9,267 calls in 2012 to 10,226 calls in 2015.



WESTMINSTER



## COMMUNITY DEVELOPMENT

The Community Development Department is comprised of four divisions providing for the planning, promoting, and sustaining of an attractive, high-quality living and working environment; facilitating appropriate land use decisions; and ensuring that the community is safely built and well maintained.

### OVERVIEW

**Administration:** Responsible for overseeing and supporting the day-to-day operations of the Department’s divisions, including the overall budget, e-permitting system, and citywide performance measures. The South Westminster Revitalization Program is also part of the Administration Division. The South Westminster Revitalization Program plans and assists in the redevelopment of the southern portion of the City.

**Planning:** The Planning Division is primarily responsible for the coordination and approval of all proposed Comprehensive Plan, zoning and rezoning applications, and land development and redevelopment activities. The Division is also involved in a number of special projects and long-term land use planning activities, such as the Downtown and Station Area Specific Plans. This Division is also responsible for housing and historic preservation activities.

**Building:** The Building Division issues permits for all building construction projects within Westminster. This involves the detailed examination of building plans, calculations, and specifications for compliance with building, plumbing, mechanical, and electrical codes, as well as field inspections of all aspects of building construction and its various component parts and systems. The division also administers the provisions of the Rental Property Maintenance Code by conducting inspections on apartments and other rental units.

**Engineering:** The Engineering Division manages the design and construction of all of the City’s capital improvement projects involving drainage, new street and bridge construction, as well as the review and inspection of new project construction. In addition, the Division provides technical expertise to various other City divisions and departments on civil engineering, traffic, and Geographic Information System (GIS) issues.

### Total Budget by Category

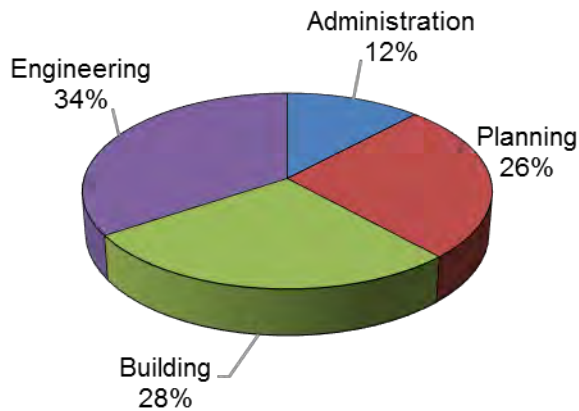
	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
Personnel	\$3,910,386	\$4,611,809	\$4,414,447	\$4,868,694	\$4,888,086
Contractual	\$676,782	\$786,365	\$696,448	\$806,266	\$957,582
Commodities	\$36,959	\$34,513	\$34,813	\$39,913	\$37,413
Capital Outlay	\$36,743	\$14,543	\$9,373	\$2,325	\$3,400
<b>TOTAL</b>	<b>\$4,660,870</b>	<b>\$5,447,230</b>	<b>\$5,155,081</b>	<b>\$5,717,198</b>	<b>\$5,886,481</b>

**Total Budget by Division**

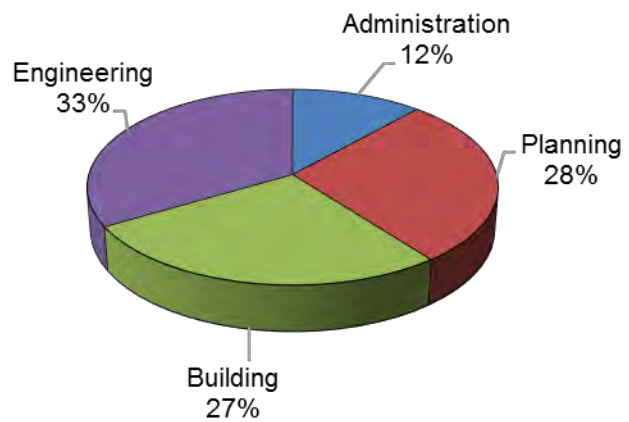
	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Administration</b>	\$499,661	\$655,366	\$519,209	\$688,517	\$686,473
<b>Planning</b>	\$1,118,780	\$1,521,004	\$1,438,918	\$1,494,342	\$1,642,938
<b>Building</b>	\$1,415,309	\$1,483,744	\$1,492,400	\$1,574,253	\$1,587,289
<b>Engineering</b>	\$1,627,120	\$1,787,116	\$1,704,554	\$1,960,086	\$1,969,781
<b>TOTAL</b>	<b>\$4,660,870</b>	<b>\$5,447,230</b>	<b>\$5,155,081</b>	<b>\$5,717,198</b>	<b>\$5,886,481</b>

**Total Budget by Division**

**Adopted 2017**

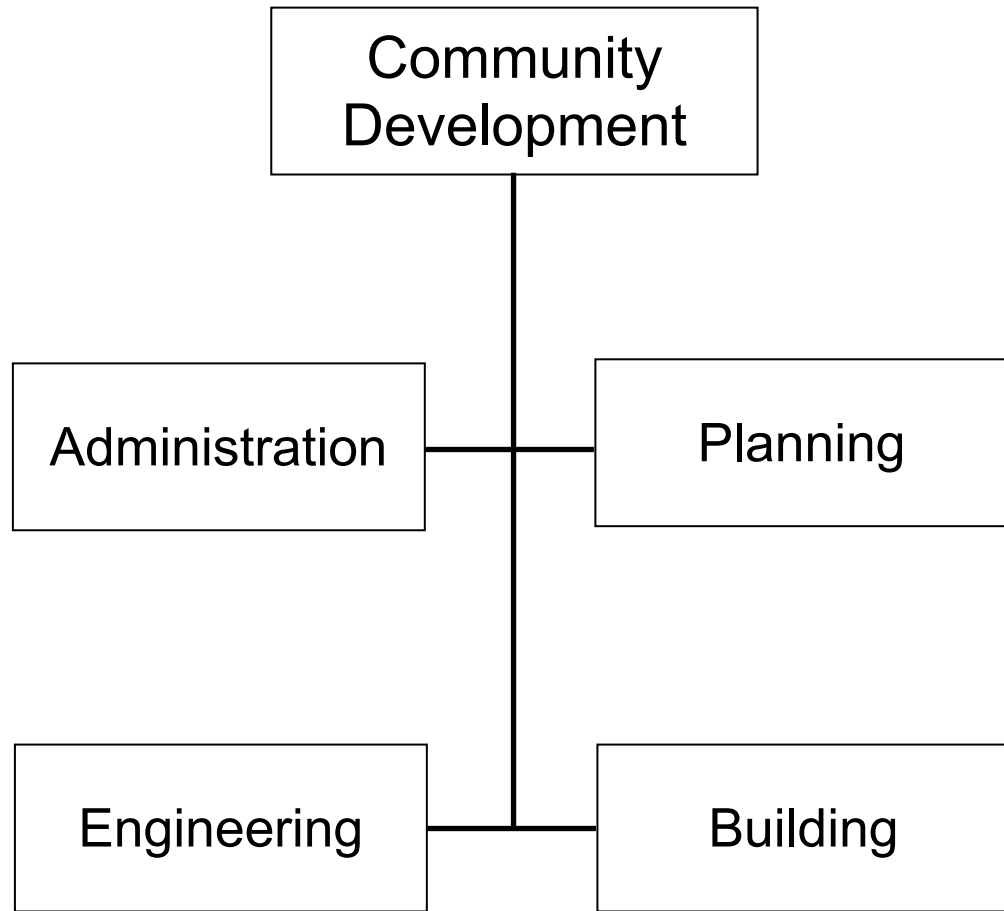


**Adopted 2018**



**Quick Fact:** The Building Division issued 6,182 permits in 2015 and is forecast to issue over 7,000 permits in 2016.





**Staffing (Full-Time Equivalent Employees)**

	2016	2017	2018
	Authorized	Authorized	Authorized
<b>Administration</b>	6.10	6.10	6.10
<b>Planning</b>	18.50	17.00	17.00
<b>Building</b>	18.00	18.50	18.50
<b>Engineering</b>	18.25	19.50	19.50
<b>TOTAL</b>	<b>60.85</b>	<b>61.10</b>	<b>61.10</b>

NOTE: Staffing totals include those positions funded by the General Fund and the Stormwater Drainage Fund.

## Administration

### Overview:

- Coordinates the administrative needs of the Department, including budget development and oversight.
- Coordinates the City’s artist initiatives in South Westminster and development-related public art program.
- Manages the department’s electronic permitting system.
- Leads business improvement initiatives for the department.

### 2017 Objectives:

- Develop communication, management, and planning tools that move the City toward its vision while providing excellent government.
- Convert rental housing inspection program to TraKit (department-wide e-permitting system) and allow online registrations for rental housing.
- Implement online permitting.
- Improve development review process and transparency.
- Assist in the development of an economic development strategy that contributes to City vision attainment and is executed through collaborative work between the City of Westminster, the business community, residents, and other partners of Westminster.
- Improve Community Development processes and customer service.
- Lead the development of cultural opportunities in Westminster.
- Transition public art program into the Parks, Recreation, and Libraries Department.

### 2018 Objectives:

- Develop communication, management, and planning tools that move the City toward its vision while providing excellent government.
- Coordinate with other departments to modernize business licensing process, integrated with TraKit.
- Expand online permitting, inspections, and project management.
- Continue to improve Community Development processes and customer service.
- Continue to improve and streamline development review processes and transparency.

### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$381,981	\$518,521	\$395,987	\$519,288	\$514,068
<b>Contractual</b>	\$93,287	\$116,630	\$108,389	\$154,171	\$157,347
<b>Commodities</b>	\$15,576	\$13,258	\$13,258	\$15,058	\$15,058
<b>Capital Outlay</b>	\$8,817	\$6,957	\$1,575	\$0	\$0
<b>TOTAL</b>	<b>\$499,661</b>	<b>\$655,366</b>	<b>\$519,209</b>	<b>\$688,517</b>	<b>\$686,473</b>

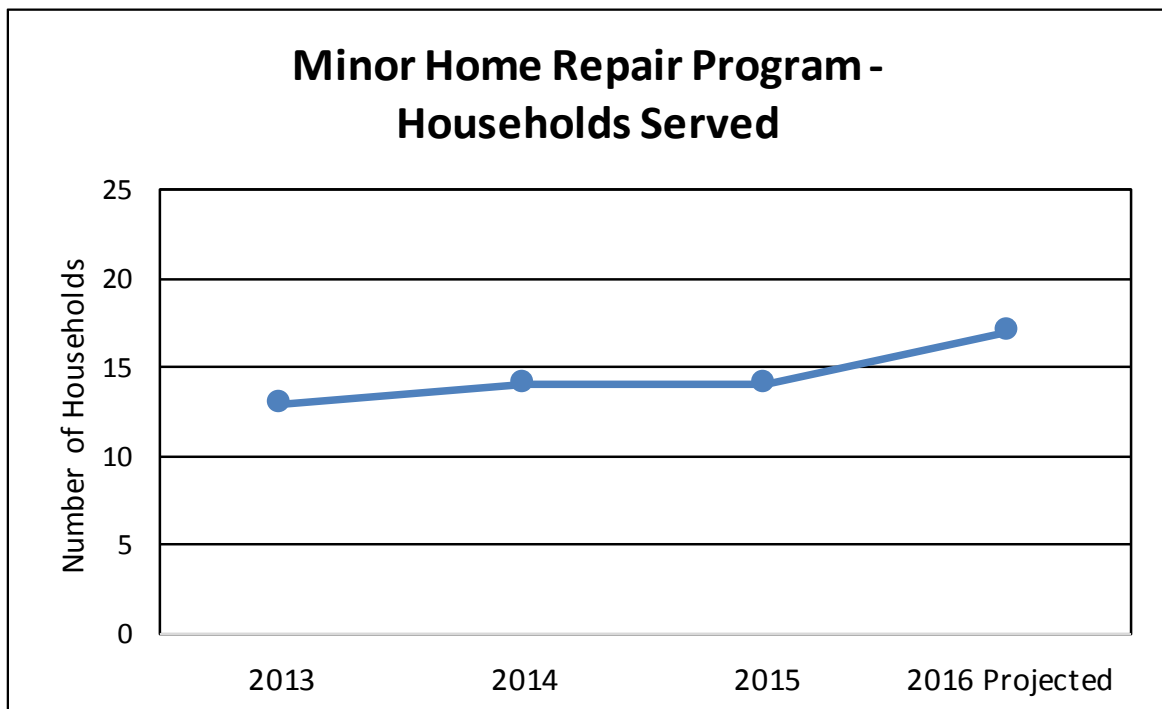


**2015/2016 Achievements:**

- Implemented Development Review Process Evaluation project (i.e. audit) findings including: hardware and software upgrades necessary to implement e-permitting processes; configuration and installation of e-permitting software; and new mandatory pre-application phase as part of the planning entitlement process.
- Improved communication and coordination with other departments, including Economic Development and Parks, Recreation, and Libraries.
- Continued outreach to the development community to identify additional business process improvements.

**Performance Measure Snapshot....**

The Minor Home Repair Program administered as part of the Community Development Block Grant Program has shown gradual growth in the number of households served since its inception in 2011. The program provides financial assistance to low-income households to address home repair issues related to preservation of health and safety.



## Planning

### Overview:

- Manages long-range planning activities, including administering the Comprehensive Plan, undertaking long-range land use studies and special projects, and preparing demographic analysis.
- Facilitates current planning activities, including reviewing and coordinating all proposed land developments (Preliminary Development Plans, Official Development Plans, annexations, use permits, etc.); administers the City’s Growth Management Program; administers the Historic Preservation program; and assists in urban renewal and redevelopment activities.
- Serves as Staff liaison to the Planning Commission and the Historic Landmark Board.
- Oversees the day-to-day components of the City’s public art program.
- Administers and manages various redevelopment programs, urban renewal areas, and special projects within the City.

### 2017 Objectives:

- Complete the Harris Park Specific Plan.
- Complete the South Westminster Framework Plan.
- Begin the Federal Boulevard Corridor Plan.
- Implement appropriate modifications to improve customer service and staff efficiency.
- Work on producing new design guidelines and modifying design guidelines for Retail Commercial, and Office.
- Continue to coordinate a high-quality, efficient development review process.
- Continue to coordinate development referrals with adjacent jurisdictions.
- Continue to coordinate planning activities with Denver Regional Council of Governments (DRCOG).
- Continue to work on redevelopment within the City’s urban renewal areas.
- Continue to annually review the Westminster Municipal Code Title XI Land Development for Growth Procedures for minor updates.

### 2018 Objectives:

- Continue to coordinate a high-quality, efficient development review process.
- Continue to coordinate development referrals with adjacent jurisdictions.
- Continue to coordinate planning activities with DRCOG.
- Continue to work on redevelopment within the City’s urban renewal areas.
- Continue work on producing new design guidelines and updating antiquated design guidelines.
- Continue to annually review the Westminster Municipal Code Title XI Land Development for Growth Procedures for minor updates.
- Continue participating in targeted redevelopment projects, including Northgate, South Sheridan, South Westminster, and the Westminster Station Transit-Oriented Development (TOD).
- Complete an update to the Sign Code.

### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$1,060,321	\$1,387,919	\$1,367,769	\$1,344,355	\$1,340,722
<b>Contractual</b>	\$39,167	\$121,514	\$59,366	\$142,902	\$292,931
<b>Commodities</b>	\$4,983	\$7,085	\$7,085	\$7,085	\$7,085
<b>Capital Outlay</b>	\$14,309	\$4,486	\$4,698	\$0	\$2,200
<b>TOTAL</b>	<b>\$1,118,780</b>	<b>\$1,521,004</b>	<b>\$1,438,918</b>	<b>\$1,494,342</b>	<b>\$1,642,938</b>

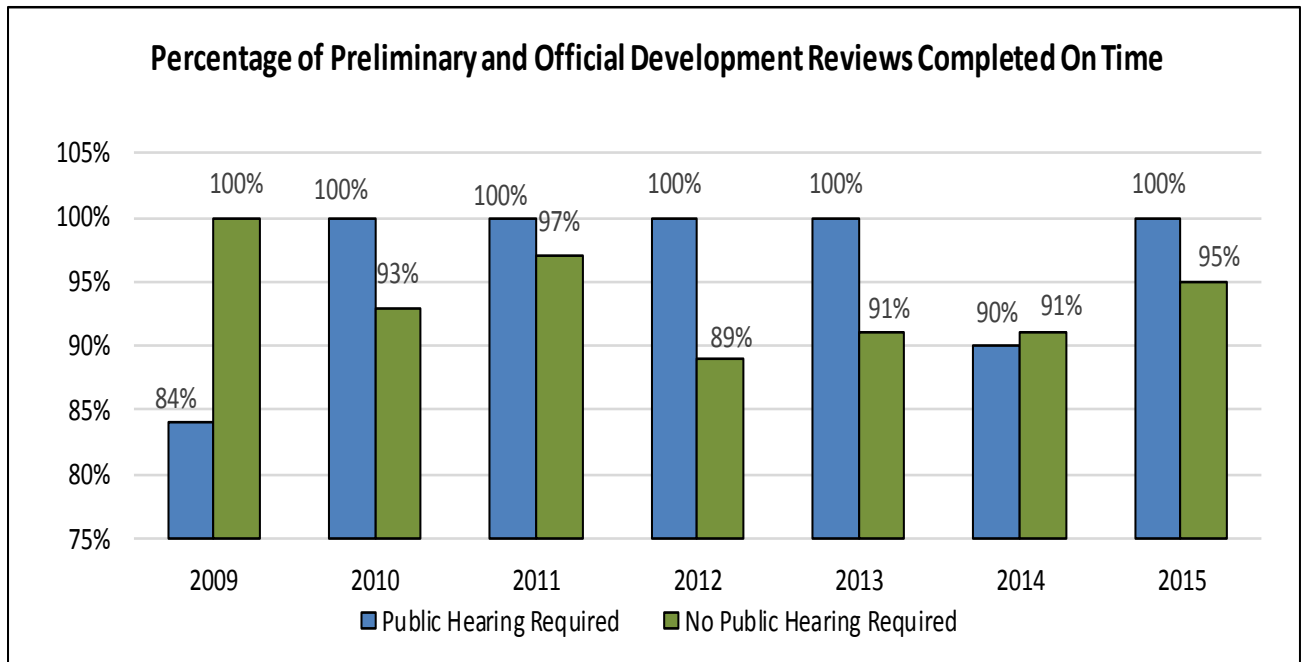


**2015/2016 Achievements:**

- Completed the Downtown Westminster Specific Area Plan and continued to participate in the area’s re-development.
- Began work on the Station Area Specific Area Plan (completion estimated Winter 2016). Organized multiple opportunities for public outreach and involvement.
- Worked with the owners of the Westminster Promenade to develop a master plan for revitalization.
- Continued to administer the City’s Historic Preservation program.
- Held the 2015 and 2016 Residential Growth Management competitions.
- Coordinated development referrals with adjacent jurisdictions, including providing comments on proposed developments which may have impacted the City of Westminster.
- Received 2015 and 2016 awards for Livability from DRCOG for coordination with Adams County Housing Authority (2015) and for creative solutions in the Westminster Station Area (2016).

**Performance Measure Snapshot...**

Planning Staff has worked to achieve over a 90% average success rate for meeting a 90-day or less review time for projects that are approved administratively and has had a 100% success rate in most years for meeting a 120-day or less review time for projects that require a public hearing.



## Building

### Overview:

- Administers the City-adopted building codes.
- Performs construction plan review of building plans, specifications, and calculations for all proposed construction projects.
- Performs inspections of all aspects of construction projects, including building, electrical, plumbing, and mechanical systems.
- Performs maintenance inspections on residential rental properties.
- Performs business license inspections.
- Monitors the issuance and accounting of all water and sewer tap permits.
- Maintains the contractor registration program.

### 2017 Objectives:

- Adopt the 2015 edition of the International Building Codes.
- Create a communication plan for the Rental Property Maintenance Code to notify owners, residents and the general public of the requirements of the code through the media, City website site, newspapers, and focus groups.
- Create and implement software enhancements to track fees and schedules for notices for the Rental Property Maintenance Code.
- Review the established schedule of fixed-fee building permits to determine if the fees are appropriate for the cost of the services provided.
- Increase the Assistant Building Plans Analyst FTE from 0.5 to 1.0 to reduce plan review time.
- Hire new 1.0 FTE Housing Inspector to assist in meeting program demands due to increases in rental properties within the City.

### 2018 Objectives:

- Establish and maintain an improved turnaround time for commercial and residential plan reviews.
- Create a landlord training class that will be available to new and experienced landlords.

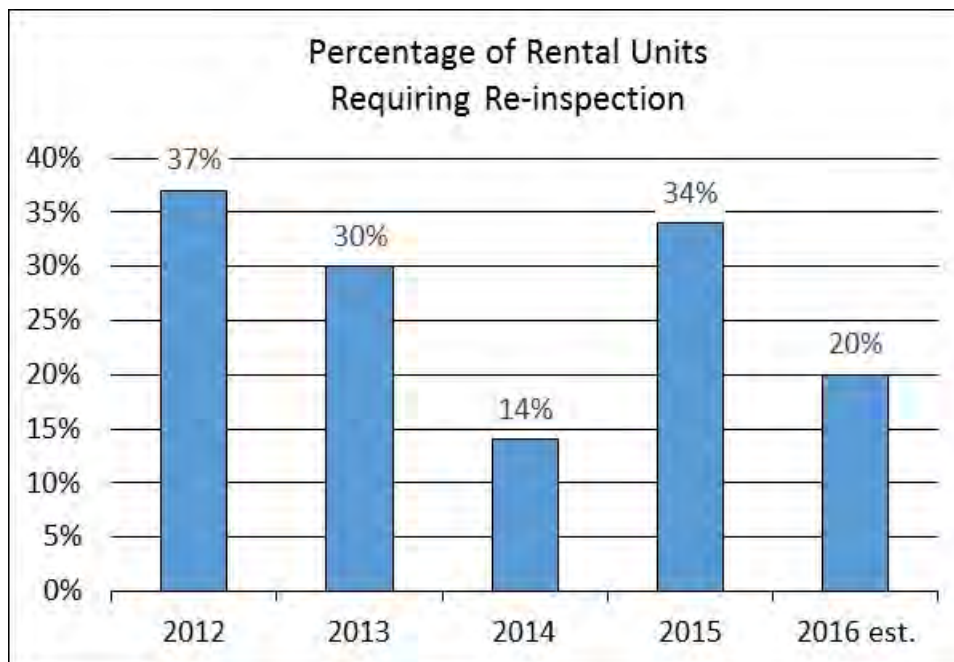
### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$1,207,129	\$1,296,415	\$1,305,315	\$1,424,674	\$1,437,046
<b>Contractual</b>	\$200,971	\$174,959	\$175,515	\$139,209	\$139,873
<b>Commodities</b>	\$7,106	\$10,370	\$9,570	\$10,370	\$10,370
<b>Capital Outlay</b>	\$103	\$2,000	\$2,000	\$0	\$0
<b>TOTAL</b>	<b>\$1,415,309</b>	<b>\$1,483,744</b>	<b>\$1,492,400</b>	<b>\$1,574,253</b>	<b>\$1,587,289</b>



**2015/2016 Achievements:**

- Implemented TraKit to allow online access for inspection requests and fuller access to Building Division property records.
- Implemented the TraKit Integrated Voice Response telephone system for building inspection requests.
- Maintained above-average ratings for building inspector performance based on post-project contractor surveys.
- Maintained an above-average rating on applicant surveys based on the performance of the plan review and permitting functions.
- Actively participated in the Code Development and Code Change process for the 2015 International Building Codes.
- Added approximately 400 new rental units to the Rental Inspection Program.
- Completed plan review and inspection on a number of significant projects, including Axis, Hyland Village, and Longview multi-family projects; The Courtyard by Marriot; Alliance Data; Parking Garages for the Transit Oriented Development and Downtown projects; Northridge Skilled Nursing Facility; Digital Globe; and Saint Anthony Medical Office Building.



**Performance Measure Snapshot....**

Over the past four years under the City’s Rental Housing Inspection Program, the number of rental unit re-inspections has remained consistently low, which reflects compliance from property owners in resolving deficiencies and life safety issues.

## Engineering

### Overview:

- Reviews the design and inspects the construction of public improvements associated with new development in the City.
- Oversees the design, right-of-way acquisition, construction, and inspection of capital improvement projects pertaining to new roadways, interchanges, bridges, and storm drainage improvements.
- Performs traffic engineering functions, including the placement of traffic control signs, the installation and maintenance of traffic signals, and the implementation of bicycle lanes, including updates to the City's Bicycle Master Plan.
- Develops and maintains the City's Geographic Information System (GIS).
- Manages transportation planning, policy, advocacy, and project implementation.

### 2017 Objectives:

- Participate with Broomfield on the construction of improvements to Lowell Boulevard between 120th Avenue and 124th Avenue.
- Continue to install infrastructure, as needed, for subsequent phases of the development of the Downtown Westminster site.
- Continue to install bike lane markings on streets being repaved per the City's Bicycle Master Plan (as funding permits).
- Continue to develop the Little Dry Creek regional drainage and park improvements on the south side of the Westminster Station platform.
- Hire new 1.0 FTE Traffic Technician to perform traffic signal maintenance work in-house, rather than by contract, to lower costs to the City.
- Increase a 0.5 FTE Administrative Assistant by .25 FTE to reduce administrative work currently performed by professional staff, which will improve customer response time.

### 2018 Objectives:

- Continue to develop the Little Dry Creek regional drainage and park improvements on the south side of the Westminster Station platform.
- Continue to install bike lane markings on streets being repaved per the City's Bicycle Master Plan (as funding permits).
- Continue to install infrastructure, as needed, for subsequent phases of the development of the Downtown Westminster site and Westminster Station Area.

### Total Budget by Category

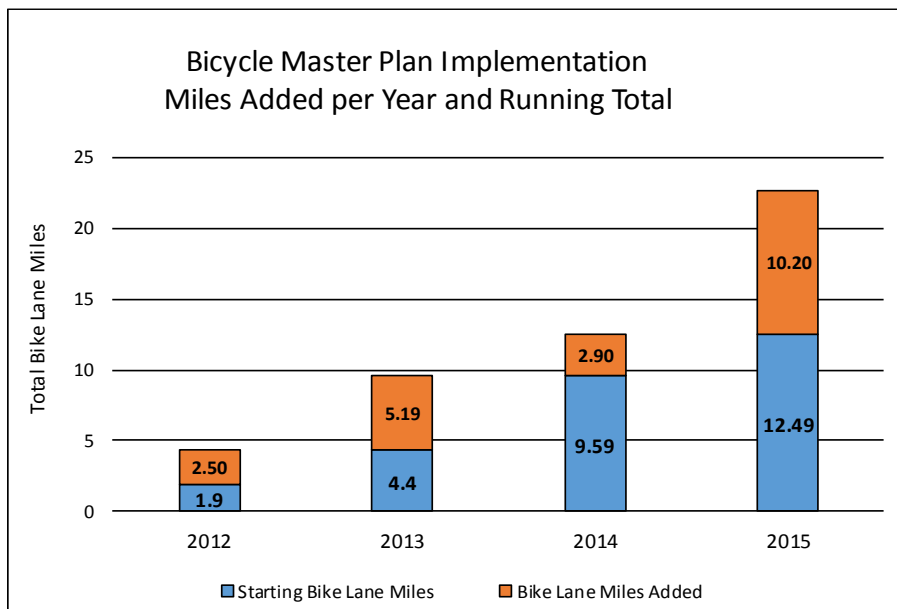
	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$1,260,955	\$1,408,954	\$1,345,376	\$1,580,377	\$1,596,250
<b>Contractual</b>	\$343,357	\$373,262	\$353,178	\$369,984	\$367,431
<b>Commodities</b>	\$9,294	\$3,800	\$4,900	\$7,400	\$4,900
<b>Capital Outlay</b>	\$13,514	\$1,100	\$1,100	\$2,325	\$1,200
<b>TOTAL</b>	<b>\$1,627,120</b>	<b>\$1,787,116</b>	<b>\$1,704,554</b>	<b>\$1,960,086</b>	<b>\$1,969,781</b>





**2015/2016 Achievements:**

- Completed the parking structure and North Plaza retaining wall at the commuter rail Westminster Station.
- Coordinated with the Colorado Department of Transportation (CDOT) and Federal Heights on the construction of intersection improvements at 92nd Avenue and Federal Boulevard.
- In cooperation with CDOT, oversaw the construction of intersection improvements at 120th Avenue and Federal Boulevard.
- Constructed the first phase of roadways at the Downtown Westminster site.
- Installed storm drainage, roadway and utility improvements in the vicinity of the intersection of 72nd Avenue and Raleigh Street.
- Added two Transportation and Mobility Planners to lead the City’s efforts to become the next urban center on the Front Range by planning, designing, and advocating for transportation improvements.
- Completed required improvements at the commuter rail Westminster Station, including construction of a four story parking structure, Westminster Station Drive, north and south plazas, and Little Dry Creek drainage way improvements by the commencement of commuter rail in July 2016.



**Performance Measure Snapshot....**

Since the creation of the City’s Bicycle Master Plan in 2010, the Engineering Division has made steady progress in implementing portions of the improvements. To date, Staff’s strategy has been to couple on-street bicycle lanes with the Street Division roadway overlay/reconstruction schedule, thus stretching dollars allotted for bicycle improvements as far as possible.



WESTMINSTER



## PUBLIC WORKS AND UTILITIES

The Public Works and Utilities Department is comprised of five Divisions that maintain and enhance the safety and well-being of the community by providing exceptional water and wastewater service and maintaining the City's extensive network of street infrastructure.

### OVERVIEW

**Business Operations:** Oversees the management of all infrastructure improvements, street operations, utilities operations including maintenance and water/wastewater treatment, and all water resources, water quality, and engineering services. This includes the creation and management of the department's operating budget, financial sustainability efforts, performance measurement program, public information, and ongoing citywide collaboration efforts.

**Street Operations:** Provides overall maintenance of streets, traffic control devices, stormwater drainage, street sweeping, and snow and ice control. Manages annual street improvement projects, the Adopt-A-Street Program, the Pavement Management Program, and the Public Facility Parking Lot Management Program.

**Utilities Operations:** Maintains approximately 511 miles of water lines, 25 miles of reclaimed water lines, 23 miles of raw water lines, 387 miles of sanitary sewer lines and 10 water storage facilities located within the City. The Division also maintains and operates two water treatment plants, one reclaimed water treatment facility, and one wastewater treatment facility. Utility Operations coordinates water and sewer system improvement projects and programs, and provides meter reading services to approximately 32,000 accounts. The Division also administers the maintenance/asset management program that provides the Department with the resources needed to effectively maintain the many assets that customers use on a daily basis.

**Water Resources and Quality:** This division encompasses two work groups: the Water Resources Engineering group that manages the City's raw water supply, protects existing water rights, plans for future water needs, and administers water conservation programs; and the Water Quality group that monitors the City's water from source to discharge and ensures compliance with state and federal regulations.

**Utilities Engineering:** The Utilities Engineering group oversees planning, engineering, and construction of the City's raw water, drinking water, reclaimed water, and wastewater infrastructure.

### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
Personnel	\$9,043,594	\$9,664,020	\$9,527,447	\$10,259,679	\$10,364,574
Contractual	\$16,688,214	\$19,323,242	\$19,335,012	\$20,978,726	\$21,980,120
Commodities	\$2,489,485	\$3,054,753	\$3,032,032	\$3,174,139	\$3,373,642
Capital Outlay	\$11,837	\$263,769	\$232,316	\$213,424	\$209,416
<b>TOTAL</b>	<b>\$28,233,130</b>	<b>\$32,305,784</b>	<b>\$32,126,807</b>	<b>\$34,625,968</b>	<b>\$35,927,752</b>

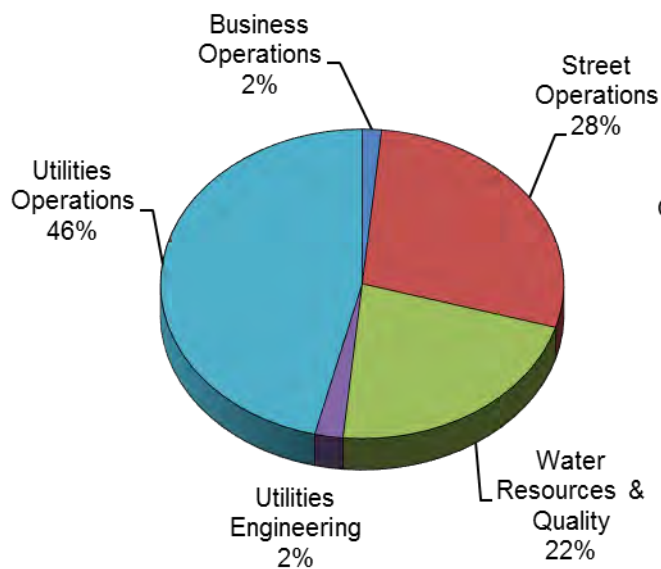


**Total Budget by Division**

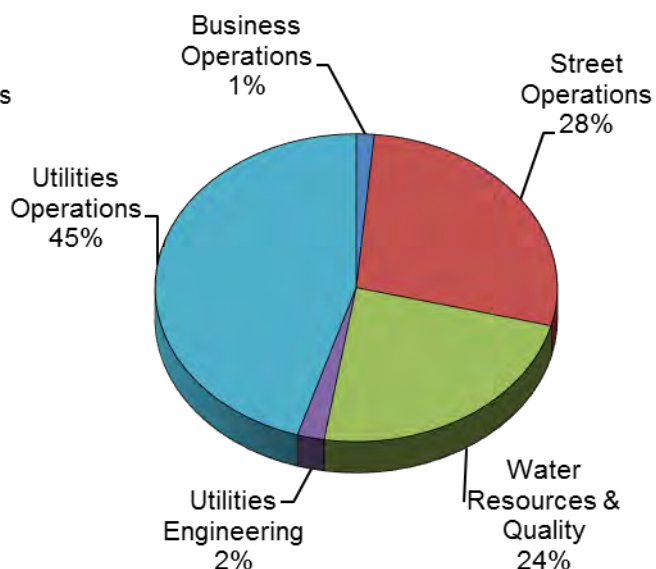
	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Business Operations</b>	\$338,313	\$349,973	\$332,474	\$532,974	\$517,931
<b>Street Operations</b>	\$8,343,310	\$9,258,731	\$9,226,238	\$9,699,291	\$9,893,041
<b>Water Resources &amp; Quality</b>	\$7,188,949	\$7,684,764	\$7,759,688	\$7,608,221	\$8,470,152
<b>Utilities Engineering</b>	\$0	\$0	\$0	\$783,398	\$778,708
<b>Utilities Operations</b>	\$12,362,558	\$15,012,316	\$14,808,407	\$16,002,084	\$16,267,920
<b>TOTAL</b>	<b>\$28,233,130</b>	<b>\$32,305,784</b>	<b>\$32,126,807</b>	<b>\$34,625,968</b>	<b>\$35,927,752</b>

**Total Budget by Division**

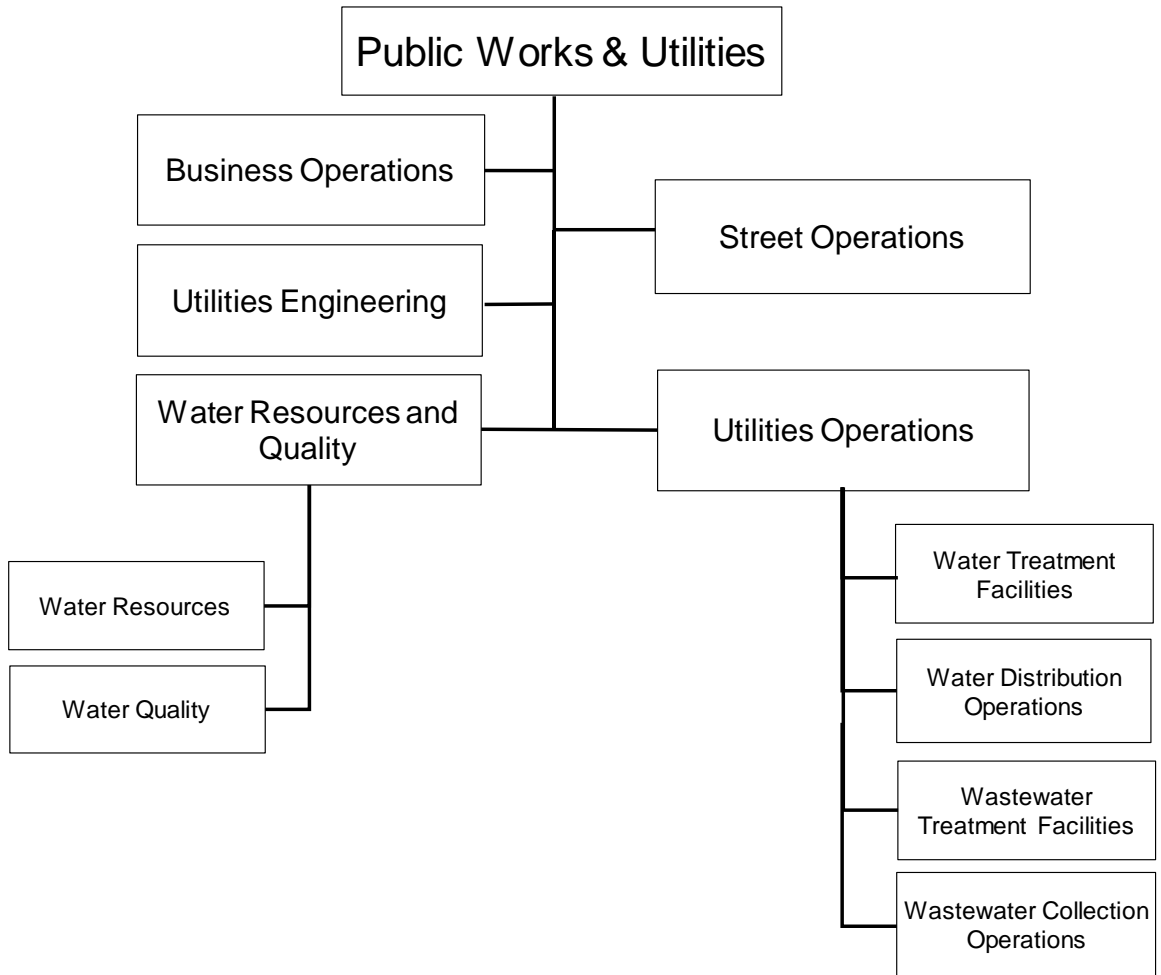
**Adopted 2017**



**Adopted 2018**



**Quick Fact:** The City’s water/wastewater utility infrastructure is currently valued at \$3.7 billion. The City’s water rights are worth an additional \$1 billion.



**Staffing (Full-Time Equivalent Employees)**

	2016	2017	2018
	Authorized	Authorized	Authorized
<b>Business Operations</b>	3.00	3.00	3.00
<b>Street Operations</b>	24.00	25.00	25.00
<b>Water Resources &amp; Quality</b>	20.00	19.00	19.00
<b>Utilities Engineering</b>	7.00	8.00	8.00
<b>Utilities Operations</b>	82.50	87.50	89.50
<b>TOTAL</b>	<b>136.50</b>	<b>142.50</b>	<b>144.50</b>

NOTE: Staffing reflects FTE in the General and Utility funds.

## Business Operations

### Overview:

- Provides overall management of the Department and contributes to the effective management of the City through coordination and collaboration with other City departments.
- Directs Department programs, projects, and planning to achieve the service delivery, performance, and financial sustainability goals of the Department.
- Maintains a financially sustainable government by managing the Department’s operating budget, capital improvement budgets and Enterprise Utility Fund, including financial planning, tap fee setting, water and wastewater rate setting, and financial reserves.
- Manages overall Departmental performance, including working with managers and staff to ensure that the appropriate tools, training, practices, and policies are provided to foster an engaged, committed, and high-performing workforce.
- Coordinates with external agencies and authorities; represents the City at the regional, state, and national level; and monitors and comments on relevant legislation.
- Coordinates water demand projections with the City’s Comprehensive Plan and provides impacts to water demands from proposed changes to the City’s Comprehensive Plan.

### 2017 Objectives:

- Implement a Cost of Service Study to review the City’s rates and tap fees to continue to ensure financial fairness and equity for the City’s residents and businesses.
- Implement Mobility Action Plan-Westminster recommendations to improve citizen, business, and visitor mobility, creating a beautiful, desirable, safe and environmentally responsible City.
- Continue to support the efficiency and interdepartmental coordination of the Department’s infrastructure improvements and operations.
- Work with managers and staff to ensure that the appropriate tools, training, practices, and policies are provided to foster an engaged, committed, and high-performing workforce.

### 2018 Objectives:

- Develop and recommend 2019 and 2020 water and wastewater rates and tap fees to City Council to maintain a financially sustainable Utility and government.
- Continue to support the efficiency and interdepartmental coordination of the Department’s infrastructure improvements and operations.

### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$288,235	\$285,867	\$268,368	\$317,390	\$300,611
<b>Contractual</b>	\$48,281	\$61,106	\$61,106	\$210,084	\$211,820
<b>Commodities</b>	\$1,797	\$3,000	\$3,000	\$5,500	\$5,500
<b>Capital Outlay</b>	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$338,313</b>	<b>\$349,973</b>	<b>\$332,474</b>	<b>\$532,974</b>	<b>\$517,931</b>

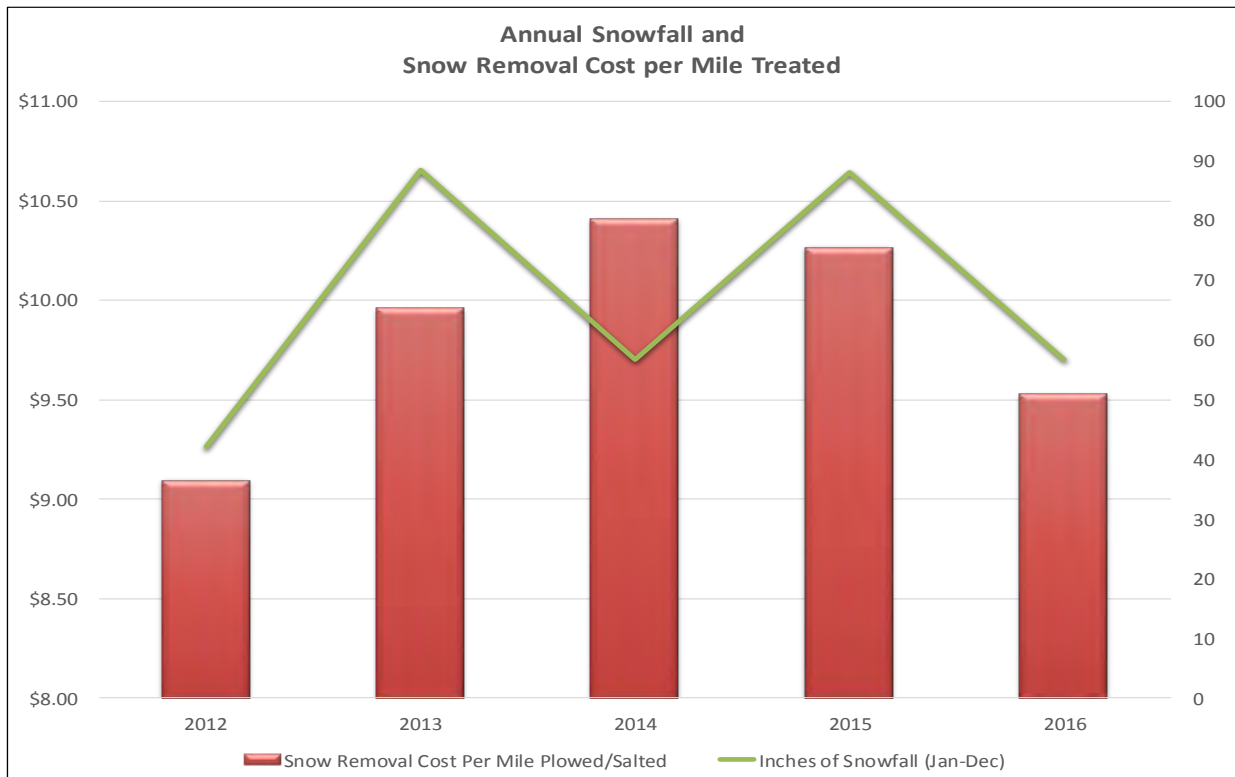


**2015/2016 Achievements:**

- Oversaw the strategic reorganization of the Utilities Operations Division, which increased the effectiveness of the City’s critical infrastructure maintenance.
- Issued \$50 million in bonds to finance high priority projects needed to address utility infrastructure.
- Kicked off the City’s Mobility Action Plan (MAP) Westminster project, to identify methods of improving the ease of citizen, business and visitor mobility throughout the City.
- Developed and recommended 2017 and 2018 water/wastewater rates and water/wastewater tap fees to City Council.
- Continued to support the efficiency and interdepartmental coordination of the Department’s infrastructure improvements and operations.
- Worked with managers and staff to ensure that the appropriate tools, training, practices, and policies are provided to foster an engaged, committed, and high-performing workforce.

**Performance Measure Snapshot...**

Staff takes pride in the speed and quality of snow and ice removal after winter storms. Staff utilizes performance measures to compare the amount of snowfall experienced and the cost per mile to remove that snow. This information allows staff to gauge the effectiveness of snow removal methods and to ensure that the City continues to provide cost-efficient snow removal.



## Street Operations

### Overview:

- Manages the City’s street system infrastructure improvements, including pavement resurfacing, reconstruction, sealcoating, crack sealing, concrete replacement, line painting, street sweeping, traffic sign maintenance and bridge railing repainting.
- Utilizes the computerized Pavement Management System to inventory and monitor City streets, prepares the Five-Year Street Improvement Master Plan, and manages the City’s \$349 million street network.
- Manages the Public Facility Parking Lot Management Program and Adopt-a-Street Program.
- Provides snow and ice control to ensure safe conditions for the public.
- Maintains storm sewers and open drainage to minimize damage to private and public properties.
- Ensures the safety of all users of the City’s street infrastructure network.

### 2017 Objectives:

- Continue to provide ease of mobility on City streets by implementing the expanded crack seal, sealcoat, and overlay programs and decreasing the level of total street reconstruction needed through timely, less costly resurfacing projects.
- Upgrade to a newer pavement management system to more efficiently manage the street network and expedite the creation of the Five-Year Street Improvement Master Plan.
- Increase the overall pavement condition of City facility parking lots by preserving parking lots in “good” condition and rehabilitating parking lots in “poor” condition.
- Institute a storm water maintenance and inspection program to clean and inspect the entire storm water network.
- Continue to proactively collaborate with regional community members by offering local school districts the opportunity to use the City’s asphalt and concrete contract pricing and de-icing material pricing.
- Hire a new 1.0 FTE Equipment Operator I to provide City services, such as snow removal and the operation of heavy and light construction equipment for daily performance and activities related to all phases of street maintenance.

### 2018 Objectives:

- Continue to provide ease of mobility on City streets by continuing the expanded crack seal, sealcoat, and overlay programs and decreasing the level of total street reconstruction needed through timely, less costly resurfacing projects.
- Utilize a new pavement management system to optimize the street maintenance and increase pavement condition ratings.
- Continue to re-paint City owned railings and architectural enhancements on bridges over state highways and railroads.
- Continue to provide efficient snow and ice control to assure safety for the public.

### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$1,451,824	\$1,527,040	\$1,590,843	\$1,558,709	\$1,576,253
<b>Contractual</b>	\$5,884,273	\$6,762,003	\$6,676,877	\$7,127,176	\$7,274,305
<b>Commodities</b>	\$1,000,625	\$959,644	\$958,518	\$1,013,406	\$1,042,483
<b>Capital Outlay</b>	\$6,588	\$10,044	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$8,343,310</b>	<b>\$9,258,731</b>	<b>\$9,226,238</b>	<b>\$9,699,291</b>	<b>\$9,893,041</b>



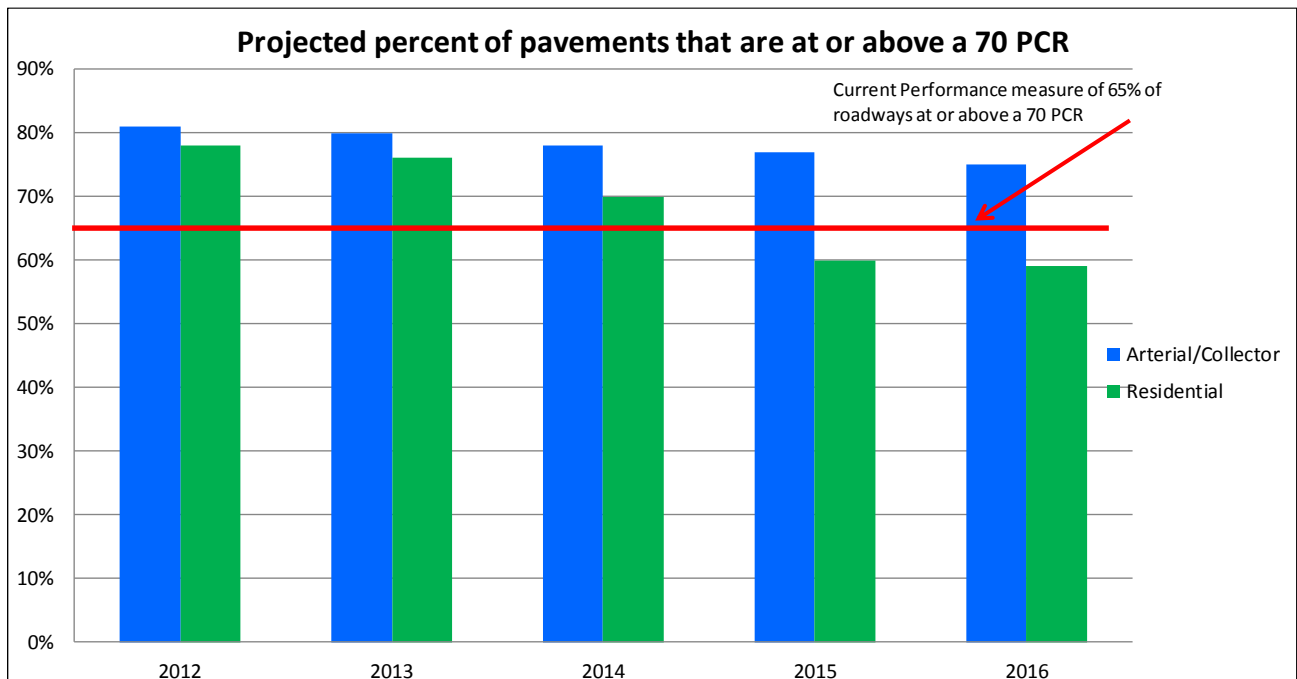


**2015/2016 Achievements:**

- Continued to work towards ease of mobility for the City’s residents, businesses, and visitors by increasing the amount of street maintenance implemented in 2015 and 2016 with budget increases and carry-over funds in both years.
- Maintained the established traffic control device tracking program for all road traffic signage to meet or exceed federally mandated standards of retro-reflectivity.
- Replaced deteriorated curbs, gutters, sidewalks, and curb ramps in the King’s Mill and Sunstream subdivisions using the Major Concrete CIP funds.
- Provided efficient snow and ice control to assure safety for the public during 14 full crew deployments throughout the 2015/2016 snow season.
- Reinstated and accomplished the Large Item Cleanup Program spring 2016.
- Continued to proactively collaborate with regional community members by offering local school districts the opportunity to use the City’s asphalt and concrete contract pricing and de-icing material pricing.

**Performance Measure Snapshot....**

Staff utilizes a pavement management program to assign a pavement condition index (PCI) number to each roadway in the City (85-100 Excellent, 70-84 Good, 51-69 Fair, 40-50 Poor and 0-39 Very Poor). The goal for the Street Operations Division is to maintain 65% of all roadways at a 70 PCI or above. As of 2016,



## Water Resources and Quality

### Overview:

- Monitors drinking water and wastewater quality to ensure compliance with all regulatory standards.
- Performs extensive analysis of the raw water quality in Standley Lake and its watershed to protect public health.
- Manages raw water supply and planning, including the development of new raw water supplies and the assurance of their quality.
- Manages raw water supply operations, including various facilities such as Jim Baker Reservoir and the Kinnear Ditch Pipeline.
- Participates on the boards of local irrigation ditch companies and on the Standley Lake Operating Committee to protect City interests.
- Maintains and protects the City’s water rights portfolio, currently valued at \$1 billion.
- Collaborates water acquisition, conservation and optimization efforts as part of the Comprehensive Water Supply Plan to help achieve a beautiful, desirable, safe, and environmentally responsible city.
- Administers the reclaimed water and conservation programs.

### 2017 Objectives:

- Expand the reclaimed water service area in accordance with the 2016 Master Plan to provide a sustainable and environmentally responsible water source for irrigation.
- Initiate a water court project to change water rights for municipal use.

### 2018 Objectives:

- Expand the reclaimed water service area in accordance with the 2016 master plan.
- Continue to pursue the water rights changes initiated in 2016 and 2017.

### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$2,304,642	\$2,423,564	\$2,436,102	\$1,701,190	\$1,711,884
<b>Contractual</b>	\$4,788,271	\$5,182,125	\$5,243,530	\$5,828,775	\$6,680,892
<b>Commodities</b>	\$92,591	\$77,575	\$80,056	\$77,376	\$77,376
<b>Capital Outlay</b>	\$3,445	\$1,500	\$0	\$880	\$0
<b>TOTAL</b>	<b>\$7,188,949</b>	<b>\$7,684,764</b>	<b>\$7,759,688</b>	<b>\$7,608,221</b>	<b>\$8,470,152</b>

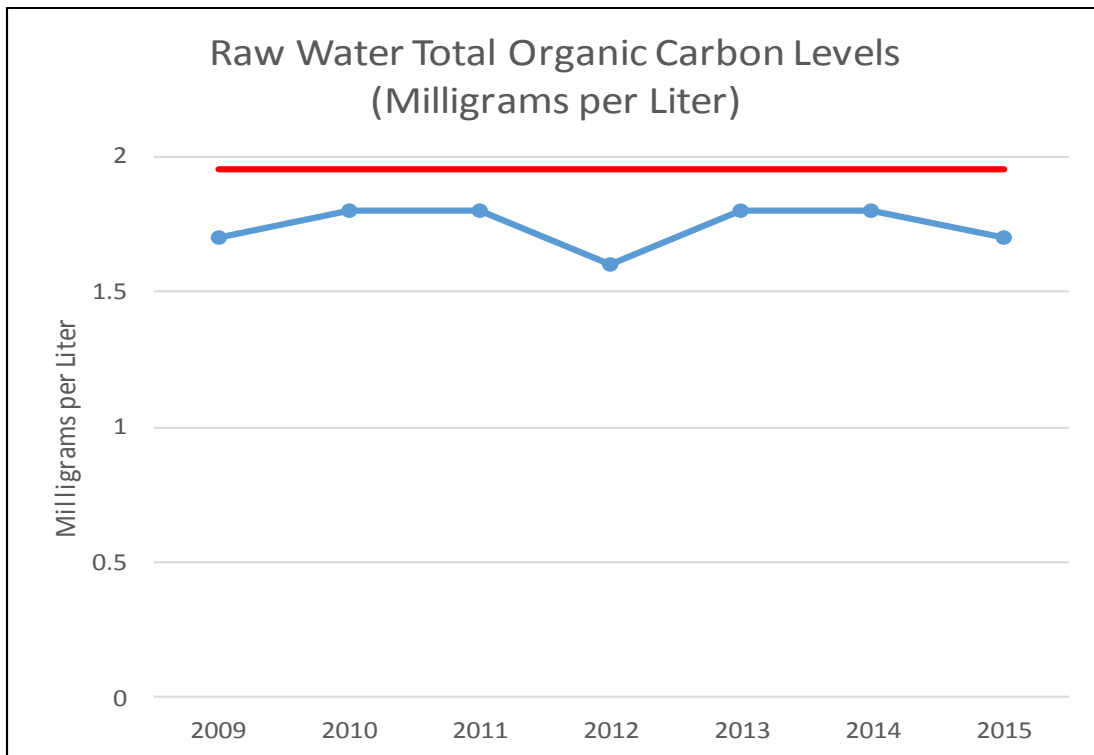


**2015/2016 Achievements:**

- Defended the City’s water rights portfolio by actively participating in key water court cases in 2016.
- Updated the City’s comprehensive water supply plan to incorporate land use and water demand changes.
- Completed the master plan for the reclaimed water system that identifies the areas to be serviced by buildout.
- Continued monitoring all raw potable water and wastewater effluent to maintain compliance with the Clean Water Act and Safe Drinking Water Act regulations.

**Performance Measure Snapshot....**

Water Quality Staff monitors the level of Total Organic Carbon (TOC), which is naturally present in the environment. TOC is any organic compound that could combine with chlorine during the water treatment process to produce unwanted byproducts. Staff has successfully maintained TOC levels below 2.0 milligrams per liter to comply with the Safe Drinking Water Act.



## Utilities Operations

### Overview:

- Provides high-quality drinking water and safely treats the City’s wastewater to meet or exceed all applicable regulations and standards.
- Maintains and operates the City’s water distribution and wastewater collection systems, reclaimed water distribution system, and water, wastewater and reclaimed water treatment facilities.
- Maintains and operates sanitary sewer lift stations, water pumping stations and potable water storage facilities.
- Manages approximately 1,100 dry tons per year of bio-solids through land application and composting.
- Responds promptly to water main and sewer line breaks and other service disruptions to provide excellence in City services to residents and businesses.
- Replaces and rehabilitates deteriorating water and sanitary sewer lines.
- Administers the asset management, document management, and Geographic Information Systems (GIS) applications for the City’s water and wastewater infrastructure.
- Utilizes a mobile radio-read system to provide meter reading services to residents in the City.
- Performs snow and ice control in conjunction with Street Operations.

### 2017 Objectives:

- Complete implementation of the use of mobile devices and applications to increase the efficiency and accuracy of data entry in the field, and monitoring of water and wastewater plant operations.
- Hire a new 2.5 FTE to administer the Fats, Oils, Grease and Grit (FOGG) program.
- Hire a new 2.5 FTE to the City’s Backflow Prevention/ Cross Connection Control Program.
- Complete rehabilitation of the anaerobic digesters at the Big Dry Creek facility.
- Complete the replacement of the filtering material in approximately 50% of the Semper Water Treatment Facility.
- Complete rehabilitation of multiple various chemical feed systems in the Semper and Northwest water treatment facilities.
- Research the possibility of further reducing phosphorus and nitrogen levels discharged from Big Dry Creek Wastewater Treatment Facility.
- Continue the ongoing rebuild of high service pumps at the Semper high service pump stations.

### 2018 Objectives:

- Expand the ability to edit GIS maps and data in the field to increase data accuracy and performance.
- Evaluate the effectiveness of field staff’s mobile devices and applications.
- Implement a Facility Inspection Program to comply with state requirements.
- Plan the connection of the water and wastewater field stations to mobile devices.
- Replace the filtering material in a portion of the Semper Water Treatment Facility.

### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$4,998,893	\$5,427,549	\$5,232,134	\$5,908,952	\$6,006,328
<b>Contractual</b>	\$5,967,389	\$7,318,008	\$7,353,499	\$7,807,181	\$7,807,593
<b>Commodities</b>	\$1,394,472	\$2,014,534	\$1,990,458	\$2,074,157	\$2,244,583
<b>Capital Outlay</b>	\$1,804	\$252,225	\$232,316	\$211,794	\$209,416
<b>TOTAL</b>	<b>\$12,362,558</b>	<b>\$15,012,316</b>	<b>\$14,808,407</b>	<b>\$16,002,084</b>	<b>\$16,267,920</b>

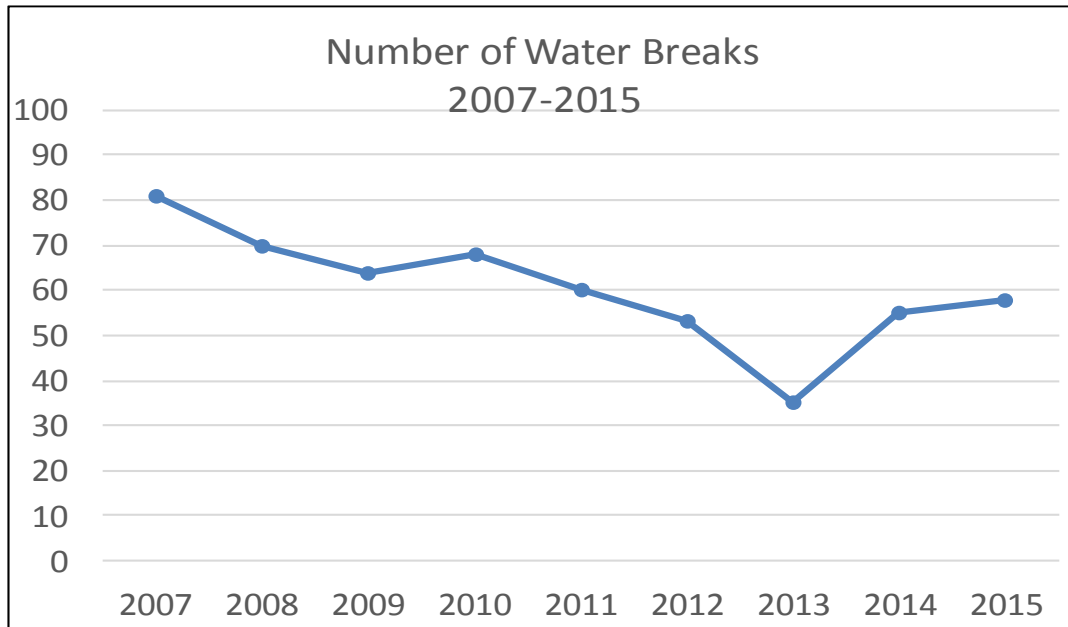


**2015/2016 Achievements:**

- Completed the reorganization of the Field Operations Group, adding 4.0 new FTEs and upgrading two positions to better address system maintenance, to expand testing of water meters to meet established industry standards, and to provide overall excellent City services to residents and businesses.
- Completed the reorganization of the Infrastructure Support Services Group, including the transfer of a 1.0 FTE to the Information Technology Department.
- Implemented the operation of Standley Lake Bypass using Farmer’s Highline Canal water.
- Replaced the meter test bench with new technology to ensure accurate billing of the City’s water meters.
- Completed replacement of the 87th & Wadsworth and 95th & Federal lift stations.
- Added 1.0 FTE Wastewater Superintendent to provide leadership to the wastewater operations and Infrastructure Support Services groups.
- Replaced 22,000 feet of damaged fiber optic cable used to operate and monitor the wastewater facility.
- Completed Semper reclaim lagoon and flash mixer improvements.
- Refurbished the Standley Lake raw water high service pumps; rebuilt two Semper high service pumps to as-new condition.
- Completed the tracer study of the Semper treatment facility pretreatment unit process to determine chlorine contact times as mandated by the Colorado Department of Public Health and Environment.
- Rebuilt all pneumatic valves on all micro membrane treatment infrastructure.
- Implemented intern/apprentice program to recruit and train next generation of plant operators.

**Performance Measure Snapshot....**

A key indicator of a reliable water distribution system is the frequency of water main breaks per 100 miles of pipe per year. Over the past nine years, the City has experienced an overall downward trend in main breaks per 100 miles of pipe each year. This is due to aggressive water line replacement efforts through the capital repair and re-placement program. 2014 had 8.5 breaks per 100 miles of pipe, and 2015 had 10.5 breaks per 100 miles of pipe. These breaks are well below the industry standard of 15 breaks per 100 miles of pipe. A slight increase or decrease in water main breaks on a yearly basis is to be expected for reasons including water demand, weather, construction, pumping issues, or pressure changes. Staff plans to continue water line replacement efforts through the capital repair and replacement program.



## Utilities Engineering

### Overview:

- Oversees and conducts long-term planning of utility infrastructure to sustainably meet the City’s utility needs through build-out.
- Oversees the design and implementation of utility capital projects within adopted Capital Improvement Program (CIP) budgets to provide excellence in City services.

### 2017 Objectives:

- Construct major water capital projects to improve system performance and create redundancy in central Westminster (Pressure Zone 3).
- Construct repairs to a major water transmission main located in Sheridan Boulevard from 92nd Avenue to the southern limits of the City.
- Construct sewer pipeline repairs in south Westminister needed to address aged piping in poor condition and to improve hydraulic capacity for City growth, development, and redevelopment in the southern third of the City.
- Replace the existing Countryside Pump Station with a new facility and make repairs to the Countryside storage tank to address age, condition, reliability, and safety issues.
- Rehabilitate or replace aging infrastructure at the Big Dry Creek Wastewater Treatment Facility to maintain safe, effective, and high-level service.
- Rehabilitate or replace aging infrastructure and enhance reliability of the City’s High Service Pump Station to maintain safe, effective, and high-level service. This facility provides potable water to the majority of the City.
- Initiate design for the Big Dry Creek Wastewater Treatment Facility Dewatering project.

### 2018 Objectives:

- Initiate the first of two phases to replace all of the residential water meters in the City.
- Continue construction of major water capital projects to improve system performance and create redundancy in central Westminister (Pressure Zone 3).
- Replace aged electrical and computer equipment throughout the City that is used to control the potable water infrastructure.
- Initiate studies to confirm the best locations for a future new water treatment plant.

### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$0	\$0	\$0	\$773,438	\$769,498
<b>Contractual</b>	\$0	\$0	\$0	\$5,510	\$5,510
<b>Commodities</b>	\$0	\$0	\$0	\$3,700	\$3,700
<b>Capital Outlay</b>	\$0	\$0	\$0	\$750	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$783,398</b>	<b>\$778,708</b>

NOTE: No expenditures reflected for 2015-2016 as this division was created subsequent to a department reorganization.

**2015/2016 Achievements:**

- Built the Standley Lake Bypass Pipeline to provide sufficient water to the City in the event of an emergency or planned maintenance activities.
- Constructed repairs to the City's Hydropillar elevated storage tank and repainted its exterior with a modern color.
- Constructed a new 3.5-million gallon potable water storage tank at the Northridge tank and pump station site adjacent to City Hall.
- Completed the design and initiated construction for the first phase of the Pressure Zone 3 project. Started design of the remaining portions of this project to improve system performance and create redundancy in central Westminster.
- Completed design for sewer pipeline repairs needed to address aged piping in poor condition and to improve hydraulic capacity for City growth, development, and redevelopment in south Westminster.
- Planned, designed, and constructed new water mains in 88th Avenue and Zuni Street to replace old infrastructure and to meet demands of new development and redevelopment.
- Updated the distribution system monitoring plan to comply with the Federal Revised Total Coliform Rule to ensure system safety.
- Completed infrastructure design reviews for over 200 potential private developments throughout the City.
- Replaced 600 membrane filter modules at the City's Northwest Treatment Facility to maintain reliable potable water treatment capabilities.
- Designed and constructed a new potable water pump station near the intersection of Eaton and 88th avenue.
- Added a new 1.0 FTE Utilities Construction Engineer to improve quality of field inspection services on capital projects at a cost savings of \$140,000.
- Installed dedicated distribution system water quality sampling stations to increase efficiency and reliability.

***Performance Measure Snapshot....***

The performance goal for the Utilities Engineering Division is to initiate 100% of all capital improvement projects within the calendar year they are initially funded. At any point in time, the Utilities Engineering Division is managing +30 capital projects. The Division's goal is to keep pace with project needs and budget as it becomes available.



WESTMINSTER





## PARKS, RECREATION, AND LIBRARIES

The Parks, Recreation, and Libraries Department is comprised of five divisions that create exceptional opportunities for a vibrant community with a commitment to nature, wellness, and literacy. The Department manages the City’s parks, trails, open spaces, libraries, recreation centers, recreation programs, and special events.

### OVERVIEW

**Operations:** Provides overall management of the Parks, Recreation, and Libraries Department, including marketing and communications, administration, financial oversight, and personnel management.

**Park Services:** Performs all park, median, and right-of-way maintenance, and manages the City’s two golf courses, athletic fields, and greenhouse. The Division of Design Development was reorganized into Park Services in 2016.

**Library Services:** Meets the cultural, informational, intellectual, and social needs of residents of all ages at the College Hill and Irving Street Libraries and through online services. The Division also administers library terminals at the West View Recreation Center.

**Recreation Services:** Operates City Park Recreation Center, City Park Fitness Center, Swim and Fitness Center, West View Recreation Center, The MAC, the Westminster Sports Center, and Countryside outdoor pool (seasonal operations). Provides a wide range of recreation programs and activities, including fitness, outdoor programming, youth programming, sports, arts and crafts, and special events.

**Open Space / Standley Lake:** Constructs and maintains the City’s trail system and the urban forestry inventory. Acquires and preserves open space land and strategic land parcels. Provides environmental education, outdoor recreation, stewardship, and sustainability opportunities to the public. Operates Standley Lake Regional Park and collaborates with the Public Works and Utilities Department to support a high-quality water resource for the City of Westminster.

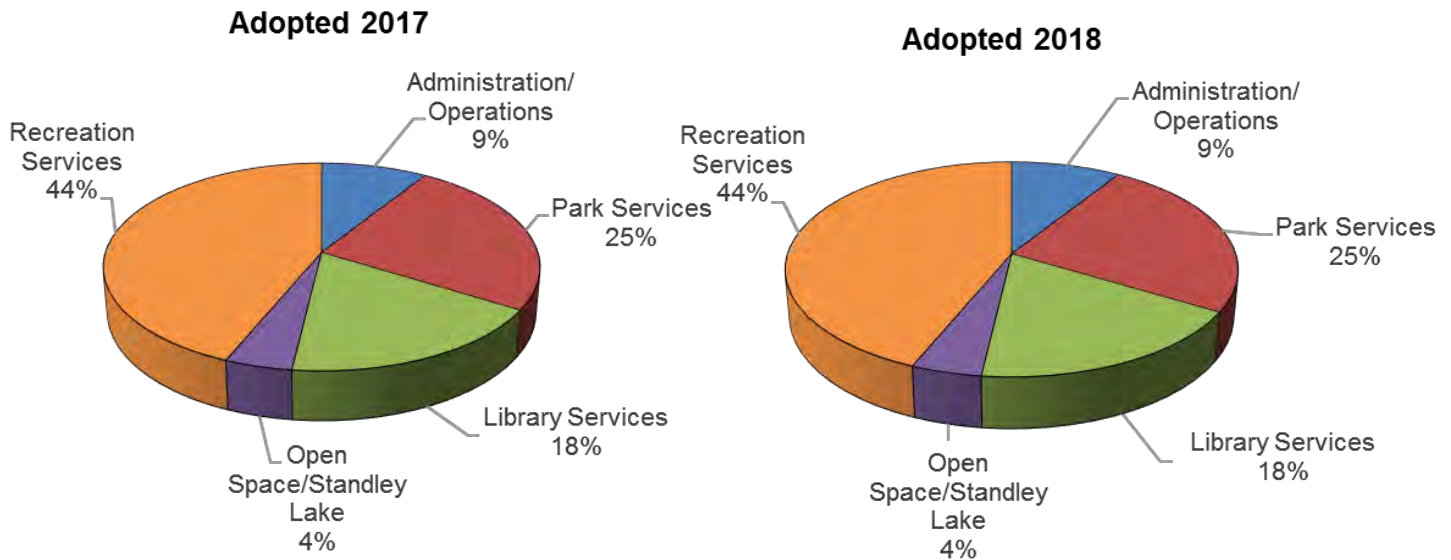
### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
Personnel	\$10,146,848	\$10,204,260	\$10,141,108	\$10,694,342	\$10,688,592
Contractual	\$4,304,935	\$4,836,333	\$4,835,990	\$4,766,391	\$4,786,224
Commodities	\$1,190,322	\$1,354,397	\$1,324,138	\$1,280,933	\$1,288,433
Capital Outlay	\$652,030	\$69,855	\$73,158	\$69,000	\$35,900
<b>TOTAL</b>	<b>\$16,294,135</b>	<b>\$16,464,845</b>	<b>\$16,374,394</b>	<b>\$16,810,666</b>	<b>\$16,799,149</b>

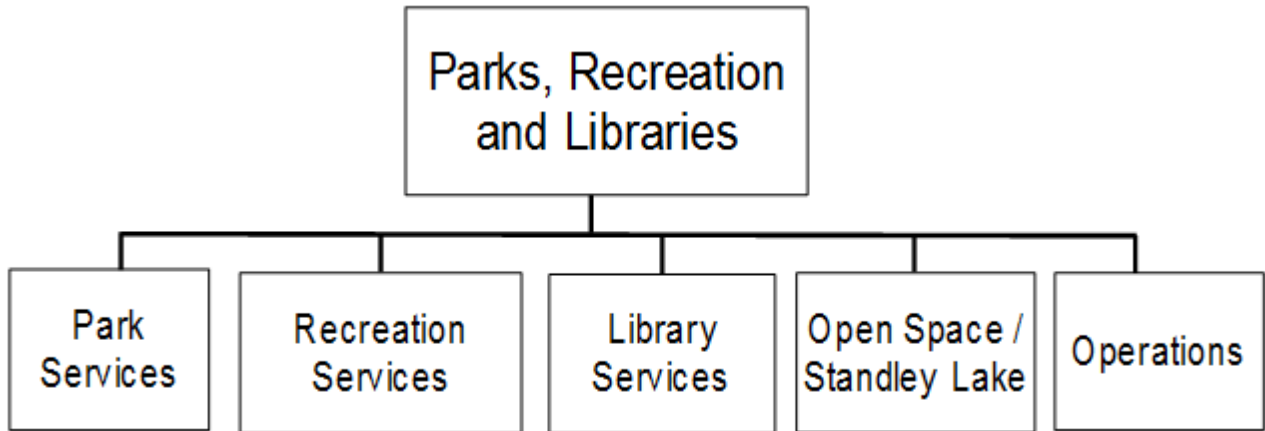
**Total Budget by Division**

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Administration/ Operations</b>	\$1,062,183	\$1,107,247	\$1,090,800	\$1,509,168	\$1,509,184
<b>Park Services</b>	\$4,256,849	\$3,873,229	\$3,891,614	\$4,174,785	\$4,133,693
<b>Library Services</b>	\$2,993,047	\$3,071,543	\$3,058,081	\$3,040,732	\$3,067,423
<b>Open Space/Standley Lake</b>	\$677,980	\$617,289	\$666,470	\$739,250	\$740,601
<b>Design Development</b>	\$384,544	\$389,024	\$385,078	\$0	\$0
<b>Recreation Services</b>	\$6,919,532	\$7,406,513	\$7,282,351	\$7,346,731	\$7,348,248
<b>TOTAL</b>	<b>\$16,294,135</b>	<b>\$16,464,845</b>	<b>\$16,374,394</b>	<b>\$16,810,666</b>	<b>\$16,799,149</b>

**Total Budget by Division**



**Quick Fact:** The Park Services Division currently maintains 680 acres of irrigated turf. Staff routinely operates and maintains over 50,000 irrigation heads on a weekly basis.



**Staffing (Full-Time Equivalent Employees)**

	2016 Authorized	2017 Authorized	2018 Authorized
<b>Administration/Operations</b>	12.000	12.000	12.000
<b>Park Services/Golf</b>	50.300	53.300	59.000
<b>Library Services</b>	41.975	41.975	41.975
<b>Open Space /Standley Lake</b>	4.000	5.000	5.000
<b>Recreation Services</b>	68.200	68.200	68.200
<b>TOTAL</b>	<b>176.475</b>	<b>180.475</b>	<b>186.175</b>

NOTE: Staffing totals include those positions funded by the Westminster Promenade CAM billings in the General Fund, and the Community Enhancement Program and the Jefferson County attributable shares in the General Capital Improvement Fund; it excludes positions budgeted within the Parks, Open Space and Trails (POST) and Golf Course Funds.

## Operations

### Overview:

- Strategizes methods to attract businesses, residents, and visitors to Westminster through unparalleled parks, recreation, and library services.
- Develops and manages the Parks, Recreation, and Libraries budgets and provides a wide range of financial analysis for the Department.
- Supports and addresses personnel needs throughout the Department.
- Coordinates the Department’s marketing, outreach, and communication efforts.
- Provides administrative and clerical support functions for the Department.
- Responsible for long-range planning for all Department operations, facilities, and programs.
- Reviews and updates administrative policies and procedures for the Department.
- Drives cooperative projects and programs.
- Provides administrative support for the Westminster Legacy Foundation.
- Manages the design and construction of park and recreation capital improvement projects.
- Leads master planning efforts for the Department.
- Participates in the planning, acquisition, and development of new parks and trails.
- Sustains economic vitality through the development of high-quality public spaces.

### 2017 Objectives:

- Complete sponsorship inventory assessment.
- Implement Strategic Planning Committee vision, focus areas, and objectives.
- Implement RecTrac registration software upgrade.
- Complete Master Plan and begin construction of Westminster Station Park.
- Lead process to update Department’s Comprehensive Master Plan.
- Lead process to develop and implement improved wayfinding on trail system.
- Add a temporary Development Coordinator as part of an agreement with the Westminster Legacy Foundation for fundraising and building strategic business relationships for the City.
- Add a temporary Senior Management Analyst in support of the 2016 Strategic Plan to focus on the issue of homelessness in Westminster and the region as well as assisting all departments citywide find, apply for, and receive grant

### 2018 Objectives:

- Pursue sponsorship recruitment utilizing findings in sponsorship inventory assessment.
- Develop 2019/2020 Department budget.
- Lead design and installation of new water play area.
- Continue to pursue major regional special events.
- Continue to grow the visibility of Westminster through innovative marketing and events.
- Continue to lead process for the planning and construction of Downtown Westminster public spaces.

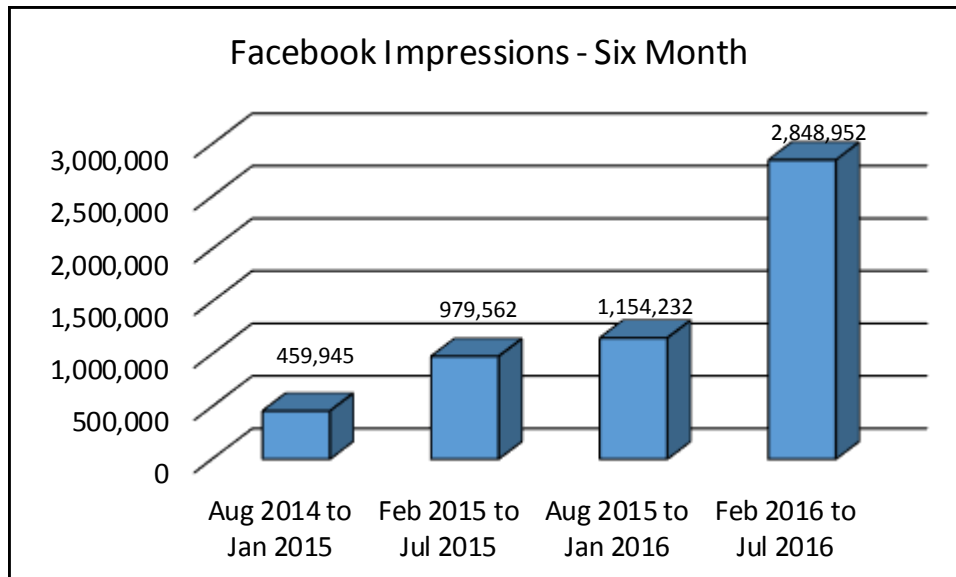
### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$797,940	\$846,228	\$826,228	\$1,102,376	\$1,102,376
<b>Contractual</b>	\$237,146	\$242,553	\$242,814	\$383,358	\$383,374
<b>Commodities</b>	\$26,325	\$18,100	\$18,100	\$23,434	\$23,434
<b>Capital Outlay</b>	\$772	\$366	\$3,658	\$0	\$0
<b>TOTAL</b>	<b>\$1,062,183</b>	<b>\$1,107,247</b>	<b>\$1,090,800</b>	<b>\$1,509,168</b>	<b>\$1,509,184</b>



**2015/2016 Achievements:**

- Grew the marketing, outreach, and communication of the Department, greatly improving the quality and quantity of marketing efforts.
- Expanded and improved upon special event offerings.
- Implemented a 2015 PRL Community Assessment Survey.
- Developed a service delivery model to analyze Department revenues and expenditures.
- Led Strategic Planning Committee in reviewing research and trends to develop a new Department vision, focus areas, and performance measures.
- Supported Communication and Outreach Division efforts in developing a new website (expected completion in the first quarter of 2017).
- Supported Communication and Outreach Division efforts in establishing multi-linguistic communication strategies and developed specific objectives for Department bi-lingual communication based on Strategic Planning Committee objectives.
- Supported staff development by sending 110 individuals to over 160 external professional development and training opportunities in 2015 and 2016.
- Participated in master planning processes for the public spaces for Downtown Westminster including streetscapes, plaza, Center Park, South Park, and East Park.
- Completing master planning processes for Standley Lake.
- Moved Landscape Architect functions into Operations Division, centralizing capital planning and management.
- Centralized management of recreation and operations vehicles into the Operations Division.
- Launched interactive public art campaign to drive visitation to Standley Lake and the Rocky Mountain Greenway Trail.



**Performance Measure Snapshot....**

The Operations Division has made a concerted effort in the past two years to promote PRL's activities and offerings through the Department's five Facebook pages: Westminster Parks and Recreation, Westminster Libraries, Standley Lake, Enquirer, and Golf pages. Impressions indicate how many times content on PRL's Facebook pages have been displayed.

## Park Services

### Overview:

- Sustains economic vitality through high-quality parks and public spaces.
- Protects the natural environment and promotes environmental sustainability.
- Creates and maintains community beautification through maintenance and construction.
- Provides opportunities to maintain health and wellness.
- Oversees operations and maintenance of the City’s park system and medians.
- Operates two City golf courses.
- Operates the City’s greenhouse.
- Maintains the City’s athletic fields.

### 2017 Objectives:

- Implement new watering program throughout entire parks system.
- Install recycling containers in four parks as a pilot for future consideration.
- Continue and accelerate improving park amenities such as benches and tables.
- Complete dugout roof replacement at Christopher Fields.
- Add the final three gateway entrances in the City to the annual planting/beautification plan.
- Install new ball field fencing.
- Plan and prepare for expansion needs at the Parks Operations Center.
- Complete new branding for The Heritage at Westmoor Golf Course.
- Start Phase 1 construction of Westminster Station Park.
- Convert seven playgrounds from sand base to engineered wood fiber for increased safety.
- Begin renovation preparation at Squires Park.
- Update irrigation system in at least one park.
- Install new artificial turf Top Spin court at Skyline Vista Park.
- Commence Parks and Recreation Comprehensive Plan and develop new Parks/Golf master

### 2018 Objectives:

- Start Phase 2 of Westminster Station Park.
- Convert seven playgrounds from sand base to engineered wood fiber for increased safety.
- Complete renovation of Squires Park.
- Update irrigation system in at least one park.
- Continue and accelerate improving park amenities such as benches and tables.
- Explore transitioning the maintenance from private contractors to the City of City Center, Rodeo, and Fireman’s Park.

### Total Budget by Category

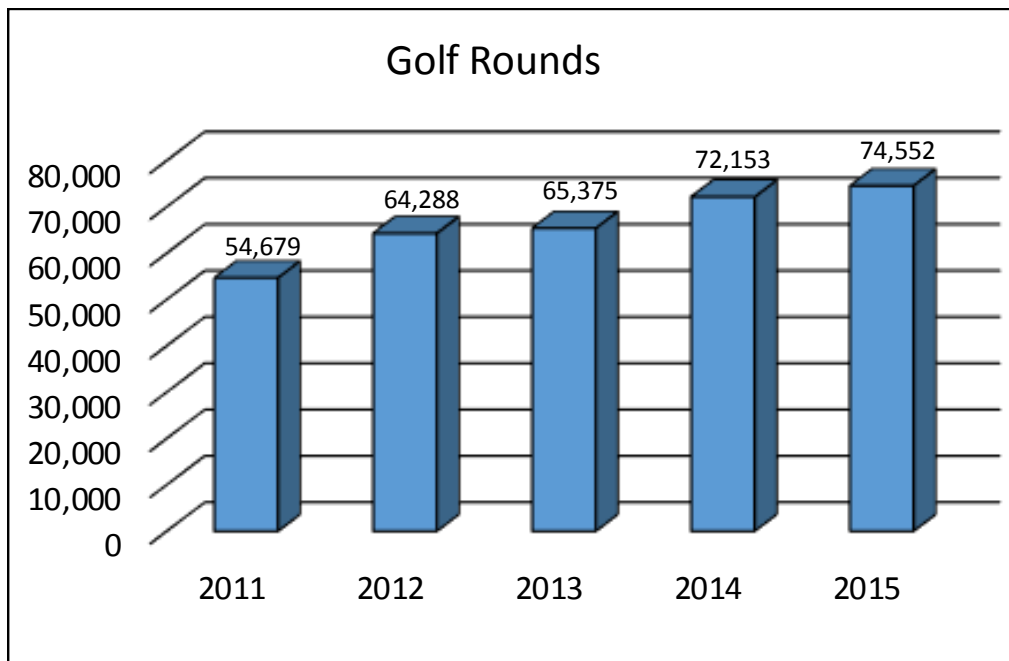
	2015	2016	2016	2017	2018
	Actual	Amended	Estimated	Adopted	Adopted
<b>Personnel</b>	\$1,530,344	\$1,421,181	\$1,432,745	\$1,640,520	\$1,643,020
<b>Contractual</b>	\$1,944,302	\$2,128,220	\$2,142,783	\$2,206,823	\$2,220,231
<b>Commodities</b>	\$147,511	\$254,828	\$247,086	\$258,442	\$258,442
<b>Capital Outlay</b>	\$634,692	\$69,000	\$69,000	\$69,000	\$12,000
<b>TOTAL</b>	<b>\$4,256,849</b>	<b>\$3,873,229</b>	<b>\$3,891,614</b>	<b>\$4,174,785</b>	<b>\$4,133,693</b>

NOTE: This table includes General Fund programming totals only.



**2015/2016 Achievements:**

- On-boarded 23 FTE positions within Parks/Golf/OpenSpace through recruitment and promotion.
- Transitioned Open Space group to prepare for the start of new Open Space Division in 2016.
- Completed Skyline Vista Playground renovation.
- Acquired \$560,000 of new equipment for Parks through the master lease program.
- Renovated the deck at Standley Lake Ranger Station.
- Acquired new holiday tree for City Hall plaza annual decorations.
- Installed new key card access and security camera system for Parks Operation Center.
- Purchased and installed new tables and benches in five parks.
- Took over maintenance and management of Tepper Fields.
- Completed City Hall front lawn renovation.
- Hosted the US Open Men’s local qualifier and the US Women’s Open Sectional qualifier at The Heritage at Westmoor Golf Course.
- Assisted in the grand opening of Westminster Station.
- Completed grand staircase renovation at City Park.
- Completed drainage improvements at City Park.
- Revamped Christopher Fields.
- New scoreboards at Christopher Fields.
- Golf set records for combined rounds and revenue in 2015.



**Performance Measure Snapshot...**

The popularity of the City's golf courses continues to grow. Since 2011, the City's golf courses have averaged a 9.1% increase annually in the number of total golf rounds.

## Library Services

### Overview:

- Responds to the community’s need for personal growth and development by providing opportunities for life-long learning through services, facilities, outreach, programming, and collections.
- Serves as a champion for local and regional collaboration to implement a wide range of programs and services that impact lives in a highly meaningful way.
- Supports education by providing resources for children, parents, and teachers to support success in reading and enrichment.
- Provides public access to computers, the internet, trainings, and related technologies.
- Positively impacts the economy by providing assistance with employment searches, resume building, job skill training, and career development.
- Operates as a community center for the City of Westminster.
- Provides current materials in a variety of formats to meet the interests of the community.
- Meets the needs of library patrons who visit the library in-house and electronically.
- Provides programming that is responsive to the changing needs of the community.

### 2017 Objectives:

- Transition from library master planning to action and implementation.
- Begin mobile circulation services, allowing material checkout and library card registration at community outreach events, schools, and group homes.
- Complete Rocky Flats Room transformation from storage space to active programming space.
- Implement study room and meeting room online registration software.
- Purchase Discovery Layer for library catalog, connecting all library resources into a user-friendly interface.
- Continue to strengthen partnerships with area schools, businesses, and social services.
- Continue to promote inclusivity in materials and programming.
- Formalize the Library Public Relations Committee for outreach and marketing efforts.

### 2018 Objectives:

- Continue to implement the Library Master Plan.
- Continue to grow traditional and e-book collections to meet community needs.
- Install Express PC at Irving Street Library to meet high demand for computer use; express PCs are meant for “in and out” business, typically have a 15 minute time limit, and do not require a reservation to use.
- Launch outsourcing of some technical services functions to better respond to community requests for new materials.
- Develop film series at College Hill Library.
- Create Citizenship Corner at Irving Street Library to house resources for new immigrants and those wishing to obtain citizenship.
- Review and update library policies including circulation, collection development, and technology.

### Total Budget by Category

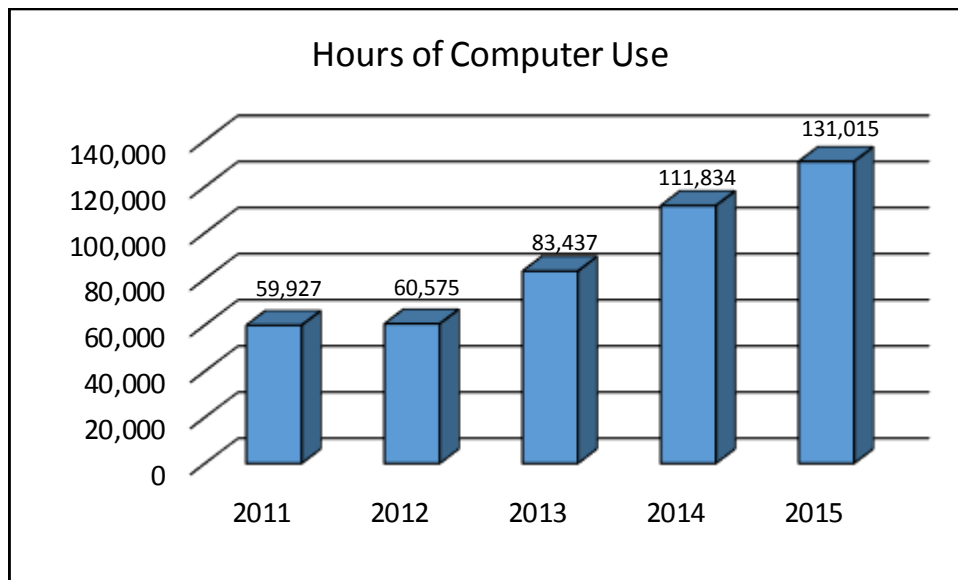
	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$2,065,143	\$2,163,171	\$2,160,060	\$2,171,611	\$2,174,111
<b>Contractual</b>	\$458,160	\$422,611	\$430,749	\$426,860	\$427,151
<b>Commodities</b>	\$453,374	\$485,272	\$466,772	\$442,261	\$442,261
<b>Capital Outlay</b>	\$16,370	\$489	\$500	\$0	\$23,900
<b>TOTAL</b>	<b>\$2,993,047</b>	<b>\$3,071,543</b>	<b>\$3,058,081</b>	<b>\$3,040,732</b>	<b>\$3,067,423</b>





**2015/2016 Achievements:**

- Successful recruitment of new Libraries Division Manager and management of leadership transition.
- Opened Irving Street Library on Sundays, offering more consistent service hours between both locations.
- Continued to expand meaningful partnerships, such as a new family art program with South Westminster Arts Group.
- Implemented the RFID system to streamline materials handling, improve inventory control, and speed up service to customers.
- Completed the assessment phase of the library Master Plan process.
- Launched Librarians on the Loose, an outreach concept for special events, movies in the park, and so on.
- Reorganized the workrooms at Irving Street, streamlining internal processes.
- Reorganized the Technical Services space at College Hill, streamlining internal processes.
- Funded a number of staff to attend the Public Library Association Conference (PLA) in Denver.
- Launched the Adventure Pass Program, offering free passes to local cultural and recreational organizations.
- Launched the GoodReads Program, an online community for readers to engage with reviews and library staff.
- In 2015, Westminster City Libraries held:
  - ◊ 1,057 children programs and tours that served 27,355 children;
  - ◊ 69 young adult programs and tours that served 838 young adults;
  - ◊ The Speak English Program that served 1,801 people;
  - ◊ The Job Hunt Program that served 167 people;
  - ◊ The Citizen Preparation Program that served 327 people; and
  - ◊ The Computer and Tech Help Program that served 133 people.



**Performance Measure Snapshot...**

Some of the most heavily used resources at the Westminster Public Library are the public computers. Library card holders and guests with visitor passes use the computers for a variety of reasons: completing job applications; writing school reports; sending and receiving e-mail; managing their social networks; and more. Many of our patrons do not have internet access at home; some cannot afford the monthly subscription let alone the initial cost of purchasing the hardware, while others who may be able to afford it lack the skills and knowledge to safely engage with the internet.

## Open Space / Standley Lake

### Overview:

- Enhances citywide mobility through the construction and maintenance of the City’s trail system.
- Creates opportunities for the public to connect with nature through promotion of open space programs.
- Connects the community through exceptional volunteer programs.
- Maintains and enhances the urban forest inventory within the City.
- Provides abundant water-based recreational opportunities at Standley Lake Regional Park.
- Collaborates with the Public Works and Utilities Department to support a high-quality water resource for the City of Westminster.
- Provides environmental education, outdoor recreation, stewardship, and sustainability opportunities.
- Preserves and enhances natural resources within the City and acquires open space land.
- Educates the public on important conservation measures.
- Operates Standley Lake Regional Park.

### 2017 Objectives:

- Continue to implement the Open Space Stewardship Plan.
- Implement Standley Lake Master Plan.
- Increase the number of interpretive programs and opportunities throughout the entire year.
- Continue to maintain an Aquatics Nuisance Species (ANS) Protection Program.
- Market and increase new outdoor programs and rentals such as paddle boarding and kayaking.
- Continue successful implementation of the Westminster Bike Share Program.
- Resurface remaining dirt roads and parking lots with recycled asphalt.
- Increase open space volunteer hours by 10% (150 hours) through events and projects.
- Increase school partnerships through the Adopt-a-Park/Open Space and other service learning opportunities.
- Improve wayfinding with green initiatives.
- Develop Youth Council, focusing on stewardship and targeting 8-11 graders to develop a partnership in South Westminster for programming, education, and nature outreach (Inspire Grant

### 2018 Objectives:

- Continue to implement the Open Space Stewardship Plan.
- Continue to generate revenue to recover costs and balance expenditures while supporting the funding of Capital Improvement Program (CIP) projects.
- Continue to adapt and improve the ANS program for all aquatic nuisance species year round.
- Implement Standley Lake Master Plan and trail development.
- Increase trail use by 10% with recreational and fund-raising opportunities and event/outdoor programming coordination.
- Improve wayfinding with green initiatives – development of QR Codes for directional and informational purposes, identification of areas needing signage improvements.
- Develop new outdoor recreation, trail, and stewardship opportunities to bring the outdoors to more residents, utilizing venues such as Westminster Station, Greenway Trail, and Urban Center.

### Total Budget by Category

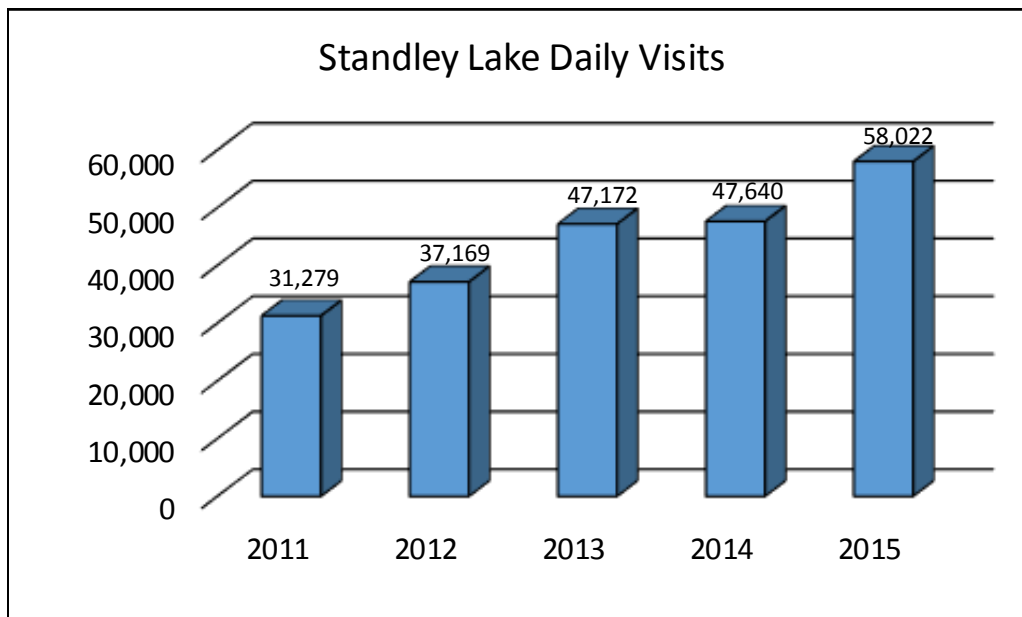
	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$546,655	\$478,402	\$513,361	\$596,714	\$596,714
<b>Contractual</b>	\$99,884	\$110,296	\$124,518	\$113,945	\$115,296
<b>Commodities</b>	\$31,441	\$28,591	\$28,591	\$28,591	\$28,591
<b>Capital Outlay</b>	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$677,980</b>	<b>\$617,289</b>	<b>\$666,470</b>	<b>\$739,250</b>	<b>\$740,601</b>

\* includes General & Water Funds



**2015/2016 Achievements:**

- Created the Open Space Division in 2016 and commenced staffing of new division.
- Successful hiring of highly effective personnel.
- Continued to expand meaningful partnerships and regional visibility, such as a new and significant presence at the Jefferson County Fair.
- Completed a significant segment of the Greenway Trail, a regional trail system.
- Acquired Adams County grant to start upgrade of the Big Dry Creek Trail.
- Initiated the first phase of the Big Dry Creek Trail Mural Project.
- Held Earth Day, Community Pride Day, and Trail’s Day events.
- Constructed restroom stations along Big Dry Creek Trail.
- Successfully initiated noxious weed control program.
- Expanded highly successful non-motorized water craft rental program (kayak, canoe, paddle board, etc.) at Standley Lake to allow more community/public access on the lake and to expand recreational opportunities to patrons, including paddle board fitness classes.
- Significantly expanded nature programs that include the Bald Eagle Discovery program, School of Snakes, and the Kid’s Fishing Derby.
- Resurfaced Standley Lake roads and parking lots, which was a top concern for patrons.
- Increased the quarantine period (from 15 to 35 days) of the ANS program to help ensure continued water quality and protect recreational use of the lake.
- Initiated the Standley Lake Master Plan.



**Performance Measure Snapshot...**

Standley Lake saw steady increases in revenue over the past five years as the popularity of the site grew. Since 2011, daily visits to the park of have averaged an increase of 21% annually.

## Recreation Services

### Overview:

- Reduces obesity and incidence of chronic disease by providing accessible opportunities to be active.
- Drives the economy by providing top-notch venues for events and tournaments.
- Provides creative programming that enriches lives, creates community, and promotes inclusivity.
- Effectively manages and operates City Park Recreation Center, City Park Fitness Center, Swim and Fitness Center, West View Recreation Center, The MAC, the Westminster Sports Center, and Countryside outdoor pool to offer the highest level of guest service possible within established budgets.
- Emphasizes quality maintenance and infrastructure upgrades for all facilities to address trends and to maintain quality and safety for guests.
- Partners with non-profit organizations to support and enhance outcomes through the provision of facilities and program partnerships.
- Provides quality educational and enrichment programs for youth, ranging from preschool to older adults, in a safe and enjoyable environment.

### 2017 Objectives:

- Develop a culture of continuous improvement to keep pace with trends, improve efficacy, and provide exceptional customer service.
- Implement interim Downtown event series.
- Revise and update swim lesson and water safety program.
- Implement new fee structure.
- Identify meaningful ways to engage underserved populations through translation, the recruiting and hiring of diverse staff, and promotion of our Spanish language swim lessons.
- Pursue opportunities to expand partnerships.
- Implement Westminster Wolves Summer Camp program in partnership with Westminster Public Schools (WPS).
- Continue successful implementation of the Summer Lunch Program in partnership with WPS with the addition of two sites.
- Evaluate the City's partnership with educational institutions and look for opportunities to support and enhance offerings in Westminster.
- Implementation of the RX to Play program in partnership with local medical providers.

### 2018 Objectives:

- Focus on addressing Capital Improvement Program priorities based on maintenance needs and quality of recreation facilities.
- Study and implement feedback from the City's Citizen Survey and the PRL community assessment survey.
- Support the Department-wide effort to update the Comprehensive Plan.
- Continue evaluation of the City's partnership with educational institutions and look for opportunities to support and enhance offerings in Westminster.
- Build upon the success and the results of 2017 objectives and leverage partnerships to provide more opportunities for our community.

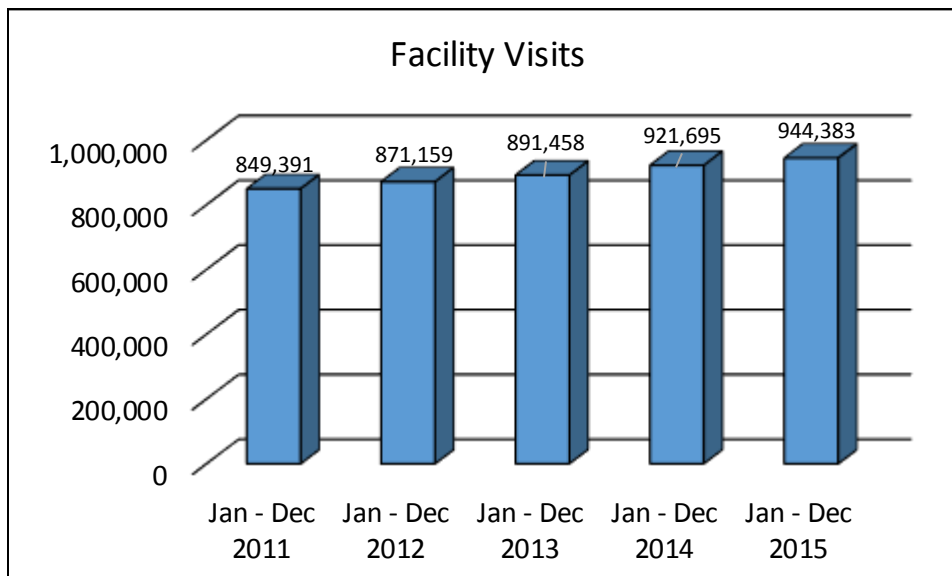
### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$4,878,911	\$4,965,966	\$4,878,353	\$5,183,121	\$5,172,371
<b>Contractual</b>	\$1,511,671	\$1,877,936	\$1,840,409	\$1,635,405	\$1,640,172
<b>Commodities</b>	\$528,950	\$562,611	\$563,589	\$528,205	\$535,705
<b>Capital Outlay</b>	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$6,919,532</b>	<b>\$7,406,513</b>	<b>\$7,282,351</b>	<b>\$7,346,731</b>	<b>\$7,348,248</b>



**2015/2016 Achievements:**

- Maintained a replacement plan for fitness equipment to enhance safety, quality of experience, and marketability.
- Maintained a high satisfaction rating in the City’s 2016 Citizen Survey, which is a valuable measurement to ensure citizens are satisfied with services.
- Replaced the indoor track at West View Recreation Center.
- Added a massage room at West View Recreation Center.
- Implemented the City’s first ever bike share program with support from community partners.
- Updated Countryside pool and locker rooms.
- Updated and replaced the tile for the City Park Recreation Center hot tub.
- Replaced the carpet track at the MAC.
- Replaced the turf on both fields at the Westminster Sports Center.
- Celebrate the Swim & Fitness Center’s 40th anniversary.
- Celebrate City Park Recreation Center’s 30th anniversary.
- Added three new positions to improve guest service.
- Hosted annual “Free Fitness Week” the first week in January; had record sales in 2016 and collected 20% of our pass revenue in one week, 40% of which were new guests.
- Continued to assess program locations and offerings to provide the most cost-efficient services.
- Added 36 new youth and adult art classes.
- Over 1,100 youth participated in the City’s recreation soccer program.
- Successfully launched the first accessible bike share program in Colorado across five stations throughout Westminster.
- Over 1,130 participants used the City’s dance program.
- Signed a 20-year agreement with Triple Crown Sports and the Sparkler Tournament to ensure Christopher Fields Softball Complex at City Park is the premier destination for the tournament.
- Facilitated over 3,000 field permits, increasing the field rental revenue by 50%.
- In 2015, 95% of summer camp participants rated the City’s camp program as good or very good.
- Successfully partnered with St. Anthony North Health Campus to support patient physical activity goals with discounted passes and classes at the City’s recreation centers.
- Continued support of the Youth Advisory Panel to engage young people in community service, governance, and fundraising.
- Served over 30,000 summer lunches at 3 sites across the City in partnership with Westminster Public Schools.



**Performance Measure Snapshot....**

Facility visits are the total amount of people entering into City Park Rec Center, City Park Fitness Center, Swim and Fitness Center, Westview Rec Center, The MAC, Countyside, and the Sports Center. The popularity of PRL's facilities has grown as the department continues to expand offerings and classes.



WESTMINSTER



## INFORMATION TECHNOLOGY

The Information Technology Department serves as the City’s technical consultant and provides technical services and support to all departments. The Department develops technology strategic plans to align technology selection and deployment with City Council and organizational objectives. The Department supports all areas of technology, including hardware, software, data network services, and telecommunications.

### OVERVIEW

- Establish citywide strategic direction for use of technology and provide centralized oversight and support for technology.
- Assist departments with the evaluation, selection, and support of major software applications.
- Administer and support all citywide data, voice, and video networks.
- Develop and support custom software applications and automated interfaces between various applications.
- Develop and maintain internet and intranet applications.

### 2017 Objectives:

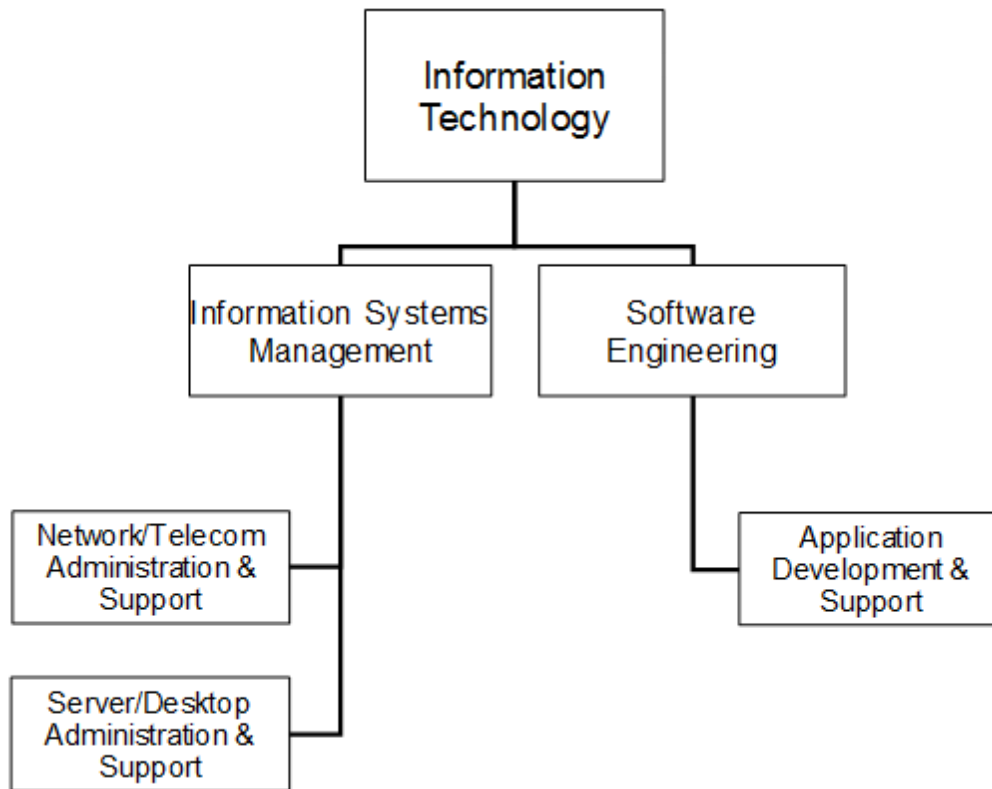
- Implement a new architecture to enhance the City’s custom application development.
- Work with the Fire Department in implementing a framework for sharing computer aided dispatch information with surrounding fire districts.
- Re-engineer the fiber network to maintain network services in City facilities even when the City Hall connection is unavailable.
- Initiate and complete a major software upgrade to the City’s computer aided dispatch system.
- Complete upgrade to Exchange 2016 or a cloud-based email solution.
- Upgrade the infrastructure of the City’s COWnet intranet to increase security and performance.
- Phase II of the City’s Mobile Strategic Plan.
- Collaborate with Public Works & Utilities and the City Attorney’s Office to replace the asset management and service request systems.

### 2018 Objectives:

- Expand the Colorado Connect Pilot Project to help the Westminster Fire Department better manage service to “frequent flyers” and reduce costs through grants from Medicare.
- Complete collaboration with Public Works & Utilities and the City Attorney’s Office in replacing the current asset management and service request systems.
- Evaluate whether to upgrade or replace the current court administration application.
- Complete cloud server and storage testing to evaluate the feasibility of cloud-based solutions for the City.
- Complete the migration of major databases to the new clustered database environment.
- Extend mobile technology to work groups within the City to increase efficiency.

### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
Personnel	\$2,500,800	\$2,888,125	\$2,889,615	\$3,022,126	\$3,085,987
Contractual	\$385,739	\$504,372	\$504,372	\$571,978	\$607,203
Commodities	\$23,742	\$36,400	\$34,910	\$34,900	\$34,900
Capital Outlay	\$116,822	\$190,325	\$190,325	\$210,150	\$270,300
<b>TOTAL</b>	<b>\$3,027,103</b>	<b>\$3,619,222</b>	<b>\$3,619,222</b>	<b>\$3,839,154</b>	<b>\$3,998,390</b>



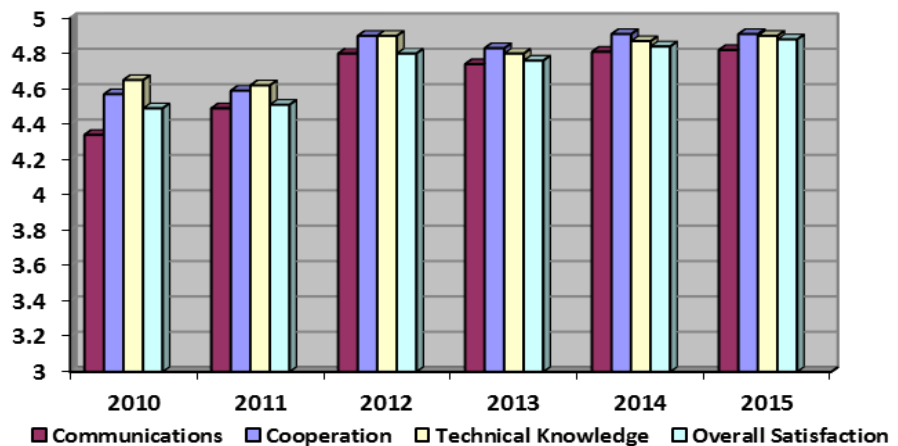
**Staffing (Full-Time Equivalent Employees)**

	2016	2017	2018
	Authorized	Authorized	Authorized
<b>Information Technology</b>	29	31	31.5
<b>TOTAL</b>	29	31	31.5

**Performance Measure Snapshot....**

The IT Department continually monitors the level of customer satisfaction with IT-provided services by conducting monthly evaluations. Overall ratings consistently exceed the goal of 4.1 or above, on a scale of 1 (poor) to 5 (excellent). The ability to attract outstanding employees, provide continued job specific training, and provide the tools needed to perform the job well are some of the factors that contribute to these outstanding results.

**Customer Satisfaction Ratings (1=Poor, 5=Excellent)**





**2015/2016 Achievements:**

- Assisted departments in the review and implementation of mobile technologies.
- Evaluated emerging technology and trends to identify how new technology can be used as a strategic tool to assist the City in meeting City Council and organization objectives.
- Assisted the Police Department in selecting and implementing WebRMS records management replacing the old generation iLeads.
- Improved disaster recovery through annual testing, consolidating back up processes through one system, and expanding the capacity of the disaster recovery website.
- Enhanced the user's experience with the JD Edwards financial system through a major tools and application upgrade.
- Created the JD Edwards Experience Team to provide direct feedback from end users to improve the use of the system.
- Implemented a database clustering solution to house the City's multiple databases resulting in decreased total cost and standardized maintenance.
- Increased the productivity of the workforce by extending access to City applications through mobile technology and external access solutions.
- Enhanced network security by migrating to a standalone routing protocol that increases network isolation.
- Enhanced the Public Safety network through a topology redesign to achieve physical separation and the addition of Optical Ethernet to improve performance.
- Assisted the Community Development Department in selecting and implementing the TRAKiT permitting system to meet specific City Council objectives in planning and permitting.
- Improved network and data security through annual security audits, workforce security training, and modifications to hardware and systems.
- Streamlined, secured, and improved the public website platform including the addition of a testing environment.
- Implemented Microsoft's Team Foundation Server to improve the development environment.
- Replaced over 600 computers and laptops across the City including over 100 upgrades to 64bit systems to enhance user productivity.
- Assisted Building Operations and Maintenance in selecting and implementing the Maintenance Connection Facilities Management program to improve asset management and service order maintenance.
- Assisted in the City Council Chambers redesign and technology updates.
- Added redundancy to the City's fiber network to decrease risk of outages.
- Implemented 10gb network connectivity for all VMware virtual servers to increase data input and output.
- Upgraded the City's VMware virtual environment to the latest version (6.0).
- Developed and implemented a new application portal for the City's intranet to provide easy access to applications.
- Expanded payment options to water customers by implementing online payment of water bills.
- Completed Phase I of the City's Mobile Strategic Plan.



Statistics from the City's online services and automated phone system (IVR): From June 2015 to June 2016, the City received 4,273 online transactions for Parks and Recreation centers totaling \$686,273 in revenue. The City also received 73,473 online and IVR transactions for utility payments totaling \$8,372,313. The City received 11,462 Sales Tax returns for a total amount of \$20,822,723. A total of 61,254 IVR calls were handled automatically for building permit scheduling, utility billing inquiries, and sports/event information. The Municipal Court automatically sent out 15,491 reminder calls to jurors and defendants.



WESTMINSTER



## GOLF COURSE ENTERPRISE FUND

The Golf Course Enterprise Fund provides resources for the ongoing operation of the City’s two high-quality championship golf courses: Legacy Ridge and The Heritage at Westmoor.

### OVERVIEW

- Enhances local economy as a critical regional draw for businesses and livability.
- Positively impacts land values by providing and maintaining two exceptional championship golf courses.
- Complements the exceptional reputation of the City through superior customer service, value, programs, services, and environmental stewardship that demonstrate the community’s values and ideals as a public recreation facility.
- Maintains Legacy Ridge and The Heritage golf courses at the highest level, using the natural features of the properties to enhance the beauty and golf experience of the courses for all guests.
- Serves as a key citywide cross-department partner through exceptional team building opportunities.
- Strengthens partnerships with the business community.

### 2017 Objectives:

- Grow new users with emphasis on youth, women, and diverse cultures.
- Continue to review and implement newest marketing techniques and continue to monitor fee structures to maximize participation and revenues at each golf course.
- Continue to grow cross-department collaboration.
- Analyze daily and monthly trends to target segmented discounts and specials to help increase participation and revenue.
- Complete new branding for The Heritage at Westmoor Golf Course.
- Develop new Parks/Golf master plan.

### 2018 Objectives:

- Continue to review and implement newest marketing techniques and continue to monitor fee structures to maximize participation and revenues at each golf course.
- Continue close working relationship with restaurant staff and operations to emphasize quality guest service and facility maintenance.
- Continue to capitalize on economic recovery by increasing corporate tournament rounds through

NOTE: Information related to staffing, performance measures, and achievements for the Golf Course Enterprise Fund is available in the Parks, Recreation, and Libraries section, within the Park Services Division narra-

### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
Personnel	\$1,564,805	\$1,664,829	\$1,666,315	\$1,796,021	\$1,850,168
Contractual	\$771,898	\$1,477,192	\$1,485,603	\$1,557,920	\$1,574,875
Commodities	\$544,274	\$565,280	\$558,077	\$546,765	\$546,765
Capital Outlay	\$11,658	\$6,080	\$6,656	\$38,100	\$6,100
Debt Service	-\$2,423	\$0	\$0	\$0	\$0
Other Expenditures	\$443,609	\$0	\$0	\$0	\$0
Transfer Payments	\$325,005	\$199,658	\$199,658	\$48,299	\$44,910
Capital Imp Projects	\$0	\$200,000	\$200,000	\$550,000	\$100,000
<b>TOTAL</b>	<b>\$3,658,826</b>	<b>\$4,113,039</b>	<b>\$4,116,309</b>	<b>\$4,537,105</b>	<b>\$4,122,818</b>



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## SALES & USE TAX FUND

The Sales and Use Tax program is coordinated by the Finance Department Staff who handle all Sales Tax collections, audits, taxpayer education, and enforcement. Sales Tax is levied on retail sales of tangible personal property and some services. Use Tax is levied on the retail purchase price of tangible personal property and some services purchased outside the City, but stored, used or consumed within the City.

This program accounts for approximately 66% of the City's General Fund revenues in 2017/2018 and is funded by the general Sales Tax of 3% plus an additional public safety Sales Tax of 0.6%. The City's 0.25% Parks, Open Space and Trails (POST) Sales and Use Tax is accounted for in a separate fund that is outlined later in this section of the budget document.

**General Sales & Use Tax (3%)** - Sales and Use Taxes are projected at \$70,616,142 for 2017, which represents a 0.2% increase from the 2016 projected Sales and Use Tax revenue of \$70,463,596. Sales and Use Taxes are projected at \$71,773,800 for 2018, which represents a 1.6% increase over the 2017 projected Sales and Use Tax revenue.

**Public Safety Sales & Use Tax (0.6%)** - The public safety Sales and Use Tax revenues are projected at \$15,072,406 for 2017, which represents a 1.0% increase over the 2016 projected public safety Sales and Use Tax revenue of \$14,926,449. The public

safety Sales and Use Tax revenues are projected at \$15,367,652 for 2018, which represents a 2.0% increase from the 2017 projected public safety Sales and Use Tax revenue. Due to revenue considerations from urban renewal areas, general sales and use taxes and PST taxes track differently.

### Combined Sales & Use Tax (General & Public Safety (3.6%))

The general and public safety Sales Tax revenues are reported as one source in the Revenues & Expenditures Summary section and in their transfer payments for simplicity purposes.

Sales and Use Taxes are projected at a combined total of \$85,688,548 for 2017, a 0.3% increase from the 2016 year-end combined estimated Sales and Use Tax revenue (excluding carryover) of \$85,390,045. The combined Sales and Use Taxes are projected at \$87,141,452 for 2018, a 1.7% increase over the 2017 projected combined Sales and Use Tax revenue.

Combined Sales Tax Returns are projected to be \$71,643,255 for 2017, an increase of 2.8% from the estimated 2016 year-end projection of \$69,717,099. Combined Sales Tax Returns are projected to be \$73,086,027 for 2018, an increase of 2.0% over 2017.

Combined Use Tax Returns are projected to be \$14,045,293 for 2017, a decrease of 10.4% from the

### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Transfer Payments to:</b>					
<b>General Fund</b>	\$67,993,597	\$72,350,147	\$72,350,147	\$78,007,642	\$81,319,741
<b>General Reserve</b>	\$198,000	\$600,000	\$600,000	\$235,000	\$200,000
<b>Capital Projects</b>	\$8,537,908	\$13,017,000	\$13,017,000	\$6,606,371	\$4,911,395
<b>Debt Service</b>	\$4,000,000	\$3,900,000	\$3,900,000	\$1,350,000	\$1,350,000
<b>GF Stab. Res.</b>	\$52,000	\$967,426	\$967,426	\$0	\$0
<b>GCORF</b>	\$500,000	\$0	\$0	\$0	\$0
<b>WEDA</b>	\$680,000	\$300,000	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$81,961,505</b>	<b>\$91,134,573</b>	<b>\$90,834,573</b>	<b>\$86,199,013</b>	<b>\$87,781,136</b>

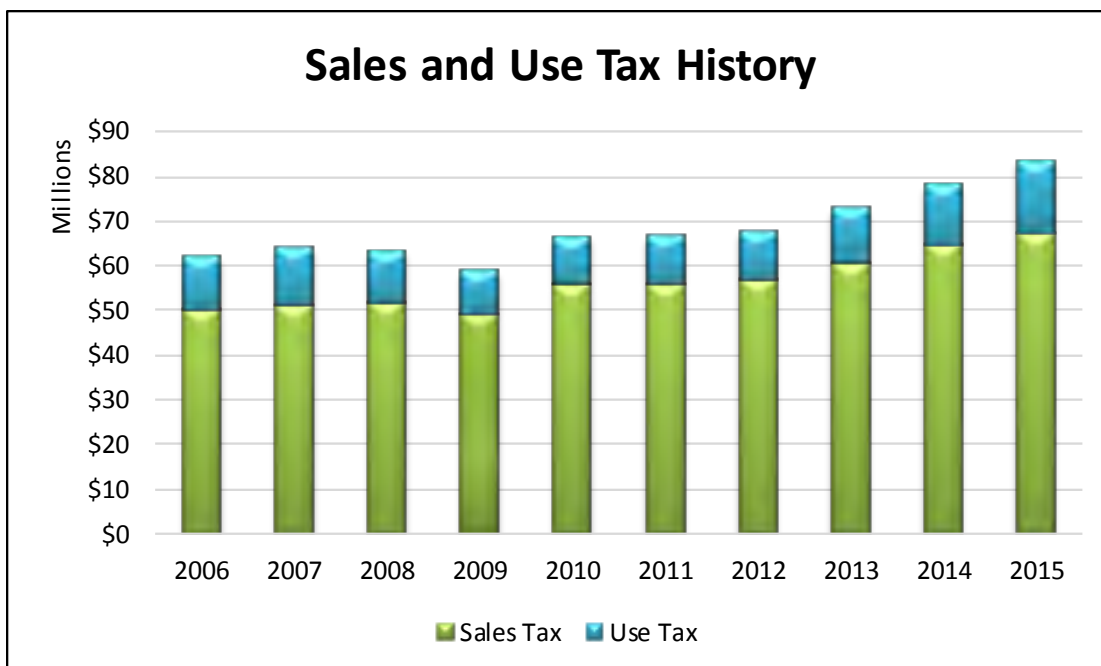
estimated 2016 year-end projection of \$15,672,946.

Combined Use Tax Returns are projected to be \$14,055,425 for 2018, an increase of 0.1% over 2017.

The remainder of combined funds are accounted for with Interest Income (\$120,000 in 2017 and \$126,000 in 2018) and with the Payment in Lieu of Use Tax (PILUT) fee for construction projects undertaken by the City’s Water, Wastewater and Stormwater Funds. This payment is calculated based on estimated construction materials used in these projects. Use taxes must be paid on materials used by contractors on projects for all institutions, including governmental, religious and charitable organizations. For 2017, the total combined PILUT fee is estimated at \$390,465 and for 2018 it is estimated at \$513,684.

The major portion of Sales and Use Tax expense is the transfer to the General Fund, budgeted at \$78,007,642 for 2017, a 8.1% increase over the 2016 year-end estimated transfer of 72,350,147; in 2018, the transfer is budgeted at \$81,319,741, a 4.2% increase over 2017. The other expenses for this fund include transfer payments to the Debt Service Fund (\$1,350,000 each year in 2017 and 2018) to pay for Sales and Use Tax bonded debt and to the General Capital Improvement Program (\$6,606,371 in 2017 and \$4,911,395 in 2018) for pay-as-you-go capital improvements throughout the City. Other transfers include setting \$235,000 in 2017 and \$200,000 in 2018 in the General Reserve Fund to ensure the City maintains a 10% reserve for operating expenses. No transfers are budgeted for the General Fund Stabilization Reserve (GFSR) in 2017 or 2018.

Sales and use taxes serve as the primary revenue for the City of Westminster’s operating budget. Growth is anticipated to be modest in the future, while costs for personnel, health insurance and other items continue to increase and place pressure on the organization and the services and programs delivered. Following the challenges of “the Great Recession,” sales and use tax revenues strongly rebounded in subsequent years. In 2015, total collections were 6.9% over 2014 collections. Although still positive, year-to-date collections through July 2016 showed less than of an increase at 4.02% compared to the same period last year and as a result, the City continues to take a conservative approach to future budget commitments.





## PARKS, OPEN SPACE, AND TRAILS (POST) FUND

The Parks, Open Space, and Trails Fund provides funding for the acquisition and maintenance of land in the City’s open space portfolio.

### OVERVIEW

- Administers a voter-approved sales tax of one-fourth of one percent, which continues through December 31, 2032.
- Preserves natural habitat, helping to protect and support native plants and wildlife.
- Provides recreation trails and natural spaces for exercise and non-motorized transportation.
- Plays a critical role in maintaining healthy ecosystems, providing clean water/air, and enabling conservation of natural resources.
- Provides exceptional open space and recreation trail management.
- Educates the public on important conservation measures.
- Administers the land acquisition component of the Open Space Program.
- Implements Open Space Stewardship Plan for open space and trail areas.

### 2017 Objectives:

- Continue to implement the Open Space Stewardship Plan.
- Increase open space volunteer hours by 10% (150 hours) through events and projects.
- Increase school partnerships through the Adopt-a-Park/Open Space and other service learning opportunities.

### 2018 Objectives:

- Continue to implement the Open Space Stewardship Plan.
- Increase trail use by 10% with recreational and fund-raising opportunities and event/outdoor programming coordination.
- Develop new outdoor recreation, trail, and stewardship opportunities to bring the outdoors to more residents, utilizing venues such as Westminster Station, Greenway Trail, and Downtown Westminster.

NOTE: Information related to staffing, performance measures, objectives, and achievements for the POST Fund is available in the Parks, Recreation, and Libraries section, within the Open Space Division narrative pages.

### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
Personnel	\$285,247	\$899,869	\$899,518	\$1,244,785	\$1,588,918
Contractual	\$763,829	\$474,884	\$474,942	\$381,365	\$225,000
Commodities	\$78,332	\$116,755	\$106,755	\$106,755	\$106,755
Capital Outlay	\$959,629	\$146,727	\$156,727	\$161,300	\$160,000
Transfer to GCIF	\$527,014	\$1,443,080	\$1,443,080	\$3,492,797	\$2,545,654
Transfer to Golf Courses	\$250,371	\$250,371	\$250,371	\$250,000	\$250,000
Transfer to Debt Svc	\$3,531,337	\$3,529,160	\$3,529,160	\$1,717,719	\$1,744,019
<b>TOTAL</b>	<b>\$6,395,759</b>	<b>\$6,860,846</b>	<b>\$6,860,553</b>	<b>\$7,354,721</b>	<b>\$6,620,346</b>



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## GENERAL RESERVE FUND

The City’s General Reserve Fund is intended to act as a source of funds for unanticipated one-time expenditures and emergencies. These funds are not available for expenditure except when qualifying events occur. City Council action is required to authorize the use of these funds. Under the Colorado State Constitution Article X, Section 20 (also known as TABOR), the City is required to set aside 3% of its fiscal spending subject to the constitutional provision into a reserve. The City has earmarked this 3% in the General Reserve Fund in compliance with Article X, Section 20, with the balance available for other emergencies or unusual situations. The City continues to maintain a healthy reserve that far exceeds the Article X, Section 20 requirement.

The 2017 General Reserve Fund represents a 3.3% increase over the estimated year-end total 2016 General Reserve Fund and represents 10% of the total General Fund expenditures, excluding contingency. In 2018, the General Reserve Fund represents a 2.8% increase over the 2017 budgeted General Reserve Fund. The 2018 General Reserve Fund represents 10% of the total General Fund expenditures for that year. A transfer payment from the Sales and Use Tax Fund of \$235,000 in 2017 and \$200,000 in 2018 is budgeted to ensure the fund remains at 10% of total General Fund expenditures, which is the City practice.

The chart below reflects the actual and projected fund balances. There were no expenditures out of the General Reserve Fund in 2015. Staff does not anticipate making expenditures out of the fund in the remainder of 2016, 2017 or 2018.

### Total Reserve Fund Balance

	2015 Ending Balance (Actual)	2016 Revised Ending Balance (Amended Budget)	2016 Ending Balance (Estimated)	2017 Estimated Ending Balance (Adopted Budget)	2018 Estimated Ending Balance (Adopted Budget)
<b>Fund Balance</b>	\$10,415,585	\$11,102,084	\$11,536,784	\$11,900,558	\$12,233,178
<b>TOTAL</b>	<b>\$10,415,585</b>	<b>\$11,102,084</b>	<b>\$11,536,784</b>	<b>\$11,900,558</b>	<b>\$12,233,178</b>

## GENERAL FUND STABILIZATION RESERVE

In 2009, City Council created the General Fund Stabilization Reserve (GFSR). The GFSR is intended to level the ebbs and flows of revenue collections, particularly the sales and use tax revenues, and smooth out any peaks or valleys that may result from the unpredictable nature of this primary revenue source. This fund is intended to serve as a stabilizer during reduced revenue collections, allowing City services to continue to be delivered despite downturns in the economy. The GFSR is to be replenished in more favorable revenue collection years or from carryover funds. The GFSR is not intended to replace the General Reserve Fund. The GFSR operates as a separate fund from the General Reserve Fund, retaining a separate and distinct balance and earning interest accordingly. The General Fund Stabilization Reserve is utilized to fund General Fund operations, General Capital Improvement Fund projects and General Capital Outlay Replacement Fund capital outlay costs as needed should significant expenditure reductions be required to remain within available revenues. This fund may be tapped prior to, in conjunction with, or as a final step after budget reductions have been made.

When not in an economic downturn, the target amount of the General Fund Stabilization Reserve (GFSR) in any given year shall range from 5% to 10% of the total Sales and Use Tax Fund revenues for that year. For 2017, the projected sales and use tax revenues are \$86,199,013, resulting in an anticipated GFSR target range of \$4,309,951 to \$8,619,901. The GFSR is projected at \$6,486,870 for 2017, which is 7.53% of the total 2017 Sales and Use Tax Fund. For 2018, Sales and Use Tax Fund revenues are projected at \$87,781,136, resulting in a GFSR target range of \$4,389,057 to \$8,778,114. In 2018, the GFSR is projected to be \$6,558,586 and represents 7.47% of the Sales and Use Tax Fund.

The chart below reflects the actual and projected fund balances. There were no expenditures out of the GFSR in 2015. Staff does not anticipate making expenditures out of the fund in the remainder of 2016, 2017 or 2018. There are no budgeted transfer payments from the Sales and Use Tax Fund to the GFSR in 2017 or 2018.

### Total Reserve Fund Balance

	2015 Ending Balance (Actual)	2016 Revised Ending Balance (Amended Budget)	2016 Ending Balance (Estimated)	2017 Estimated Ending Balance (Adopted Budget)	2018 Estimated Ending Balance (Adopted Budget)
<b>Fund Balance</b>	\$5,312,470	\$6,327,562	\$6,415,938	\$6,486,870	\$6,558,586
<b>TOTAL</b>	<b>\$5,312,470</b>	<b>\$6,327,562</b>	<b>\$6,415,938</b>	<b>\$6,486,870</b>	<b>\$6,558,586</b>

**UTILITY RESERVE FUND**

In 2006, City Council adopted a set of fiscal policies for how the Utility Fund operates and manages water and wastewater rates, debt, repair and replacement, capital improvements, and reserves. Since the Utility Fund is an enterprise fund, there are no requirements associated with Article X, Section 20 (also known as TABOR). Beginning in 2007, the Reserve Fund was split into two main components: rate stabilization and capital projects.

The Rate Stabilization Reserve (RSR) functions to offset revenue risk associated with low water demand years. If revenues do not materialize to fund expenses, the use of this reserve normalizes revenues without the need to increase rates. In years when revenues exceed expenses, the fund is replenished. The recommended minimum balance is 25% of projected rate revenue for the water utility and 10% of projected rate revenue for the wastewater utility. If the reserve goes above specific target amounts due to a string of years of abnormal revenue, options will include applying surplus to the Capital Projects Reserve or rate reduction. If the reserve is below the minimum level, rates could be increased with the goal of returning to the target level. A total of \$13,749,523 in 2017 and \$13,908,478 in 2018 is projected for the Rate Stabilization Reserve, which keeps the fund in compliance with Council's adopted policy.

The Capital Projects Reserve (CPR) functions as a source for new assets, replacement of existing assets, and emergency funding for repairs. The balance will be relatively high initially and relatively low in periods of high investment. The minimum shall be \$3 million for water and \$2 million for wastewater. A maximum balance equal to 40% of the total adopted five-year Capital Improvement Program (CIP) funding is recommended. A portion of the Capital Projects Reserve will be utilized to offset CIP costs until the rate structure is adequate to cover ongoing repair and replacement costs for the overall utility. In 2017, \$21,888,272 is projected for the Capital Projects Reserve ending balance. A total of \$1,173,978 is budgeted to be transferred from the CPR to the Utility Fund to assist in funding capital improvement projects for 2017 and \$8,497,171 for capital projects in 2018. This will provide a projected year-end balance of \$13,550,896 in 2018.

**Total Reserve Fund Balances**

	2015 Ending Balance (Actual)	2016 Revised Ending Balance (Amended Budget)	2016 Ending Balance (Estimated)	2017 Estimated Ending Balance (Adopted Budget)	2018 Estimated Ending Balance (Adopted Budget)
<b>Rate Stabilization Rsv</b>	\$13,436,807	\$13,658,099	\$13,599,176	\$13,749,523	\$13,908,478
<b>Capital Projects Rsv</b>	\$20,744,783	\$16,972,077	\$21,996,778	\$21,888,272	\$13,550,896
<b>TOTAL</b>	<b>\$34,181,590</b>	<b>\$30,630,176</b>	<b>\$35,595,954</b>	<b>\$35,637,795</b>	<b>\$27,459,374</b>

**Total Budget by Category**

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>RSR Transfers</b>	\$106,185	\$0	\$0	\$0	\$0
<b>CPR Transfers</b>	\$930,000	\$9,243,794	\$9,243,794	\$1,173,978	\$8,497,171
<b>TOTAL</b>	<b>\$1,036,185</b>	<b>\$9,243,794</b>	<b>\$9,243,794</b>	<b>\$1,173,978</b>	<b>\$8,497,171</b>

## CONSERVATION TRUST FUND

The Conservation Trust Fund was created solely to manage the City’s share of state lottery proceeds. The state limits the spending of these funds to the development or improvement of City parks, facilities, and libraries. The City’s share is determined by population data and the existence of special recreation districts. The City continues to use these funds for trail, park, recreation facility and library purposes. In 2017 and 2018, projects to be funded by Conservation Trust funds include recreation facility maintenance, park renovations, and library technology improvements.

The figure below for 2017 includes the use of Conservation Trust Fund carryover that has resulted from projects coming in under budget and lottery proceeds being higher than anticipated.

**Total Budget by Category**

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Capital Projects</b>	\$885,303	\$922,000	\$922,000	\$1,568,000	\$852,000
<b>TOTAL</b>	<b>\$885,303</b>	<b>\$922,000</b>	<b>\$922,000</b>	<b>\$1,568,000</b>	<b>\$852,000</b>

**GENERAL CAPITAL OUTLAY REPLACEMENT FUND**

This fund finances the replacement of vehicles (except utility vehicles), replacement computers, replacement mobile devices and replacement copiers. GCORF is funded by an equipment rental charge to the General and POST funds for vehicles and copiers (general, public safety and POST) and a PC replacement fee to all funds for computers. This fund levels capital outlay expenses in the operating budget and provides for ongoing vehicle, computer and copier replacement needs.

In early 2014, Staff completed a 15-Year Vehicle/Equipment Replacement Plan to “smooth out” replacements to a manageable level, both from a budgetary and operational standpoint. In 2017, the budget includes \$1,323,400 for general/non-public safety vehicles (including three new vehicles), of which \$1,145,400 is budgeted from 2017 funds in Central Charges, which represents an increase of \$278,400 in the GCORF vehicle/equipment funding level in the Amended 2016 Budget. The remaining \$178,000 is budgeted from the current \$1,523,061 in fund balance in GCORF. Vehicles/equipment are also budgeted in Public Safety Tax (PST GCORF) and the Utility Fund. The 2017 budget includes \$1,031,000 for PST GCORF vehicles/equipment and to utilize \$225,000 from the current \$1,654,747 in PST GCORF fund balance. In 2017, \$228,000 is budgeted in POST GCORF for vehicles/equipment associated with the new staffing in the Parks, Recreation and Libraries Department. In 2018, the budget includes \$2,326,400 for general and public safety vehicles, of which \$1,918,000 is budgeted from 2018 funds in Central Charges. The remaining \$375,000 is budgeted from the fund balance in GCORF and GCORF-PST. In 2018, POST GCORF is budgeted at a \$75,000 funding level for the purchase of new vehicles/equipment associated with the new staffing in the Parks, Recreation and Libraries Department.

With the adopted 2017/2018 Budget, an annual PC replacement fee of \$165 per desktop, \$320 per laptop and \$245 per tablet device will be charged to each department per year. In 2017, the total annual PC replacement contributions for devices in the current inventory is \$339,195. For 2018, the budget for annual PC replacement contributions increases to \$342,395 due to the addition of new devices and upgraded devices included in the 2017 budget. Replacement contributions in each year, 2017 and 2018, include \$101,199 for semi/ruggedized mobile data terminals (MDT’s) for the Police and Fire Departments. In 2017, three new desktops, nine new tablets, and one new laptop are budgeted in the General Fund; four new desktops and two laptops are budgeted in the Water Fund; two new laptops are budgeted in the Wastewater Fund; and four new desktops are budgeted in the Parks, Open Space and Trails (POST) fund. No new devices are budgeted in 2018.

Staff continues a consolidated budgeting approach for copier/multi-functional machine replacements. The budget includes \$69,730 in 2017 and \$74,803 in 2018 for these replacements. Eight machines are budgeted for replacement in 2017 and eleven in 2018.

**Total Budget by Category**

	<b>2015 Actual</b>	<b>2016 Amended</b>	<b>2016 Estimated</b>	<b>2017 Adopted</b>	<b>2018 Adopted</b>
<b>Vehicles - General</b>	\$722,412	\$895,000	\$895,000	\$1,145,400	\$972,500
<b>Vehicles - PST</b>	\$951,511	\$692,750	\$692,750	\$806,000	\$945,500
<b>Leases - Fire Trucks</b>	\$343,904	\$385,651	\$385,651	\$439,133	\$439,133
<b>PC Replacement</b>	\$655,265	\$296,991	\$296,991	\$365,304	\$344,790
<b>Copier Replacement</b>	\$20,404	\$8,065	\$8,065	\$69,730	\$74,803
<b>Wildland Fire Truck</b>	\$96,859	\$0	\$0	\$0	\$0
<b>Vehicles - POST</b>	\$145,837	\$190,000	\$190,000	\$228,000	\$75,000
<b>TOTAL</b>	<b>\$2,936,192</b>	<b>\$2,468,457</b>	<b>\$2,468,457</b>	<b>\$3,053,567</b>	<b>\$2,851,726</b>

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## STORMWATER DRAINAGE FUND

### OVERVIEW

- The Stormwater Drainage Fund was created in 2001 to provide resources for the City to comply with the requirements set forth in the state administered National Pollutant Discharge Elimination System (NPDES) permit, which is federally mandated for all counties, cities and other government agencies throughout the United States to reduce stormwater pollution in accordance with the Clean Water Act of 1972.
- Revenues and expenses are managed as a component of the City's Utility Enterprise Fund.
- Manages six program areas required by the NPDES permit; Community Development administers the fund, calculates billing with the Geographic Information System (GIS) and provides technical expertise for the design and construction of drainage projects; General Services responds to emergency spills; the Streets Division in the Public Works and Utilities Department cleans hundreds of storm sewer inlets, pipes and ditches and conducts street sweeping operations throughout the City every year; and the Park Services Division in the Parks, Recreation and Libraries Department maintains drainageways throughout the City.
- Community Development manages the floodplain within the City for the prevention of flood damage and compliance with Federal Emergency Management Administration and regulatory requirements.
- Staff represent the City on the Colorado Stormwater Council.

### 2017 Objectives:

- Update master plan for City drainage to identify and prioritize capital and maintenance projects.
- Conduct an internal audit of the City's stormwater management program for compliance with revised NPDES permit.
- Complete storm drainage and park improvements to Little Dry Creek in the vicinity of the RTD commuter rail Westminster Station.
- Conduct projects to stabilize areas of Big Dry Creek identified as high priority.
- Design and construct seepage mitigation in Countryside neighborhood adjacent to Dry Creek Valley Ditch.
- Identify pilot project to demonstrate sustainable Low Impact Development techniques for stormwater management.
- Initiate condition assessment and GPS location of storm sewer infrastructure.

### 2018 Objectives:

- Develop and execute program elements for compliance with revised NPDES permit.
- Conduct projects to stabilize areas of Big Dry Creek identified as high priority.
- Design improvements to stabilize Walnut Creek drainage.
- Develop long-term capital improvement and maintenance program based on 2017 master plan update.

**2015/2016 Achievements:**

- Continued work on Little Dry Creek regional drainage and park improvements.
- Designed and constructed storm drainage improvements at 72nd Avenue and Raleigh Street.
- Coordinated with the Urban Drainage and Flood Control District on the design, construction, and maintenance of regional drainageways.
- Completed projects to stabilize areas of Big Dry Creek identified as high priority.
- Managed floodplain for the prevention of flood damage and compliance with Federal Emergency Management Agency and other regulatory requirements.
- Implemented Stormwater Fee increase.
- Mapped and maintained the State storm water permits.

**Total Budget by Category**

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$188,178	\$202,984	\$202,984	\$210,892	\$227,528
<b>Contractual</b>	\$430,798	\$627,584	\$627,563	\$677,229	\$692,146
<b>Commodities</b>	\$10,179	\$10,179	\$10,000	\$10,000	\$10,000
<b>Capital Outlay</b>	\$0	\$0	\$0	\$0	\$0
<b>Other Expenditures</b>	-\$800,836	\$0	\$0	\$0	\$0
<b>Transfer Payments</b>	\$47,000	\$0	\$0	\$0	\$0
<b>Debt Service</b>	\$16,014	\$457,363	\$457,363	\$1,696,963	\$1,096,755
<b>Capital Projects</b>	\$9,629,676	\$3,380,000	\$3,380,000	\$1,750,000	\$2,345,000
<b>TOTAL</b>	<b>\$9,521,009</b>	<b>\$4,678,110</b>	<b>\$4,677,910</b>	<b>\$4,345,084</b>	<b>\$4,371,429</b>

## FLEET MAINTENANCE FUND

### OVERVIEW

- Maintains the City’s diverse fleet of approximately 600 vehicles and pieces of equipment.
- Provides vehicle and equipment replacement recommendations to the City Manager’s Office based on vehicle condition, utilization, and operating and maintenance costs.
- Acquisition and disposal of approximately 50 vehicles and pieces of equipment annually.
- Monitors gasoline and diesel fuel consumption by the City.
- Maintains fuel storage tanks to ensure compliance with state and federal requirements.
- Monitors vehicle repair/maintenance records and operating costs.
- Automotive Service Excellence (ASE) Blue Seal certified.

### 2017 Objectives:

- Establish ownership of fuel consumption by all operations and coordinate efforts to reduce consumption and minimize unnecessary fuel use through GPS/telematics technology.
- Incorporate information derived from the 15-Year Vehicle Replacement Plan into 2017 vehicle purchase decisions.
- Complete a four-year review of the Factory Motor Parts third party onsite parts operations to determine operational costs and benefits before contract renewal in February 2017.
- Continue to review vehicle purchases to ensure that fuel is conserved.
- Purchase at least 70% of vehicle fuel on long-term, reliable contracts.
- Improve on preventive maintenance compliance throughout the City organization.
- Implement a performance management strategy to improve service delivery. This strategy will incorporate the deployment of Lean Six Sigma improvement principals and key performance indicators into Fleet operations.

### 2018 Objectives:

- Continue to focus on reduced fuel consumption through the reduction of idling, vehicle right-sizing, utilization monitoring, and other proactive management efforts.
- Update the 15-year Vehicle Replacement Plan and incorporate information into 2018 vehicle purchases.
- Have all Mechanic II employees become ASE Master Certified.
- Deploy a performance metrics dashboard that will be viewable to all of Fleet’s customers via the City’s Intranet.
- Continue to identify opportunities to replace gasoline cars and trucks with electric and hybrid vehicles.
- Purchase at least 70% of the City fuel on long-term, reliable contracts.

### Total Budget by Category

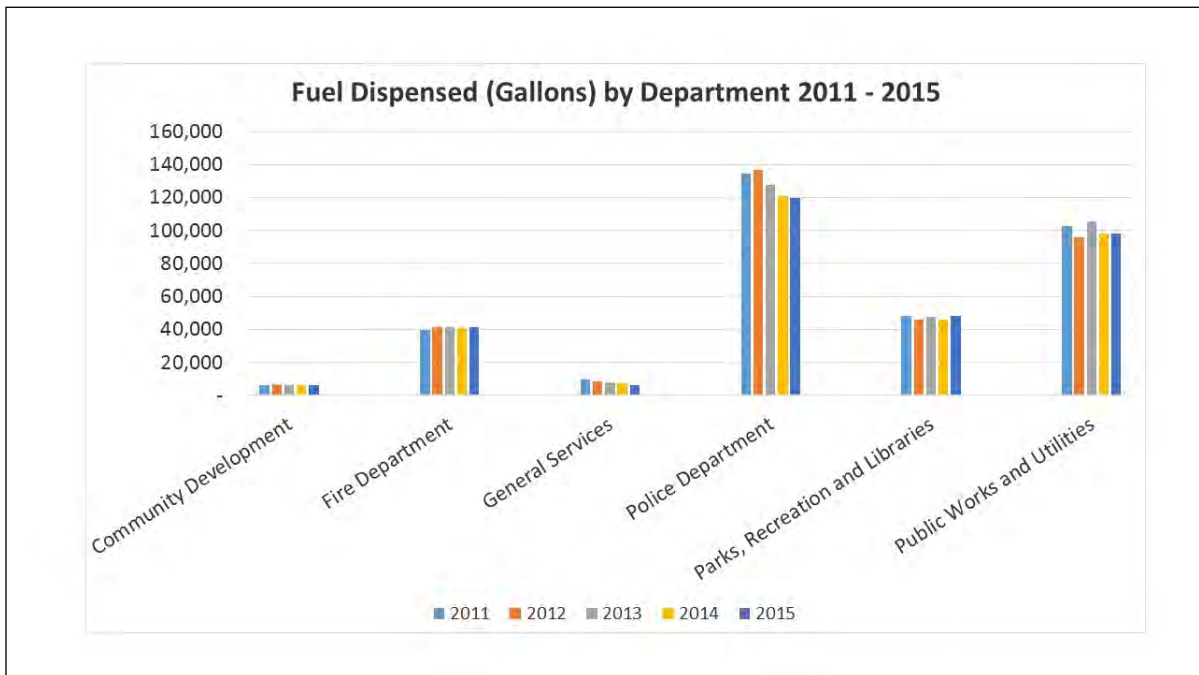
	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$656,615	\$680,342	\$686,242	\$724,947	\$774,007
<b>Contractual</b>	\$315,585	\$339,868	\$347,268	\$294,946	\$303,341
<b>Commodities</b>	\$1,319,190	\$1,685,154	\$1,405,678	\$1,687,178	\$1,739,850
<b>Capital Outlay</b>	\$15,379	\$60,000	\$25,000	\$0	\$0
<b>TOTAL</b>	<b>\$2,306,769</b>	<b>\$2,765,364</b>	<b>\$2,464,188</b>	<b>\$2,707,071</b>	<b>\$2,817,198</b>





**2015/2016 Achievements:**

- Improved direct billable hours and vehicle downtime.
- Awarded electric vehicle grant through the Regional Air Quality Council to assist with the purchase of two Chevrolet Volts.
- Successfully deployed the first City-owned electric vehicle and electric motorcycle.
- Actively participated in the North Area Fire Department’s Fire Apparatus Joint Purchasing Consortium.
- Completed auto-notification of completed work on vehicles through email.
- Continued to identify opportunities to replace gasoline cars and trucks with hybrid and electric vehicles.
- Received grant from the Regional Air Quality Council (RACQ) for acquisition of five electric vehicle supply equipment (EVSE) stations to be implemented during 2016 or 2017.



**Performance Measure Snapshot...**

The chart shows comparative fuel disbursements by department from 2011-2015. This data helps departments better understand consumption patterns and work to be more efficient. Staff looks forward to measuring the impacts of GPS/telematics technology, further deployment of electric/hybrid vehicles, vehicle right-sizing, and anti-idling efforts on these numbers in future years.

## PROPERTY/LIABILITY AND WORKERS' COMPENSATION FUNDS

### OVERVIEW

- Manages the property and liability, workers' compensation, and environmental compliance programs to minimize potential liabilities to the City.
- Oversees the Safety and Loss Control Program and Safety Committee to prevent accidents and reduce the consequences if an accident should occur.
- Serves as staff liaison to the Environmental Advisory Board, ADA Coordinator for the City, and manages the City's substance abuse awareness program and policies.

### 2017 Objectives:

- Implement advanced modeling of the Gasoline Recovery Project to ensure stability and minimal risk. Update State Corrective Action Plan on the project.
- Continue SafeStart training for all benefited employees along with advanced practice sessions to promote and enhance employees' safety.
- Utilize the SafeStart concepts and error reduction techniques to decrease loss from injuries and accidents.
- Work with Stormwater, Code Enforcement, and City Attorney staff to improve the City's response to illegal spills and dumping violations that threaten the City's stormwater system.
- Enhance business processes by developing an electronic reporting system for incident reporting that allows for more efficient tracking and records retention.
- Improve the City's internal environmental audit process to include improved tracking and prioritization of actions on compliance issues.
- Participate in statewide task force to explore the creation of a trust to cover firefighter work-related cancer claims to replace current presumptive workers' compensation legislation.
- Implement options for City involvement in citywide curbside solid waste and recycling efforts to improve the City's solid waste diversion rates.

### 2018 Objectives:

- Establish long-term monitoring of the Gasoline Recovery Project at the MSC.
- Continue SafeStart training and utilization of error reduction techniques to maintain and grow a citywide safety culture.
- Continue to respond to potential changes to Colorado's worker compensation laws.
- Continue long-term environmental compliance practices established through the City's Chemical Compliance Committee.
- Continue to control and contain property and liability losses and maintain employee safety through tracking, monitoring, and implementing programs to reduce the likelihood of repeat losses.
- Continue to support departments involved in land acquisition by reviewing environmental screening conditions and managing cleanups where needed.
- Continue to operate as a resource for Stormwater maintenance staff and maintain contracted support to the City for the cleanup of environmental spills.

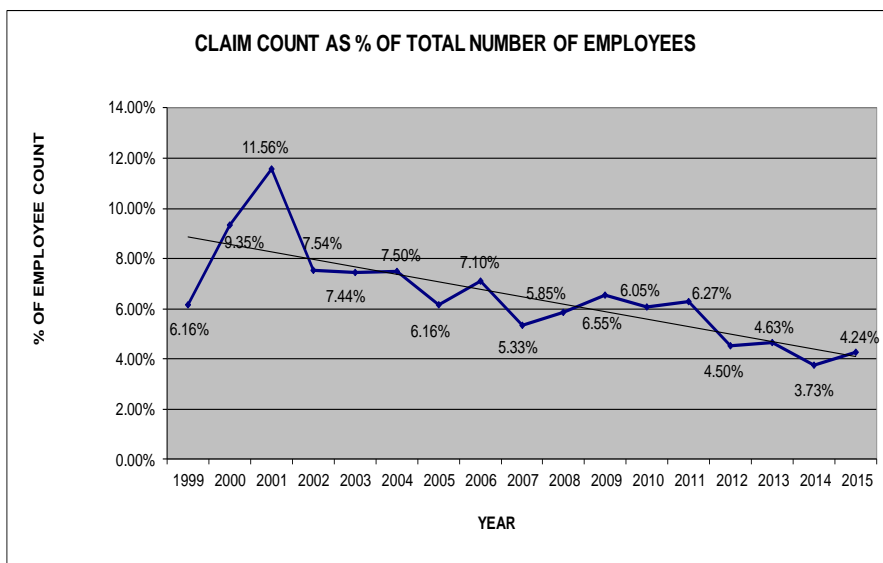
### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Personnel</b>	\$184,976	\$189,376	\$189,376	\$202,468	\$210,446
<b>Contractual</b>	\$2,321,699	\$2,034,643	\$2,035,039	\$2,034,953	\$2,034,953
<b>Commodities</b>	\$31,535	\$31,173	\$31,227	\$31,173	\$31,173
<b>Capital Outlay</b>	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$2,538,210</b>	<b>\$2,255,192</b>	<b>\$2,255,642</b>	<b>\$2,268,594</b>	<b>\$2,276,572</b>



**2015/2016 Achievements:**

- Created an internal Chemical Compliance Committee to educate employees and ensure citywide compliance with all state and federal environmental regulations.
- Partnered with Information Technology staff to create a Property & Liability database utilizing JD Edwards for improved tracking and reporting.
- Established on-site random drug testing program for the Fire Department to minimize employees time spent off-line.
- Participated in and contributed to General Services' strategic initiatives to enhance department-wide productivity and success in enhanced communication, customer engagement, and business process improvement.
- Participated in statewide task force to explore the creation of a trust to cover firefighter cardiac events as regulated by Colorado state law to ensure fair protection for both employers and employees.
- Participated in Westminster Fire Department cancer prevention task force to explore prevention, mitigation, and tracking of cancer in Westminster Fire Department staff.
- Continued successful administration of the property and liability program.
- Continued successful administration of the workers' compensation program.
- Continued to emphasize a citywide safety culture with complete management support and involvement across all City divisions and departments.
- Created internal task force to update and investigate ways to increase citywide solid waste diversion rates and contribute to City Council's goal of becoming one of the most sustainable cities in America.
- Researched options to increase recycling and City diversion rates, while providing more cost effective, sustainable solid waste disposal for citizens.



**Performance Measure Snapshot....**

Over the past 16 years, the City has experienced, on average, a steady decrease in the number of workers' compensation claims and employee work-related injuries. Although the City experienced at least one major spike in injuries in the last 16 years, the overall number of claims as a percentage of the number of employees has been on a downward trend.

## WESTMINSTER ECONOMIC DEVELOPMENT AUTHORITY

The Westminster Economic Development Authority (WEDA), the City’s Urban Renewal Authority, enables the City to utilize tax increment financing for needed development/re-development in specific urban renewal areas (URA’s) throughout the City. Westminster City Council serves as the Board of Directors for WEDA. The Authority acts in a separate capacity from the City. WEDA revenues are used to pay for operating expenses and debt service on bonds and for other WEDA expenses, such as economic development agreement payments, contractual services for certain maintenance expenses and loans from other funds. WEDA revenues are derived from the sales tax and property tax increment generated in each specific URA. Joint revenues also include lease and common area maintenance charges.

WEDA currently consists of seven Urban Renewal Areas (URAs): Holly Park, Mandalay Gardens, North Huron, South Sheridan, South Westminster, Westminster Center East Sub-Area and Westminster Center Urban Reinvestment Plan Area (WURP). The preliminary 2016 estimated incremental assessed valuation from Adams County and Jefferson County for WEDA is \$115,100,305 and is used to calculate the estimated property tax increment of \$12,267,690 to be paid to WEDA in 2017. This same estimated valuation plus anticipated changes in property value within the URAs during 2017 was used to calculate the estimated property tax increment of \$12,222,271 to be paid to WEDA in 2018.

Total revenues, which include incremental revenues, interest earnings, other miscellaneous revenues and prior year excess revenues, are \$12,892,545 for 2017 and \$12,847,238 for 2018. Expenditures, which include contractual obligations, property tax collection fees, debt service and transfers, are \$9,856,346 for 2017 and \$9,179,813 for 2018. Expenditures consist primarily of debt service and contractual obligation payments that are non-discretionary in nature. Failure to budget for these payments would put WEDA in violation of its legal commitments. The WEDA budget projects a substantial remaining fund balance. These funds are necessary in order to meet bond and loan reserve requirements and are not available for other purposes.

### Westminster Economic Development Authority Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Contractual</b>	\$526,730	\$535,249	\$532,968	\$904,404	\$903,722
<b>Capital Projects</b>	\$12,883,629	\$4,034,147	\$4,579,593	\$0	\$0
<b>Debt Service</b>	\$8,506,668	\$8,524,685	\$8,524,685	\$8,551,942	\$7,876,091
<b>Transfers</b>	\$1,844,001	\$378,576	\$378,576	\$400,000	\$400,000
<b>TOTAL</b>	<b>\$23,761,028</b>	<b>\$13,472,657</b>	<b>\$14,015,822</b>	<b>\$9,856,346</b>	<b>\$9,179,813</b>



## DEBT SERVICE FUND

The Debt Service Fund was created to manage the City’s repayment of long-term debt-financed projects. It accounts for the financial resources used for the payment of long-term non-enterprise fund debt, principal, interest and related costs. The debt service is funded primarily via transfer payments from the Sales & Use Tax and Open Space Sales and Tax Funds. The Fund includes debt payments associated with the following obligations in the 2017/2018 Budget:

- 2001 Sales Tax (STX) Revenue Bonds for the widening of 112th Avenue between Sheridan Boulevard and Stuart Street
- 2015 POST Revenue Refunding Bonds for the partial refunding of the 2007D POST Revenue Bonds used for open space land purchases and parks and recreation facility capital improvements
- 2010 STX Revenue Refunding Bonds for the partial refunding of the 2001 and 2002 STX Revenue Bonds

In 2016, the Fund paid off the following obligations and they are not reflected in 2017 and 2018:

- 2007B Parks Open Space and Trails (POST) Revenue Refunding Bonds for the refunding of the 1997B POST revenue bonds (final maturity in 2016)
- 2007A STX Revenue Refunding Bonds for the refunding of the 1997A STX Revenue Bonds (final maturity in 2016)
- 2007C STX Revenue Refunding Bonds for the partial refunding of the 1997A Revenue Bonds (final maturity in 2016)

The detailed General Debt Service Schedule for these obligations is found within the Revenues & Expenditures Summary Section of this document.

### Total Budget by Category

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Principal Payments</b>	\$5,835,000	\$6,105,000	\$6,105,000	\$2,185,000	\$2,300,000
<b>Interest Payments</b>	\$1,864,233	\$1,582,208	\$2,268,984	\$1,131,719	\$1,052,969
<b>Paying Agent Fees</b>	\$2,228	\$7,600	\$7,600	\$2,000	\$1,700
<b>TOTAL</b>	<b>\$7,701,461</b>	<b>\$7,694,808</b>	<b>\$8,381,584</b>	<b>\$3,318,719</b>	<b>\$3,354,669</b>



WESTMINSTER



## CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) is a comprehensive five-year program that projects the financing and construction of major durable and fixed assets, such as streets, buildings, parks and water and sewer lines. The first two years of the CIP are the appropriated capital budgets for the respective adopted two-year budget.

The total CIP continues to reflect an effort to move forward on many capital improvement fronts to address the City's needs as well as enhance community quality of life. These improvements benefit existing and future citizens and businesses by rehabilitating, improving and enhancing community amenities. Throughout the 2017/2018 budget development process, Staff worked to strike a balance between capital and operating needs, and the CIP reflects these efforts. Overall, due to significant carryover funds being available in 2017 due to expenditure savings in 2015 and revenues producing more than originally anticipated, the 2017 CIP is significantly higher than 2018 due to effects of carryover. Staff does anticipate additional carryover in 2018, but will revisit that after the annual audit is complete with the mid-year budget review.

The CIP is classified in two major categories according to fund type, the General Capital Improvements (funded by governmental funds) and Utility Fund (a proprietary fund). Proprietary funds differ from governmental funds in that the proprietary funds operate similar to private business enterprises; for example, Utility Fund activities are primarily funded by rates and fees charged to the users of the system. In contrast, governmental funds typically include taxes as a revenue source.

### **General Capital Improvement Fund (GCIF) Overview**

General capital improvement projects include general improvements, public safety improvements and parks, recreation and libraries improvements. In addition to unrestricted funds, revenue sources also include a component of restricted funds, which are limited to specific uses such as public safety and open space purposes.

A total of 87 general capital improvement projects are funded in 2017 at a cost of \$33,249,000. A total of 82 general capital improvement projects are funded in 2018 at a cost of \$17,807,000. All GCIF projects in 2017 and in 2018 will be funded on a "pay-as-you-go" basis and do not include the use of debt financing.

**General and Public Safety Improvements** - The revenues that fund this category of projects include Adams County Road sales tax, interest earnings, cash-in-lieu payments for future projects by developers, miscellaneous income, carryover and transfer payments from the Westminster Economic Development Authority (WEDA) and the Sales and Use Tax Fund.

- The Adams County Road sales tax is based on a 2006 voter approved extension of sales tax from 2009 through 2028, of which 0.2% is dedicated for transportation projects and a portion of which is shared back with municipalities. Funds are allocated proportionately based on population. These funds are restricted for use on road and bridge projects within the Adams County portion of Westminster.
- The funds from WEDA are due to a cooperation agreement the City and WEDA entered in June 2011 related to the Westminster Center East urban renewal area. The agreement provides for WEDA to repay the City for amounts previously advanced by the City to WEDA to further the implementation of the 2003 Westminster Center Reinvestment Plan and the 2009 Westminster Center Urban Reinvestment Plan; it is projected that Westminster Center East will repay the City \$400,000 in 2017 and \$400,000 in 2018. In addition, transfers of \$3.35 million for 2017 and \$750,000 for 2018 from WEDA to the City are projected in connection with land sales in the Downtown Westminster Area and are funded to assist with Downtown Westminster investments, such as parking. No restrictions are placed on these funds

since they are a reimbursement of costs previously incurred by the City that benefit the urban renewal areas.

- The transfer from the Sales and Use Tax Fund includes public safety tax revenues. There are no specific restrictions on the general sales and use tax revenues and the public safety tax funds are utilized on public safety purposes, i.e., police, fire and municipal court facilities or projects.

**Parks, Recreation and Libraries Improvements** - This category includes parks, recreation facilities, golf courses, trails and libraries. The revenues that fund this category of projects include park development fees, accommodations tax, Adams County attributable open space revenues, Jefferson County attributable open space revenues, carryover and transfer payments from the Parks, Open Space & Trails (POST) Fund and General Fund. Included within this section are the Conservation Trust and Golf Course Funds.

- The funds budgeted within this category have specific restrictions on their use.
- The accommodations tax applies to charges for hotel or motel rooms or accommodations in the City. These funds are dedicated per City Council policy to park capital improvements via the Community Enhancement Program (CEP), which funds design, construction and maintenance of City entryway signs, medians, rights-of-way, neighborhood enhancements, artwork and special projects.
- Adams and Jefferson Counties' attributable open space revenues are a portion of the open space funds collected in Adams and Jefferson Counties that are automatically dispersed to the City by the counties for use on open space programs; they must be used within their respective counties on qualifying projects (each county has slightly different restrictions on how these funds may be utilized).
- Carryover funds are from prior years, resulting from expenditures being less than budgeted or revenues coming in higher than projected. These funds are restricted dependent upon the original funding source, such as accommodations tax revenues must be applied toward CEP purposes; Adams County attributable open space revenues must be used on Adams County qualified open space projects; etc.
- Conservation Trust Funds are the City's share of lottery proceeds received from the State of Colorado. Spending is restricted to the development or improvement of City parks and recreation facilities and may be utilized on library facilities.
- Golf Course revenues are utilized on capital improvements within Legacy Ridge or The Heritage Golf Courses.

### Utility Fund Capital Improvement Overview

Utility Fund capital improvement projects provide for the repair, replacement and improvements to the wastewater, water and stormwater systems. The uses of Utility Fund revenues are restricted to wastewater, water and stormwater purposes.

A total of 35 Utility Fund capital improvement projects are funded in 2017 at a cost of \$26,485,000. A total of 34 Utility Fund capital improvement projects are funded in 2018 at a cost of \$38,914,000. All Utility Fund projects in 2017 and in 2018 will be funded on a "pay-as-you-go" basis and do not include the use of debt financing.

**Wastewater Improvements** - Revenues that fund this category of projects include wastewater residential and commercial sales, tap fees, and interest earnings. Money held in the Capital Project Reserve (CPR) also funds capital projects, pursuant to policy whereby CPR funds will be utilized for ongoing repair and replacement for the overall utility. These funds are restricted in that they must be utilized for wastewater system capital projects. Use of CPR is programmed in 2017 and 2018 for wastewater projects including \$1,173,978 of CPR is budgeted in 2017 and \$5,145,305 in 2018. Additional information regarding the CPR is included within the Miscellaneous Funds section for the Utility Reserve Fund.

**Water Improvements** - Revenues that fund this category of projects include residential, commercial, reclaimed and wholesale water sales, meter service fees, residential and commercial tap fees, and interest earnings. Money held in the CPR also funds capital projects, pursuant to policy whereby CPR funds will be uti-





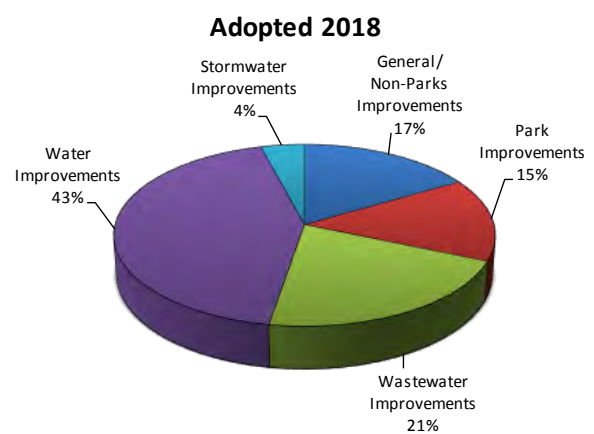
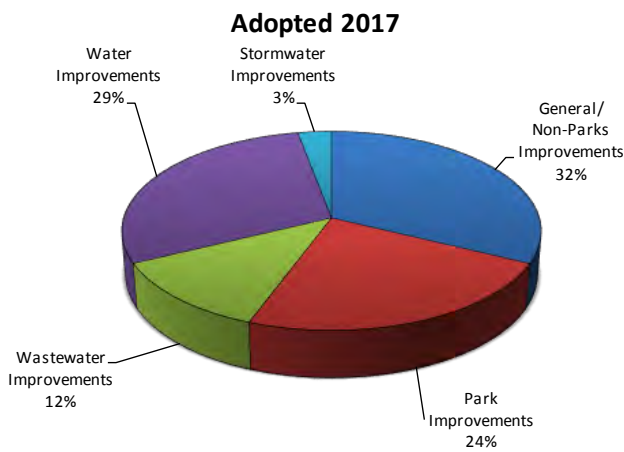
lized for ongoing repair and replacement for the overall utility. These funds are restricted in that they must be utilized for water system capital projects. Use of CPR is programmed in 2018 for water projects including \$3,351,866; no CPR funds are programmed in 2017. Additional information regarding the CPR is included within the Miscellaneous Funds section for the Utility Reserve Fund.

**Stormwater Improvements** - This category of projects is funded by a fee assessed against a property based on the “demand” a property places on the stormwater drainage system, as measured by runoff amount, impervious area or land use characteristics. Other revenues include interest earnings. These projects help the City comply with the requirements set forth in the state administered National Pollutant Discharge Elimination System permit, which is federally mandated for all counties, cities and other government agencies throughout the United States to reduce stormwater pollution in accordance with the Clean Water Act of 1972. These funds are restricted in that they must be utilized for stormwater drainage maintenance and improvements. The Stormwater fee funds the implementation of drainage improvements for flood control, the retrofitting of existing detention ponds for water quality, street sweeping activities for water quality purposes and the updating of the storm sewer system.

**Capital Improvement Program Funding**

The City prepares a five year CIP during the budget process, however, only the first two years are approved during the budget process. The following table represents the adopted and recommended funding for 2017-2021:

<b>Total Budget by Category</b>					
	<b>2017 Adopted</b>	<b>2018 Adopted</b>	<b>2019 Rec.</b>	<b>2020 Rec.</b>	<b>2021 Rec.</b>
<b>General/</b>					
<b>Non-Parks Improvements</b>	\$19,270,000	\$9,412,000	\$9,865,000	\$8,287,000	\$7,656,000
<b>Park Improvements</b>	\$13,979,000	\$8,395,000	\$7,983,000	\$7,712,000	\$7,965,000
<b>Wastewater Improvements</b>	\$7,222,000	\$12,062,000	\$11,041,000	\$4,742,000	\$8,154,000
<b>Water Improvements</b>	\$17,513,000	\$24,507,000	\$30,596,000	\$27,128,000	\$24,651,000
<b>Stormwater Improvements</b>	\$1,750,000	\$2,345,000	\$3,331,000	\$1,649,000	\$528,000
<b>TOTAL</b>	<b>\$59,734,000</b>	<b>\$56,721,000</b>	<b>\$62,816,000</b>	<b>\$49,518,000</b>	<b>\$48,954,000</b>



**Capital Improvement Program Detail**

The remaining pages in this section provide Capital Improvement Program details for 2017-2021, including a project listing and project descriptions for 2017 and 2018, and ending with the five year 2017-2021 CIP.

**2017 and 2018 PROJECT SUMMARY LIST****General Capital Improvement Projects**

	<b><u>2017 Adopted</u></b>	<b><u>2018 Adopted</u></b>
112th Ave Improvements at Westminster Blvd	\$125,000	\$125,000
92nd Avenue, Harlan Street to Ingalls Street	\$0	\$250,000
ADA Modifications	\$100,000	\$40,000
Arterial Roadway Rehabilitation	\$1,081,000	\$1,033,000
Bicycle Master Plan Implementation	\$50,000	\$50,000
Big Dry Creek Equipment Storage Facility Heating & Insulation	\$0	\$70,000
Bike-N-Ride Shelters	\$0	\$43,000
Bridge, Pedestrian Railing Repainting	\$887,000	\$650,000
Building Operations and Maintenance Computerized Maintenance Management (CMMS)	\$35,000	\$35,000
Building Operations and Maintenance (BO&M) Major Maintenance	\$400,000	\$141,000
City Facilities Parking Lot Maintenance Program	\$125,000	\$100,000
City Facilities Parking Lot Major Rehabilitation and Reconstruction	\$176,000	\$150,000
City Facility Energy Project Coordinator	\$110,000	\$113,000
City Hall and Facilities Space Renovations	\$650,000	\$750,000
City Hall HVAC Work	\$0	\$75,000
City Hall Security Upgrades	\$150,000	\$150,000
Downtown Westminster Investment (Parking Structure & Other Investments)	\$3,350,000	\$750,000
Federal Parkway Improvements 120th to 122nd Avenue (citizen request)	\$170,000	\$750,000
Geographic Information System Upgrades	\$25,000	\$25,000
Historic Saint Anthony North Contribution (citizen request)	\$150,000	\$0
Historic Structure Maintenance	\$86,000	\$50,000
Innovation Pavillion	\$150,000	\$0
JD Edwards System Upgrade	\$84,000	\$84,000
Laserfiche Upgrades / Additional Licenses	\$34,000	\$28,000
Lowell Blvd (120th to 124th Avenue) (IGA Requirement with Broomfield)	\$425,000	\$425,000
Lowell Blvd (81st to 84th Sidewalk Improvements)	\$0	\$130,000
Major Concrete Replacement Program	\$300,000	\$100,000
Microsoft Software Upgrades	\$57,000	\$57,000
Miscellaneous CD Construction Projects	\$20,000	\$25,000
Mobility and Transportation Plan Implementation	\$100,000	\$100,000
New Development Participation	\$0	\$50,000
New Street Light Program	\$25,000	\$25,000
New Traffic Signals & Traffic Signal Replacements	\$600,000	\$200,000
Pavement Management System Upgrade	\$100,000	\$0
Quiet Zone at 112th Avenue	\$0	\$50,000
Quiet Zone at 72nd Avenue/ Lowell Blvd/ Bradburn Blvd	\$255,000	\$400,000
Railroad Crossing Surface Replacement Program	\$0	\$50,000
Ralston House	\$260,000	\$0



	<u>2017 Adopted</u>	<u>2018 Adopted</u>
Real Estate/Economic Development Strategic Fund	\$500,000	\$0
Rental Housing Electronic Licensing and Inspection System	\$100,000	\$0
Sidewalk Connection	\$60,000	\$0
South Westminster Revitalization Project	\$25,000	\$25,000
Storage Area Network (SAN) Replacement	\$100,000	\$0
Teleworks Upgrade	\$18,000	\$30,000
Tiger Grant-Sheridan and Church Ranch Underpass	\$0	\$400,000
Westminster Center Urban Reinvestment Proj (WURP) City Participation	\$5,200,000	\$150,000
Westminster Center Urban Reinvestment Project (WURP) Roadway	<u>\$1,676,000</u>	<u>\$400,000</u>
<b>Total General Capital Improvement Projects</b>	<b><u>\$17,759,000</u></b>	<b><u>\$8,079,000</u></b>
 <b><u>Public Safety Capital Improvement Projects</u></b>		
Fire Station Emergency Generator	\$50,000	\$50,000
Fire Station Major Modifications-Door Locks	\$46,000	\$0
Fire Station Major Modifications-General	\$60,000	\$30,000
Public Safety Center Carpet Replacement	\$50,000	\$50,000
Public Safety Facilities' Maintenance (BO&M)	\$293,000	\$120,000
Public Safety Tax-Energy Projects	\$40,000	\$30,000
Public Safety Center Building Infrastructure	\$50,000	\$50,000
Computer Aided Dispatch/Records Mgmt System Software Upgrades	\$140,000	\$140,000
JD Edwards System Upgrade	\$84,000	\$84,000
Microsoft Software Upgrades	\$28,000	\$28,000
Storage Area Network (SAN) Replacement	\$62,000	\$0
CAD to CAD Dispatch System	\$168,000	\$150,000
Fire Station 3 Air Compressor	\$60,000	\$0
New Municipal Court Facility Design	\$380,000	\$536,000
Public Safety Center Space Study	<u>\$0</u>	<u>\$65,000</u>
<b>Total Public Safety Capital Improvement Projects</b>	<b><u>\$1,511,000</u></b>	<b><u>\$1,333,000</u></b>
 <b><u>Parks, Recreation and Libraries Capital Improvement Projects</u></b>		
Aquatics Major Maintenance (BO&M)	\$50,000	\$35,000
Armed Forces Tribute Garden Statues	\$242,000	\$121,000
Big Dry Creek Trail Update Project	\$160,000	\$160,000
Bike Share Program	\$30,000	\$30,000
Building Operations & Maintenance Rec Center Maintenance - Energy	\$100,000	\$50,000
Christopher Fields Dugout Roofs	\$0	\$155,000
City Park Recreation Center Cooling System Replacement	\$0	\$75,000
City Park Recreation Center Gym Floor & Racquetball Courts	\$400,000	\$100,000
Community Enhancement Program	\$2,265,000	\$2,305,000
Community Supported Agriculture	\$75,000	\$25,000
Concrete Repair/Replacement	\$60,000	\$0

	<b><u>2017 Adopted</u></b>	<b><u>2018 Adopted</u></b>
Construction Crew Maintenance/Repair	\$30,000	\$40,000
Downtown Westminster Parks	\$3,995,000	\$805,000
Golf Course Improvements	\$180,000	\$180,000
Heritage Golf Course Cart Path Replacement	\$80,000	\$0
Landscape Architect II/ Project Manager	\$86,000	\$89,000
Legacy Golf Course Cart Path Replacement	\$70,000	\$0
Legacy Golf Course Irrigation System Replacement	\$1,232,000	\$0
Library Master Plan Implementation	\$50,000	\$50,000
Library Repair and Maintenance	\$50,000	\$50,000
Metzger Farm	\$50,000	\$50,000
Minor Median Maintenance	\$50,000	\$50,000
Mobility Action Plan Implementation-Wayfinding	\$50,000	\$50,000
Open Space Repair and Maintenance	\$275,000	\$275,000
Park 1200 Stabilization	\$0	\$60,000
Park and Recreation Comprehensive Plan	\$200,000	\$0
Park Maintenance (JCOS)	\$525,000	\$541,000
Park Renovation Program	\$325,000	\$325,000
Playground Surface Maintenance	\$60,000	\$60,000
Recreation Facilities Improvements	\$180,000	\$180,000
Recreation Facilities Major Maintenance (BO&M)	\$680,000	\$273,000
Skyline Vista Park	\$70,000	\$0
Standley Lake Regional Park Master Plan Implementation Phase 1	\$200,000	\$0
Trail Development	\$180,000	\$200,000
Transfer to Golf Course Fund	\$230,000	\$230,000
Water Play Installation	\$189,000	\$811,000
Westminster Sports Center	\$60,000	\$20,000
Westminster Station Park Construction	<u>\$1,500,000</u>	<u>\$1,000,000</u>
<b>Total Parks, Recreation and Libraries Capital Improvement Projects</b>	<b><u>\$13,979,000</u></b>	<b><u>\$8,395,000</u></b>
 <b>TOTAL GENERAL CAPITAL IMPROVEMENT PROJECTS</b>	 <b><u>\$33,249,000</u></b>	 <b><u>\$17,807,000</u></b>

**UTILITY FUND CAPITAL IMPROVEMENT PROJECT LIST**

**Wastewater System Improvement Projects**

City-Wide Open Cut Sewer Repairs	\$990,000	\$0
City-Wide Trenchless Sewer Repairs	\$900,000	\$500,000
BDCWWTF Biosolids & Dewatering Improvements	\$453,000	\$10,410,000
BDCWWTF Campus-Wide Major R&R	\$3,400,000	\$385,000
Big Dry Creek Interceptor Sewer Condition Assessment	\$680,000	\$0
Consolidation Study for the N. Huron and Big Dry Creek Lift Stations	\$150,000	\$0
JD Edwards System Upgrade	\$21,000	\$21,000
Microsoft Software Upgrades	\$29,000	\$29,000



	<u>2017 Adopted</u>	<u>2018 Adopted</u>
Ongoing City-Wide Lift Stations R&R	\$200,000	\$200,000
Payment In Lieu of Use Tax (transfer to S&U Tax Fund)	\$114,000	\$221,000
Storage Area Network (SAN) Replacement	\$38,000	\$0
Wastewater Capital Outlay Replacement Prog (WW-CORP)	\$230,000	\$201,000
Water Quality Compliance & Testing Facility R&R	\$17,000	\$95,000
<b>Total Wastewater System Improvement Projects</b>	<b><u>\$7,222,000</u></b>	<b><u>\$12,062,000</u></b>
 <b><u>Water System Improvement Projects</u></b>		
City Hall Cashier System	\$75,000	\$0
Croke Canal and Standley Lake Improvements	\$0	\$550,000
CWSP - Reclaimed Distribution System Improvements	\$0	\$100,000
Gravel Lakes Facilities Major R&R	\$0	\$50,000
High Service Pump Station Improvements	\$4,500,000	\$0
JD Edwards System Upgrade	\$21,000	\$21,000
Microsoft Software Upgrades	\$29,000	\$29,000
MSC Gasoline Remediation	\$103,000	\$10,000
On-Going Water Treatment Facilities R&R	\$0	\$640,000
Payment In Lieu of Use Tax (transfer to S&U Tax Fund)	\$287,000	\$298,000
Raw Water System Efficiency Improvements	\$0	\$50,000
Raw Water System Improvements & R&R	\$0	\$400,000
Reclaimed Water Treatment Facility Major R&R	\$0	\$160,000
Replacement Utility Billing Software	\$300,000	\$0
Residential Water Meters Replacement Phases 1 and 2	\$0	\$6,500,000
SCADA & PLC Updates	\$0	\$900,000
Semper WTF Replacement Siting Study & Capacity Confirmation	\$0	\$610,000
Sheridan Blvd Main Repair - South of US36	\$3,000,000	\$0
Storage Area Network (SAN) Replacement	\$50,000	\$0
Teleworks Upgrade	\$42,000	\$70,000
Temporary Utility Fund Engineer	\$100,000	\$0
Utility Fund Facilities Parking Lot Maintenance Program	\$0	\$30,000
Water Capital Outlay Replacement Prog (W-CORP)	\$506,000	\$389,000
Water Transmission Main Valves	\$650,000	\$0
Water Treatment Facilities Chlorine Storage Tanks R&R	\$0	\$400,000
Westside Pump Stations Construction - Countryside Pump Station & Tank	\$6,750,000	\$0
Zone 3 Expansion	<u>\$1,100,000</u>	<u>\$13,300,000</u>
<b>Total Water System Improvement Projects</b>	<b><u>\$17,513,000</u></b>	<b><u>\$24,507,000</u></b>

	<u>2017 Adopted</u>	<u>2018 Adopted</u>
<b><u>Stormwater System Improvement Projects</u></b>		
Big Dry Creek Stabilizations	\$250,000	\$250,000
City Park Channel Phase #2	\$100,000	\$0
Misc Storm Drainage Improvements	\$434,000	\$1,112,000
Payment In Lieu of Use Tax (transfer to S&U Tax Fund)	\$18,000	\$32,000
South Branch Hylands Creek	\$378,000	\$631,000
Storm Water Pipe Cleaning, GPS Locating & Inspection	\$70,000	\$70,000
TOD Water Quality Pond	\$500,000	\$0
Walnut Creek Stabilizations	\$0	\$250,000
<b>Total Stormwater System Improvement Projects</b>	<b><u>\$1,750,000</u></b>	<b><u>\$2,345,000</u></b>
<b>TOTAL UTILITY FUND CAPITAL IMPROVEMENT PROJECTS</b>	<b><u>\$26,485,000</u></b>	<b><u>\$38,914,000</u></b>
<b>GRAND TOTAL CAPITAL IMPROVEMENT PROJECTS</b>	<b><u>\$59,734,000</u></b>	<b><u>\$56,721,000</u></b>

**Project Acronyms:**

- GPS-Global Positioning System
- HVAC-Heating, Ventilation and Air Conditioning
- PLC-Programmable Logic Control
- R&R- Repair and Replacement
- SCADA-Supervisory Control and Data Acquisition
- TOD-Transit Oriented Development



**GENERAL CAPITAL IMPROVEMENT FUND PROJECT DESCRIPTIONS**

**General Capital Improvement Projects**

**112th Avenue Improvements at Westminster Boulevard**

**Adopted 2017 = \$125,000**

**Adopted 2018 = \$125,000**

This project reflects the City’s participation towards developer constructed roadway improvements to 112th Avenue and Westminster Boulevard. The project will widen 112th Avenue to two eastbound lanes and bike lanes on both sides of Westminster Boulevard.

**92nd Avenue, Harlan Street to Ingalls Street**

**Adopted 2017 = \$0**

**Adopted 2018 = \$250,000**

This project will eliminate to northernmost west-bound lane between Harlan Street and Ingalls Street to mitigate a safety concern. The current configuration of the lane requires drivers to turn right onto Ingalls Street when travelling west bound, when drivers often continue to drive westbound on 92nd Avenue instead of turning.

**ADA Modifications**

**Adopted 2017 = \$100,000**

**Adopted 2018 = \$40,000**

Funding for this project supports consulting and project implementation for ADA related items. Modifications include ADA projects across several departments and divisions including Parks, Streets, Building Operations & Maintenance, Police, Community Development, and Human Resources. Once initial planning is complete and projects identified, individual projects are expected to be funded by each department and division. The remainder of funding will complete the ADA audit of facilities and projects identified in the audit.

**Arterial Roadway Rehabilitation**

**Adopted 2017 = \$1,081,000**

**Adopted 2018 = \$1,033,000**

This ongoing project consists of resurfacing the existing pavement for a smoother ride, elimination of rutting and re-sealing the surface of the roadway. Improvements to the existing pavement on major arterials will extend the life of the pavement and offset the high cost of repairs with a long-term savings being realized over time due to the elimination of rutting and weak areas. At least two arterial roadways per year are scheduled for resurfacing the existing pavement for a smoother ride. Projects for 2017 include Sheridan Boulevard, 113th Avenue, 120th Avenue, 72nd Avenue and Lowell Boulevard. Projects for 2018 include 88th Avenue, Federal Parkway, Wadsworth Parkway, and Independence Drive.

**Bicycle Master Plan Implementation**

**Adopted 2017 = \$50,000**

**Adopted 2018 = \$50,000**

This ongoing project will fund various bicycle improvements that were identified in the City’s Bicycle Master Plan. The current strategy targets bicycle projects that coincide with street overlay and reconstruction projects, such as striping and signing of bike lanes.

**Big Dry Creek Equipment Storage Facility Heating & Insulation**

**Adopted 2017 = \$0**

**Adopted 2018 = \$70,000**

The City’s equipment storage facility in north Westminster stores three snow removal trucks, one front end loader and 2,000 tons of deicing material. In response to cold temperatures experienced in this facility, this project will provide for the installation of insulation and a heating system for this facility to improve equipment performance and turnaround time during the snow season.

**Bike-N-Ride Shelters**

**Adopted 2017 = \$0**

**Adopted 2018 = \$43,000**

This project represents the City’s grant match to install Bike-N-Ride shelters that provide secure bike parking at RTD

Park-N-Ride stations, including US 36/Sheridan Station eastbound, Church Ranch eastbound and westbound. Project funds provide the match for a Transportation Alternatives Program grant in partnership with RTD, 36 Commuting Solutions, and the City and County of Broomfield to build three shelters.

**Bridge, Pedestrian Railing Repainting**

**Adopted 2017 = \$887,000**

**Adopted 2018 = \$650,000**

The City is responsible for maintaining the architectural enhancements and pedestrian railings of 17 large scale bridges throughout the City. This ongoing project funds the painting and repair of these bridges. The 2017 project includes the bridge on Westminster Boulevard over US 36 and sections of the pedestrian railings on the 136th Avenue and 144th Avenue bridges (service underpass, west of the I-25 ramps). The 2018 project includes the Westminster Boulevard Bridge over Airport Creek.

**Buildings Operations and Maintenance Computerized Maintenance Management System (CMMS)**

**Adopted 2017 = \$35,000**

**Adopted 2018 = \$35,000**

This project will allow Building Operations & Maintenance to further integrate the existing maintenance management program with JD Edwards. This project will implement additional inventory services and assets needed to continue to build out a preventive maintenance program for additional assets. Funding of approximately \$125,000 has previously been appropriated for CMMS implementation.

**Building Operations & Maintenance Major Maintenance**

**Adopted 2017 = \$400,000**

**Adopted 2018 = \$141,000**

This ongoing funding is for multiple projects relating to the maintenance of General Fund facilities. Examples of projects include the replacement of the security camera system and replacement of shop drains at the Municipal Service Center, and maintenance needs at the former animal shelter. Funding spans multiple years to provide adequate time for design, purchase, coordination and implementation.

**City Facilities Parking Lot Maintenance Program**

**Adopted 2017 = \$125,000**

**Adopted 2018 = \$100,000**

This ongoing project provides for contractual crack sealing, resurfacing, sealcoating and concrete replacement as required at 100 municipal parking lot sites. Of the parking lot sites, 81 are asphalt, 16 are concrete and 3 are a combination of asphalt and concrete, all requiring regular maintenance. This project also funds necessary repairs at two concrete courtyards. Rotation for asphalt pavement requires crack sealing every three years and sealcoating every six years. Concrete pavement requires crack sealing every six years and sealing every 10 years.

**City Facilities Parking Lot Major Rehabilitation and Reconstruction**

**Adopted 2017 = \$176,000**

**Adopted 2018 = \$150,000**

This ongoing project funds the overlay or reconstruction of 27 City facility parking lots. A comprehensive pavement evaluation of all City facility parking lots was performed in 2013 and found 27 of the 98 parking lots have deteriorated to the point where low-cost, preventive maintenance is no longer beneficial. Of the 27 lots, 24 require overlay and three require total reconstruction. The projects for 2017 include overlay at the MAC (cost sharing with Hyland Hills), the Westminster Sports Center, and the Swim and Fitness Center. The project for 2018 includes overlay at the Westview Recreation Center.

**City Facility Energy Project Coordinator**

**Adopted 2017 = \$110,000**

**Adopted 2018 = \$113,000**

Funding for this ongoing project supports the Facilities Energy and CIP Coordinator salary. The focus of work performed includes general improvements to facility energy systems, and studies into possible alternatives to typical grid energy. Work efforts focus on a variety of projects including the new Downtown District Energy feasibility study.





**City Hall and Facilities Space Renovations**

**Adopted 2017 = \$650,000**

**Adopted 2018 = \$750,000**

Formally named the Facilities Space Study, this project will address the space constraints driven by new FTEs at City Hall. It includes funding for multiple small renovation projects (design and construction), movers for employees and furniture for City Hall (design and purchase). The project, primarily affecting City Hall but will include several other facilities, is expected to take multiple years and occur in a phased manner based on construction logistics. Funding of approximately \$75,000 has previously been appropriated to this project.

**City Hall HVAC Work**

**Adopted 2017 = \$0**

**Adopted 2018 = \$75,000**

This project replaces 28 aging heating, ventilation and air conditioning heat pumps throughout City Hall. The project includes insulating condenser water piping to allow the system temperature to be reduced below the dew point to operate as efficiently as possible with the intended design. Total project cost is projected at \$615,000.

**City Hall Security Upgrades**

**Adopted 2017 = \$150,000**

**Adopted 2018 = \$150,000**

This project is for various security upgrades relating to the 2016 Security Assessment at City Hall. A prioritized list of projects is currently under consideration and potential projects include: replacement of CCTV system; door hardware changes and upgrades; potential camera monitoring station; changes to card access system; improved parking lot lighting; and wayfinding signage.

**Downtown Westminster Investment (Parking Structure & Other Investments)**

**Adopted 2017 = \$3,350,000**

**Adopted 2018 = \$750,000**

This project will provide for the funding for an additional parking structure or other alternatives at the Downtown Westminster site. The additional parking will have estimated capacity of 600 stalls. Additional funding will be required in future years for this project.

**Federal Parkway Improvements 120th Avenue to 122nd Avenue**

**Adopted 2017 = \$170,000**

**Adopted 2018 = \$750,000**

This project will complete the widening of Federal Parkway beginning north of 120th Avenue and ending at 122nd Avenue. Completed improvements will include two north and southbound lanes, north and southbound bike lanes, a left turn lane and right turn lanes up to 122nd Avenue. The lanes will then transition to just one northbound and southbound lanes north of 122nd Avenue.

**Geographic Information Systems (GIS) Upgrades**

**Adopted 2017 = \$25,000**

**Adopted 2018 = \$25,000**

This ongoing project provides funding for the enhancements to the City’s GIS program. The GIS program continues to update and enhance the City’s geospatial data resources and is accessible through web-based, mobile and desktop applications to both the public and to City staff.

**Historic Saint Anthony North Contribution**

**Adopted 2017 = \$150,000**

**Adopted 2018 = \$0**

Centura/St. Anthony’s staff made a presentation to City Council about the creation of their 84th Avenue Neighborhood Health Center. Centura moved the main hospital ten miles north and is repurposing the old facility to serve the area. The Emergency Department (ED) is the most heavily used in the Centura system, mostly because the local population uses the ED as access to health care. Centura intends to co-locate the ED next to the Senior Health and Family Medicine Residency Clinic and an enhanced Behavioral Health Services (mental health) facility. In addition to these services, the Center will provide dental care, imaging, cardiac rehabilitation, and mammography screenings. Catholic Health Initiatives will provide the majority of the funding needed for this \$12.3 million project. St. Anthony North

Health Foundation is leading a \$1 million capital campaign to finish the project. The funds are to be the City's contribution as economic development assistance.

### Historic Structure Maintenance

**Adopted 2017 = \$86,000**

**Adopted 2018 = \$50,000**

This project will fund the assessment and rehabilitation of historic structures owned by the City. The needs are typically related to upgrades, reconstruction, and stabilization of existing city-owned historic structures on Open Space. Due to their historic nature, special consultants and contractors may be required to maintain them.

### Innovation Pavilion

**Adopted 2017 = \$150,000**

**Adopted 2018 = \$0**

This project includes a one-time participation cost with Innovation Pavilion © (IP). Innovation is crucial to sustained economic growth. The development of an innovation ecosystem requires a variety of components and activities. The Innovation Pavilion © (IP) is an entrepreneurial ecosystem that integrates the activities of business incubation, maker space, STEM education, a 21st Century Library, event space, millennial housing and retail space, and corporate anchor spaces into an innovation campus. IP would be responsible for physical development, operation of the campus, and strategic partner development. IP is currently engaged in successful implementation in Centennial and Parker. The Innovation Pavilion © (IP) is an entity capable of developing and implementing an ecosystem in Westminster that would serve to make the City an innovation hub.

### JD Edwards System Upgrade

**Adopted 2017 = \$84,000**

**Adopted 2018 = \$84,000**

This project provides for ongoing JD Edwards EnterpriseOne ERP application upgrades and enhancements, and is necessary to maintain and improve the City's ability to effectively use JD Edwards for the foreseeable future. The total budget for this project in 2017 is \$210,000 and another \$210,000 in 2018, with costs being distributed between the General Capital Improvement (General and Public Safety) and Utility Funds.

### Laserfiche Upgrades / Additional Licenses

**Adopted 2017 = \$34,000**

**Adopted 2018 = \$28,000**

This project funds annual phased additions of the City's document management software (Laserfiche) to meet operational needs and provide systems integration. The intent is to provide connectivity of all electronic records with appropriate security levels for day-to-day operational access/use of management in researching/decision making.

### Lowell Boulevard (120th to 124th Avenues)

**Adopted 2017 = \$425,000**

**Adopted 2018 = \$425,000**

This project funds a portion, approximately 19%, of the widening of Lowell Boulevard between 120th Avenue and 124th Avenue to a four-lane arterial street with turn lanes and a raised median. The remainder of the costs will be funded by the City and County of Broomfield as part of an intergovernmental agreement. Funding of approximately \$1,143,000 has previously been appropriated to this project.

### Lowell Boulevard (81st to 84th Sidewalk Improvements)

**Adopted 2017 = \$0**

**Adopted 2018 = \$130,000**

This project includes sidewalk improvements on the west side of Lowell Boulevard from 81st Avenue to 84th Avenue. This project will improve pedestrian accessibility along Lowell Boulevard by replacing deteriorating asphalt and providing ADA ramps at Bradburn Drive.

### Major Concrete Replacement Program

**Adopted 2017 = \$300,000**

**Adopted 2018 = \$100,000**

This project will replace 17,000 lineal feet of deteriorated curbs, gutters, sidewalks, curb ramps and crosspans in the



Sunstream and Highland Greens subdivisions. Work within the Sunstream subdivision was included in the 2015/2016 CIP and the project will partially be complete in 2016; however, due to cost escalation of concrete over the past two years, including a 21% increase in 2015, additional funding is needed to complete the work in the Sunstream subdivision.

**Microsoft Software Upgrades**

**Adopted 2017 = \$57,000**  
**Adopted 2018 = \$57,000**

This project provides for future Microsoft Exchange, SharePoint and Office application upgrades. The project is necessary to ensure feature updates, security enhancements, patches and technical support remain current for these applications. The total budget for this project in 2017 is \$143,000 and another \$143,000 in 2018, with costs being distributed between the General Capital Improvement (General and Public Safety) and Utility Funds.

**Miscellaneous Community Development Construction Projects**

**Adopted 2017 = \$20,000**  
**Adopted 2018 = \$25,000**

This ongoing project provides funding for the maintenance of City-owned brick walls (e.g. 72nd Avenue/Sheridan Boulevard and 120th Avenue adjacent to The Ranch Subdivision), wood fences (e.g. 92nd Avenue to Trendwood Subdivision), and minor construction/maintenance work within public rights-of-way and other public lands.

**Mobility and Transportation Plan Implementation**

**Adopted 2017 = \$100,000**  
**Adopted 2018 = \$100,000**

This project will update the City’s Roadway Master Plan and combine other transportation and mobility related documents into a Transportation Master Plan that sets the Transportation and Mobility vision, including clear implementation timeframes and funding opportunities.

**New Development Participation**

**Adopted 2017 = \$0**  
**Adopted 2018 = \$50,000**

This ongoing project provides funding for the City’s share of certain public improvements installed by private developers. For example, the Westminster Municipal Code mandates that the City is responsible for approximately the middle 24 feet of a fully improved arterial sized street, while the developers of adjacent properties are responsible for outer portions of the street. Occasionally, a developer’s work to widen such a street requires the middle portion to be adjusted in some manner, thus triggering the City’s participation in that project.

**New Streetlight Program**

**Adopted 2017 = \$25,000**  
**Adopted 2018 = \$25,000**

This ongoing project provides funding for the installation of individual street lights in warranted locations usually as requested by residents or neighborhoods. New street lights are installed throughout the City, primarily in south Westminster.

**New Traffic Signals & Traffic Signal Replacements**

**Adopted 2017 = \$600,000**  
**Adopted 2018 = \$200,000**

This ongoing project enables the installation of new traffic signals and the replacement of aging electronic components and traffic signal poles that have the potential for structural or technological failure. The average cost of signalization for a four legged intersection is \$260,000.

**Pavement Management System Upgrade**

**Adopted 2017 = \$100,000**  
**Adopted 2018 = \$0**

The City uses a pavement management program to create an inventory of all City maintained roadways, parking lots and curb and gutter, and to assess the condition of this infrastructure and develop plans to maintain them. The current application is ten years old, has become outdated, and key components of the program are no longer supported by the

original vendor. This project will fund the research and selection of a replacement program to continue the City’s pavement management program.

**Quiet Zone at 112th Avenue**

**Adopted 2017 = \$0**  
**Adopted 2018 = \$50,000**

This project provides funding for the City’s share of the cost of the implementation of a Quiet Zone at the BNSF “at-grade” railroad crossing of 112th Avenue at the boundary between Westminster and Broomfield. Broomfield staff will lead the effort to establish the Quiet Zone at this location, and Westminster will pay for approximately 20% of the total cost.

**Quiet Zone at 72nd Avenue/ Lowell Boulevard/ Bradburn Boulevard**

**Adopted 2017 = \$255,000**  
**Adopted 2018 = \$400,000**

The project will meet Federal Railroad Administration (FRA) requirements to silence train horns, creating Quiet Zones at grade crossings of the BNSF Railway at Lowell Boulevard, W. 72nd Avenue, and Bradburn Boulevard. Three crossings are less than a quarter mile from each other, therefore FRA requires them to be established at the same time. DRCOG funds in the amount of \$689,410 are allocated to Westminster for the implementation of Quiet Zones, significantly reducing the total cost.

**Railroad Crossing Surface Replacement Program**

**Adopted 2017 = \$0**  
**Adopted 2018 = \$50,000**

This ongoing project provides for the replacement of railroad crossing surfaces at various crossing locations within the City. The 2018 project includes the 80th Avenue railroad crossing, where the existing pads are over 20 years old, are an older style concrete and have been rated as fair, bordering on poor. Staff will coordinate the replacement project with BNSF Railway and anticipate cost sharing with BNSF. The approved funding represents the projected City share of the total cost.

**Ralston House**

**Adopted 2017 = \$260,000**  
**Adopted 2018 = \$0**

The Ralston House provides a friendly and safe place for children and teens who have been sexually abused to tell their stories and begin to heal. Ralston House receives referrals from law enforcement agencies, including City of Westminster, social services and the district attorney’s office, and works in conjunction with these entities to provide specialized forensic interviews and medical examinations. The City of Northglenn and Ralston House evaluated funding options for a new facility in Northglenn and presented an overview to City Council in May 2015. Since the City of Westminster utilizes this facility, the City included a \$50,000 contribution in the amended 2016 CIP towards the needs assessment and construction documents for the new facility. Funding for this project in 2017 will provide additional capital contributions towards the new facility as part of a larger intergovernmental agreement with partner entities.

**Real Estate/Economic Development Strategic Fund**

**Adopted 2017 = \$500,000**  
**Adopted 2018 = \$0**

In the furtherance of the City’s economic development goals and to help realize strategic real estate opportunities, a strategic fund is approved that could be used to assist economic development investments by third parties and/or make strategic real estate investments to drive economic development. The fund will be structured and administered around best practices in the industry. Some of the considerations in real estate investments or award of economic development assistance funds include the value to City initiatives or projects of strategic real estate acquisitions, the number of jobs created/retained, or net new revenue created or revenue retained. Real estate acquisitions or economic development assistance amounts are pursuant to existing City practices and policies.

**Rental Housing Electronic Licensing and Inspection System**

**Adopted 2017 = \$100,000**  
**Adopted 2018 = \$0**

This project will convert existing rental housing licensing and inspection system, Accela, to a new electronic system



compatible with the City’s primary e-permitting system, TraKit. The project requires configuration of LicenseTrak software module to allow automation of licensing and inspection program. Configuration of the field inspection application is also included.

**Sidewalk Connection Improvements**

**Adopted 2017 = \$60,000**

**Adopted 2018 = \$0**

This project includes sidewalk connection improvements at various locations throughout the City to provide additional pedestrian or bicycle connectivity. Improvements in certain areas will mitigate weed growth in unirrigated areas occasionally located in narrow areas between existing sidewalks and curbs.

**South Westminster Revitalization**

**Adopted 2017 = \$25,000**

**Adopted 2018 = \$25,000**

South Westminster reinvestment remains a priority as identified in the Strategic Plan. Funds will assist in implementing established goals and objectives through our planning efforts. Examples of some potential investments include: potential key property acquisition, infrastructure improvements, conceptual development plans, enhancements to 73rd Avenue, and grant matching funds for outside funding assistance.

**Storage Area Network (SAN) Replacement**

**Adopted 2017 = \$100,000**

**Adopted 2018 = \$0**

This project involves the replacement of the City's main storage area network (disk drives) and the backup storage area network located at the disaster recovery center. Replacement of the storage area network is required to insure ongoing product support and provide necessary capacity for City files and backups. The total budget for this project \$250,000 in 2017, with costs being distributed between the General Capital Improvement (General and Public Safety) and Utility Funds.

**Teleworks Upgrade**

**Adopted 2017 = \$18,000**

**Adopted 2018 = \$30,000**

This project funds the upgrade or replacement of the City’s Web/Interactive Voice Response system that is used for utility billing payments/information and reminder calls to jurors and defendants for Municipal Court. The total budget for this project in 2017 is \$60,000 and another \$100,000 in 2018, with costs being distributed between the General Capital Improvement (General) and Utility (Water) Funds.

**TIGER Grant-Sheridan and Church Ranch Underpass**

**Adopted 2017 = \$0**

**Adopted 2018 = \$400,000**

These funds will be used as matching funds for the Federal TIGER grant to construct four underpasses (three pedestrian/ bicycle tunnels at Church Ranch Boulevard and one pedestrian/bicycle/transit tunnel at Sheridan Boulevard) that will create a seamless connection for transit and bikeway users on the US 36 commuter trail. Additional funding may be required depending on the size of the grant award. The City was unsuccessful in its 2016 attempt for TIGER grant funds and will re-apply in 2017.

**Westminster Center Urban Reinvestment Project (WURP) City Participation**

**Adopted 2017 = \$5,200,000**

**Adopted 2018 = \$150,000**

The objective of these project funds is to ensure continued maintenance and operation of the existing site while facilitating development and provision of public facilities and services to build-out the site. The general categories of expenditure include legal and administrative fees, miscellaneous costs that cover a wide range of maintenance and operation efforts, and professional services. The legal and administrative fees specifically address development negotiation, development and land sale agreements, and professional fees for facilitating property sale, buildout and marketing strategy, and negotiation of financial agreements. The project cost includes the City participation of the site being developed by George Sherman.




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**Westminster Center Urban Reinvestment Project (WURP) Roadway**
**Adopted 2017 = \$1,676,000****Adopted 2018 = \$400,000**

This project includes public right-of-way improvements within the Downtown Westminster site. Specific improvements for the 2017/2018 budget include streets and infrastructure such as utilities to street lights, curb and gutter, asphalt and concrete alleys. While most of the streets and utilities will be completed in 2016, additional work to complete alleys and the roadway network east of Eaton Street will need to be funded in a future year.

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**Adopted 2017 General Capital Improvement Projects Total = \$17,759,000**
**Adopted 2018 General Capital Improvement Projects Total = \$8,079,000****Public Safety Capital Improvement Projects****Fire Station Emergency Generator****Adopted 2017 = \$50,000****Adopted 2018 = \$50,000**

Building Operations & Maintenance and the Fire Department conducted a study to evaluate load capacities, current loading, reliability, and a needs assessment. This project will allow for the maximized use of emergency electrical power for all key systems within each fire station and implement a replacement plan for the aging generators and transfer switches located at each of the six fire stations.

**Fire Station Major Modifications-Door Locks****Adopted 2017 = \$46,000****Adopted 2018 = \$0**

This project will upgrade fire station door lock security to a remotely accessible wireless technology, eliminating the need to manually update each lock at the fire stations.

**Fire Station Major Modifications-General****Adopted 2017 = \$60,000****Adopted 2018 = \$30,000**

This ongoing project funds major modifications to all fire stations not covered by Building Operations & Maintenance. Examples of projects include painting apparatus bays at Fire Stations 3 and 4, and bunker gear locker updates at multiple fire stations.

**Public Safety Center Carpet Replacement****Adopted 2017 = \$50,000****Adopted 2018 = \$50,000**

This project will commence carpet replacement throughout the Public Safety Center.

**Public Safety Facilities' Maintenance (Building Operations & Maintenance)****Adopted 2017 = \$293,000****Adopted 2018 = \$120,000**

This ongoing project supports multiple projects relating to typical maintenance of the existing Public Safety Center and Fire Station facilities. Examples of planned projects include the replacement of expansion joints and drywall repair at the Public Safety Center, and remodeling of restrooms, roofing repairs, and slab replacements at various fire stations. The funding spans two years to provide adequate time for design, purchase, coordination and implementation.

**Public Safety Energy Projects****Adopted 2017 = \$40,000****Adopted 2018 = \$30,000**

This project supports various energy projects at the Public Safety Center and Fire Stations. These projects address many of the energy savings projects identified in the Ameresco Preliminary Energy Audit completed in 2013. The funding duration spans multiple years in order to provide adequate time for design, purchase, and contracting.



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**Public Safety Center Building Infrastructure****Adopted 2017 = \$50,000****Adopted 2018 = \$50,000**

This ongoing project was established as the Public Safety Center building has moved beyond the scope of maintenance contracts on items such as furniture and fixtures since the building was built in 2001. Repairs and replacement of these items are becoming more frequent and have been unbudgeted in the past due to maintenance contracts. The key project in the immediate future includes a full replacement of the security system as the security system is beginning to fail and parts have become increasingly harder to find when repairs are necessary.

**Computer Aided Dispatch/Records Management System Software Upgrades****Adopted 2017 = \$140,000****Adopted 2018 = \$140,000**

This ongoing project accumulates funds needed to support the 3-4 year upgrade requirements for Public Safety applications (WebRMS, Mobile for Public Safety, CAD and records management). These upgrades will ensure ongoing product support and enhancements.

**JD Edwards System Upgrade****Adopted 2017 = \$84,000****Adopted 2018 = \$84,000**

This project provides for ongoing JD Edwards EnterpriseOne ERP application upgrades and enhancements, and is necessary to maintain and improve the City's ability to effectively use JD Edwards for the foreseeable future. The total budget for this project in 2017 is \$210,000 and another \$210,000 in 2018, with costs being distributed between the General Capital Improvement (General and Public Safety) and Utility Funds.

**Microsoft Software Upgrades****Adopted 2017 = \$28,000****Adopted 2018 = \$28,000**

This project provides for future Microsoft Exchange, SharePoint and Office application upgrades. The project is necessary to ensure feature updates, security enhancements, patches and technical support remain current for these applications. The total budget for this project in 2017 is \$143,000 and another \$143,000 in 2018, with costs being distributed between the General Capital Improvement (General and Public Safety) and Utility Funds.

**Storage Area Network (SAN) Replacement****Adopted 2017 = \$62,000****Adopted 2018 = \$0**

This project involves the replacement of the City's main storage area network (disk drives) and the backup storage area network located at the disaster recovery center. Replacement of the storage area network is required to insure ongoing product support and provide necessary capacity for City files and backups. The total budget for this project \$250,000 in 2017, with costs being distributed between the General Capital Improvement (General and Public Safety) and Utility Funds.

**Computer Aided Dispatch (CAD) to CAD System****Adopted 2017 = \$168,000****Adopted 2018 = \$150,000**

CAD to CAD dispatching allows the City of Westminster Emergency Services Dispatch Center to be interconnected with neighboring jurisdictions such as City of Thornton, Adams County Fire, North Metro Fire, and others in the Denver Metro region. This project will improve service to the citizens of Westminster by allocating closest unit resources from Westminster and neighboring jurisdictions to allow for adequate resources to rapidly respond to emergencies such as a structure fire or mass casualty situation. CAD to CAD will be enable our various agencies to dispatch closest appropriate units regardless of the jurisdiction to provide expedited service.

**Fire Station 3 Air Compressor****Adopted 2017 = \$60,000****Adopted 2018 = \$0**

This project will install a high pressure air compressor, necessary for filling both self-contained breathing apparatus and scuba tanks, for use by fire stations 3 and 5. Not only is the dive van located at station 3, which requires frequent

air bottle refilling, these stations are the most remote from the other two stations that currently have air compressors. Funding for this project will eliminate the former practice of driving to fire stations across town, a practice that was impractical and inefficient in both Staff time and transportation costs.

**New Municipal Court Design**

**Adopted 2017 = \$380,000**

**Adopted 2018 = \$536,000**

Staff have identified the need for a new Courthouse and a needs assessment has been completed. This project will start accumulating funds necessary to create the renderings and schematic design for the new courthouse to be completed, once additional funding becomes available. The location of the new courthouse and funding strategy for construction costs has yet to be determined.

**Public Safety Center Space Study**

**Adopted 2017 = \$0**

**Adopted 2018 = \$65,000**

This project includes the preparation of a more detailed space study at the Public Safety Center. The results of this study will inform the larger issue of a lack of space for new FTEs expected on the City Hall campus and could result in a more comprehensive approach to the solution. In addition, the Fire Department identified space study needs for Fire Stations #2, #4 and old Station #2. These studies will help determine administrative FTE placements that can no longer fit into the Public Safety Center.

**Adopted 2017 Public Safety Capital Improvement Fund Projects Total = \$1,511,000**

**Adopted 2018 Public Safety Capital Improvement Fund Projects Total = \$1,333,000**

**Parks Capital Improvement Projects**

**Aquatics Major Maintenance (Buildings Operations & Maintenance)**

**Adopted 2017 = \$50,000**

**Adopted 2018 = \$35,000**

This ongoing project funds various projects relating to the typical maintenance of the Aquatics facilities. Examples of planned projects in 2017 and 2018 include the replacement of circulation pumps, filters, UV maintenance and pump pit upgrades. These projects are more typical maintenance project related to the age and consistent use of the facilities. Project funding is timed to take advantage of expected facility closures and minimize costs of the projects.

**Armed Forces Tribute Garden Statues**

**Adopted 2017 = \$242,000**

**Adopted 2018 = \$121,000**

The Armed Forces Tribute Garden was designed to have seven statues. Only the large, central statue on top of the fountain was purchased and installed. The remaining six statues are designed to be placed in front of each of the Service Branch pillars. This project will fund the purchase and installation of the six remaining statues. Total project cost to install the statues is estimated at \$726,000; additional funding will be pursued through fundraising and future City funding.

**Big Dry Creek Trail Update Project**

**Adopted 2017 = \$160,000**

**Adopted 2018 = \$160,000**

Staff received a \$300,000 grant from Adams County in 2016 for the first phase of this project that will upgrade all of the “soft” Big Dry Creek Trail segments to concrete/crusher combination. This project will transform the trail to an all season trail, provide access for special use groups, increase safety, and create commuter use on the Big Dry Creek Trail.

**Bike Share Program**

**Adopted 2017 = \$30,000**

**Adopted 2018 = \$30,000**

This project funds maintenance, management, and implementation of the City of Westminster’s bike share program in





partnership with business sponsors and the City’s bike share service provider.

**Building Operations & Maintenance Rec Center Maintenance - Energy**

**Adopted 2017 = \$100,000**

**Adopted 2018 = \$50,000**

This project addresses many of the energy savings projects identified in the Ameresco Preliminary Energy Audit completed in 2013 for City recreation facilities to become more energy efficient.

**Christopher Fields Dugout Roofs**

**Adopted 2017 = \$0**

**Adopted 2018 = \$155,000**

This project will replace dugout roofs at Christopher Fields that are rusting and leaking. This facility was built in 2001 and the existing dugout roofs are from the original construction.

**City Park Recreation Center Cooling System Replacement**

**Adopted 2017 = \$0**

**Adopted 2018 = \$75,000**

This project will replace cooling condensers and associated evaporator coils and piping on the three main building cooling systems at the City Park Recreation Center. Total project costs are estimated at \$750,000, with ongoing operational savings of approximately \$14,000. Additional funds are recommended in 2019.

**City Park Recreation Center Gym Floor & Racquetball Courts**

**Adopted 2017 = \$400,000**

**Adopted 2018 = \$100,000**

The hardwood gym floor at City Park Recreation Center is the original flooring that was installed in 1986. The typical life of a hardwood gym floor is 30 years. The floor has been repaired several times during its tenure due to normal use, water damage on multiple occasions, and a backboard failure in 2015. This project will remove and replace the hardwood gym and racquetball court flooring.

**Community Enhancement Program**

**Adopted 2017 = \$2,265,000**

**Adopted 2018 = \$2,305,000**

The project budget will fund a variety of Community Enhancement Program projects throughout the City in the categories of Travel Ways, Neighborhood Enhancement Grants (\$50,000 available annually), City Amenities, Staffing, Maintenance Contracts, and General Maintenance. Key travel way projects for 2017 include the funding of the US 36 and Sheridan Boulevard streetscape and improvements to parks at the Downtown Westminster site (based on awarded grants and development activity). Key amenity projects in 2017 and 2018 include art projects for both the Westminster Station (\$200,000) and Downtown Westminster (\$300,000). Ongoing activities supported by this funding include salaries for Park Services and Design Development Staff, maintenance contracts for the Promenade, medians, right of way areas, and general maintenance that is not outsourced including such as Forestry and the greenhouse.

**Community Supported Agriculture (CSA)**

**Adopted 2017 = \$75,000**

**Adopted 2018 = \$25,000**

This project will initiate a community agriculture program within south Westminster at the Little Dry Creek Open Space at 74th Avenue and Sheridan Boulevard. The CSA would be leased to a private organic agriculture farming operation who would assume all operating costs associated with program. Food would be made available to public through a combination of distribution sites and shares. Beyond the funding for this project, Staff plans to seek grant funding for this project.

**Concrete Repair/Replacement**

**Adopted 2017 = \$60,000**

**Adopted 2018 = \$0**

This project funds minor concrete repairs throughout the entire park system through an annual maintenance program.



**Construction Crew Maintenance/Repair**

**Adopted 2017 = \$30,000**

**Adopted 2018 = \$40,000**

The Construction Crew is dedicated to capital projects where cost savings from the GCIF park projects budgets offsets the cost of the crew. Having this crew in-house increases flexibility and staff capacity to perform infrastructure and capital construction projects within the City. These funds are to provide base supplies and materials needed for minor repairs conducted throughout the park system.

**Downtown Westminster Parks**

**Adopted 2017 = \$3,995,000**

**Adopted 2018 = \$805,000**

The plans for the new Downtown include three major parks including Central Park, East Park, and South Park. Each of these parks will be developed using a phased approach as the Downtown business/residential units come on line for development. These are high use parks, and amenities will be extensive to satisfy user and program needs.

**Golf Course Improvements**

**Adopted 2017 = \$180,000**

**Adopted 2018 = \$180,000**

This ongoing project will allow maintenance and renovation at the City’s golf courses. Projects in 2017 and 2018 will focus on Clubhouse/Maintenance needs at the Legacy Ridge and The Heritage at Westmoor Golf Courses; key projects in 2017 and 2018 include kitchen renovations and upgrades at both golf courses, along with a new drinking fountain at Legacy Ridge driving range and a permanent drinking fountain at The Heritage at Westmoor driving range. This project also allows funds to be accumulated over time for major renovation and repair projects that will be necessary at the golf courses.

**Heritage Golf Course Cart Path Replacement**

**Adopted 2017 = \$80,000**

**Adopted 2018 = \$0**

This project will replace 19-year-old sections of the cart path at the driving range, clubhouse, and on golf course to enhance safety and aesthetics.

**Landscape Architect II/Project Manager**

**Adopted 2017 = \$86,000**

**Adopted 2018 = \$89,000**

This position focuses on trail planning and development, park master planning and implementation, grant acquisition and grant administration. Where feasible, project design, planning, construction documentation, and contract administration is coordinated internally by this position. Larger projects may require greater resources, in which case this position facilitates and oversees consultant design work.

**Legacy Golf Course Cart Path Replacement**

**Adopted 2017 = \$70,000**

**Adopted 2018 = \$0**

This project replaces various sections of the cart path throughout the Legacy Ridge Golf Course to enhance safety and aesthetics. The cost is estimated to total \$2.4 million and will be funded over multiple years.

**Legacy Golf Course Irrigation System Replacement**

**Adopted 2017 = \$1,232,000**

**Adopted 2018 = \$0**

This project will replace and upgrade the entire irrigation system for Legacy Ridge Golf Course, a system that is 25 years old.

**Library Master Plan Implementation**

**Adopted 2017 = \$50,000**

**Adopted 2018 = \$50,000**

The Westminster Public Library is in the midst of a master plan process. This project will implement actions informed by the master plan findings and assist with prioritization of these actions over the next five years.



**Library Repair and Maintenance**

**Adopted 2017 = \$50,000**

**Adopted 2018 = \$50,000**

This ongoing project provides funding for the repair and maintenance of the structure and furnishings at the Irving Street and College Hill Libraries. Upcoming projects include furniture replacements at both locations, as well as storage solutions for programming equipment and materials. This project also sets aside money for major capital repairs, maintenance, and replacements at the College Hill and Irving Street Libraries.

**Metzger Farm**

**Adopted 2017 = \$50,000**

**Adopted 2018 = \$50,000**

This project will provide funds to fully open the Metzger Farm farmstead to the public, interpret the site and equipment, and will activate the site through potential partnerships such as community gardens or Community Supported Agriculture. The site is funded by the Broomfield-Westminster Open Space Foundation.

**Minor Median Maintenance**

**Adopted 2017 = \$50,000**

**Adopted 2018 = \$50,000**

This ongoing project provides for minor median plant material replacement and rehabilitation within medians throughout the City. Because of harsh conditions on the medians, plant materials and irrigation requires replacement approximately every seven years.

**Mobility Action Plan Implementation-Wayfinding**

**Adopted 2017 = \$50,000**

**Adopted 2018 = \$50,000**

The Mobility Action Plan is currently being developed to enhance mobility for citizens, businesses and visitors and improve the connectivity of the City's streets, bicycle routes, pedestrian network, transit amenities, open spaces, trails, parks, recreation facilities, libraries, and other civic facilities. Simultaneously, the Wayfinding Design Intent Package is being developed to design the signs for trails and on-street bike and pedestrian connections. These funds would be utilized to implement wayfinding and signage as part of both plans.

**Open Space Repair and Maintenance**

**Adopted 2017 = \$275,000**

**Adopted 2018 = \$275,000**

This ongoing project funds open space improvements and maintenance. Projects examples include fence installation, sign installation, erosion control projects and dam improvements.

**Park 1200 Stabilization**

**Adopted 2017 = \$0**

**Adopted 2018 = \$60,000**

Park 1200 was an existing private park and acquired by the City in January of 2016 for public land dedication as part of the Lucent Technologies Official Development Plan. The park will be redeveloped in the future, but funding is needed for safety and utility improvements to serve the public until redevelopment occurs.

**Parks and Recreation Comprehensive Plan**

**Adopted 2017 = \$200,000**

**Adopted 2018 = \$0**

The 2010-2014 Parks and Recreation Comprehensive Plan is no longer current. A new comprehensive plan is needed to strategically plan and guide the direction of acquisition and development for parks and recreation as the City grows into the next urban center. The plan will include: an updated inventory of existing parks; a walkshed analysis and needs assessment to determine the types of parks and facilities that are needed as well as the areas of the City that are underserved; mission and goals; strategies and actions; performance measures; a capital improvement plan; and a maintenance and operations plan.



**Park Maintenance (JCOS)**

**Adopted 2017 = \$525,000**

**Adopted 2018 = \$541,000**

This ongoing project funds the salaries of staff members the Park Services Division via the use of Jefferson County attributable share funds. These positions will be working in parks in the Jefferson County portion of the City and at City Park.

**Park Renovation Program**

**Adopted 2017 = \$325,000**

**Adopted 2018 = \$325,000**

Projects for 2017 and 2018 will include playground and irrigation improvements at Squires Park and park improvements at Skyline Vista Park. Additional funds are allocated to minor repairs on an as needed basis.

**Playground Surface Maintenance**

**Adopted 2017 = \$60,000**

**Adopted 2018 = \$60,000**

This project targets upgrades to poured in place (PIP) playground surfaces and engineered wood fiber (EWF) for repairs/replacement and on-going annual maintenance. The City currently has 12 playgrounds with PIP surfaces that have annual maintenance needs that are performed on a rotational basis every five years. The City also has 14 playgrounds with sand based surfaces and need to be replaced with EWF to maintain safety standards. The funding level for this project will allow for all playgrounds to sufficiently maintain standards on the five year rotation schedule.

**Recreation Facilities Improvements**

**Adopted 2017 = \$180,000**

**Adopted 2018 = \$180,000**

This ongoing project funding for recreation facilities improvements help maintain the appearance and function of the City's 280,000 square feet of recreation space. The project affects all recreation facilities and project examples for both 2017 and 2018 include the replacement of equipment, tables, carpet, safety equipment, minor flooring repairs, and general wear items at multiple facilities.

**Recreation Facilities Major Maintenance (Building Operations & Maintenance)**

**Adopted 2017 = \$680,000**

**Adopted 2018 = \$273,000**

This ongoing project provides funding for various projects relating to the typical maintenance of the recreation facilities. Projects include more typical maintenance projects related to the age and consistent use of the facilities. The budget is timed to take advantage of expected facility closures and minimize costs of the projects. Key projects for 2017 include the west boiler room configuration and Siemens controls addition at the Swim and Fitness Center, and the replacement of failed glass panes and expansion joints at the City Park Recreation Center. Key projects for 2018 include the replacement of the building automation system at the Irving Street Library, and the replacement of the domestic hot water system and fire sprinkler heads at the City Park Recreation Center.

**Skyline Vista Park**

**Adopted 2017 = \$70,000**

**Adopted 2018 = \$0**

This project will provide upgrades and repairs to Skyline Vista Park, specifically to replace the natural turf court to a synthetic turf surface.

**Standley Lake Regional Park Master Plan Implementation Phase 1**

**Adopted 2017 = \$200,000**

**Adopted 2018 = \$0**

This project implements Phase 1 capital project recommendations in the Standley Lake Regional Park Master Plan aimed to re-position the Lake's prominence in recreation and regional significance, and increase visitation at the park. Multi-year forecast includes detail design and construction based on Master Plan recommendations.



**Trail Development**

**Adopted 2017 = \$180,000**

**Adopted 2018 = \$200,000**

This project will complete trail connections and/or improve trail surfaces, including bridges and culverts, where applicable, throughout the City. Projects for 2017 and 2018 include placing portable toilet stations along the Big Dry Creek Trail, installing site furnishings and signage along the Greenway Trail, developing the I-25 missing trail link; south Westminster trail planning; and planning and development for implementation of the Open Space Stewardship Plan.

**Transfer to Golf Course Fund**

**Adopted 2017 = \$230,000**

**Adopted 2018 = \$230,000**

This transfer from the General Capital Improvement Fund (GCIF) to the Golf Course Fund is necessary in order to attain a balanced budget for the Golf Course Fund and utilized to offset the original financing of the capital infrastructure of the Heritage Golf Course.

**Water Play Installation**

**Adopted 2017 = \$189,000**

**Adopted 2018 = \$811,000**

This project will construct a water play feature in either the north side or west side of Westminster, areas of the City that lack these amenities.

**Westminster Sports Center**

**Adopted 2017 = \$60,000**

**Adopted 2018 = \$20,000**

Westminster Sports Center maintains the appearance and function of the City’s two field, indoor soccer center for use by community groups, sports leagues, and City programming. The facility also includes a community room that can accommodate up to 50 people. Project examples for 2017 and 2018 include the replacement of field turf, equipment, tables, safety equipment, minor flooring repairs, and general wear items.

**Westminster Station Park Construction**

**Adopted 2017 = \$1,500,000**

**Adopted 2018 = \$1,000,000**

The construction of Westminster Station Park will be completed in multiple phases. Phase I, which includes a nature playground with water feature and restrooms, began design in 2016 with construction anticipated in 2017. This project will complete Phase I and complete Phase II. Phase II plans include a xeric garden and pavilions. Prior appropriations for this project were approximately \$1,250,000.

**Adopted 2017 Parks Capital Improvement Projects Total = \$13,979,000**

**Adopted 2018 Parks Capital Improvement Projects Total = \$8,395,000**

**Adopted 2017 GRAND TOTAL General Capital Improvements Fund = \$33,249,000**

**Adopted 2018 GRAND TOTAL General Capital Improvements Fund = \$17,807,000**

**UTILITY FUND CAPITAL IMPROVEMENT FUND PROJECT DESCRIPTIONS**

**Wastewater System Capital Improvement Projects**

**City-Wide Open Cut Sewer Repairs**

**Adopted 2017 = \$990,000**

**Adopted 2018 = \$0**

This ongoing project is for the replacement of high priority sections of sewer collection system piping that have reached the end of their economic life and are problematic due to frequent clogging, grease build up, backups or hydraulic restrictions. Repairs are also prioritized as determined through the City’s inspection program or coordination with other City sewer, street rehabilitation or development projects. Open cut replacement of sanitary sewers is used



where less invasive trenchless technology methods are not possible. The focus of this project is repairs on approximately 2,100 linear feet of existing pipe in residential areas throughout southeast Westminster. The project also includes approximately 300 feet of new sewer along La Place Court. to transition houses currently using septic tanks to City sewer service.

### **City-Wide Trenchless Sewer Repairs**

**Adopted 2017 = \$900,000**

**Adopted 2018 = \$500,000**

This ongoing project will provide funds for the repair of deteriorated sanitary sewer lines by trenchless rehabilitation techniques (i.e., pipe lining). Repairs are prioritized based on age and condition as determined through the City's inspection programs. Maintaining sanitary sewers helps to minimize storm water inflow and infiltration into the sanitary sewer collection system, reduces pipeline failures and resulting backups, and helps to reduce costs the City pays for flows directed to the Metro Wastewater Reclamation District. This project helps extend the lifespan of the existing collection system by the most cost-effective methods available. An additional component of this project for 2017 is the purchase of new sewer equipment that can be used for inspection and cleaning of sewers located in tight corridors and/or within small easement areas.

### **BDCWWTF Biosolids & Dewatering Improvements**

**Adopted 2017 = \$453,000**

**Adopted 2018 = \$10,410,000**

Wastewater treatment at the Big Dry Creek Wastewater Treatment Facility results in the generation of a byproduct known as biosolids. The biosolids are treated at the facility to make them suitable for land application and are subsequently hauled to the City's Strasburg Natural Resource Farm and other permitted sites for ultimate use as a farming fertilizer. By changing to a dewatered biosolids cake material, per the recommendation of the 2012 Biosolids Management Master Plan, less water will be hauled to the permitted farm sites. This project will yield savings in transportation costs and minimize near- and long-term capital costs required for biosolids disposal.

### **BDCWWTF Campus-Wide Major R&R**

**Adopted 2017 = \$3,400,000**

**Adopted 2018 = \$385,000**

The Big Dry Creek Wastewater Treatment Facility (BDCWWTF) is in need of various repairs and replacement of assets as part of its normal operational life. Portions of the Big Dry Creek Wastewater Treatment Facility were constructed in the early 1970's and 1980's and have reached the end of their useful life. Ongoing repair and replacement is necessary to maintain the functionality of the plant and reduce excessive maintenance costs and emergency repairs.

### **Big Dry Creek Interceptor Sewer Condition Assessment**

**Adopted 2017 = \$680,000**

**Adopted 2018 = \$0**

Wastewater from the northern two thirds of the City flows through a large wastewater collection system known as the Big Dry Creek Interceptor Sewer (BDCIS). This 22-mile wastewater system provides service to City customers as far south as 92nd Avenue and extends to the northern boundary of the City. The system consists of large pipes ranging in size from 21 to 54-inches in diameter and conveys sewage for subsequent treatment at the City's Big Dry Creek Wastewater Treatment Facility. Several segments of the BDCIS are old, in poor condition, and experience significant rain and groundwater infiltration. Because of its large size and cost, the project to repair the BDCIS must be phased over a multi-year period. The purpose of this project is to perform detailed inspections of the sewer to confirm priority repairs, appropriate phasing for construction work, and anticipated near- and long-term costs associated with the project for financial planning.

### **Consolidation Study for the N. Huron and Big Dry Creek Lift Stations**

**Adopted 2017 = \$150,000**

**Adopted 2018 = \$0**

The City's wastewater collection system includes several pump stations that transfer and direct sewer flow to the City's wastewater treatment facilities. These pumping facilities are known as lift stations. Two of these lift stations are located on the campus of the Big Dry Creek Wastewater Treatment Facility including the North Huron Lift station and the Raw Sewage Pump Station. These two stations present significant operational challenges due to their age, condition, and small emergency storage volumes relative to current and future projected flow rates. This project will evaluate



options and costs to combine these two lift stations into a new single, larger lift station.

**JD Edwards System Upgrade**

**Adopted 2017 = \$21,000**

**Adopted 2018 = \$21,000**

This project provides for ongoing JD Edwards EnterpriseOne ERP application upgrades and enhancements, and is necessary to maintain and improve the City’s ability to effectively use JD Edwards for the foreseeable future. The total budget for this project in 2017 is \$210,000 and another \$210,000 in 2018, with costs being distributed between the General Capital Improvement (General and Public Safety) and Utility Funds.

**Microsoft Software Upgrades**

**Adopted 2017 = \$29,000**

**Adopted 2018 = \$29,000**

This project provides for future Microsoft Exchange, SharePoint and Office application upgrades. The project is necessary to ensure feature updates, security enhancements, patches and technical support remain current for these applications. The total budget for this project in 2017 is \$143,000 and another \$143,000 in 2018, with costs being distributed between the General Capital Improvement (General and Public Safety) and Utility Funds.

**Ongoing City-Wide Lift Stations R&R**

**Adopted 2017 = \$200,000**

**Adopted 2018 = \$200,000**

The City’s wastewater collection system includes several pump (or lift) stations that transfer and direct sewer flow to the City’s wastewater treatment facilities. This ongoing project is for the repair and replacement of various items that have reached the end of their useful life or are in poor condition. Item include various pumps, valves, piping, electrical, and communications equipment.

**Payment In Lieu of Use Tax (transfer to S&U Tax Fund)**

**Adopted 2017 = \$114,000**

**Adopted 2018 = \$221,000**

This item represents a payment from the City’s Utility Fund to the City’s Sales and Use Tax, public safety tax, and Parks, Open Space and Trails (POST) Funds. Use taxes must be paid on materials used by contractors on projects for all institutions, including governmental, religious, and charitable organizations. Westminster’s Home Rule Charter requires that the rates and charges for any City utility be fixed as to at least meet all the operating costs of such utility. Therefore, the cost of use tax should be borne by the payer’s rate and factored into utility rates. This payment is calculated based on estimated construction materials used in projects undertaken and managed by the Utility Fund, calculated at the 3.85% use tax rate.

**Storage Area Network (SAN) Replacement**

**Adopted 2017 = \$38,000**

**Adopted 2018 = \$0**

This project involves the replacement of the City's main storage area network (disk drives) and the backup storage area network located at the disaster recovery center. Replacement of the storage area network is required to insure ongoing product support and provide necessary capacity for City files and backups. The total budget for this project \$250,000 in 2017, with costs being distributed between the General Capital Improvement (General and Public Safety) and Utility Funds.

**Wastewater Capital Outlay Replacement Program (WW-CORP)**

**Adopted 2017 = \$230,000**

**Adopted 2018 = \$201,000**

This project funds vehicle, large equipment and copier replacements associated with wastewater operations. 2017 funding is for two additional ½ ton trucks to support the Fat, Oils, Grease and Grit Program, the replacement of a 1982 4” trash pump, and scheduled replacements for two field trucks and a small loader. 2018 funding is for scheduled replacements for a ¾ ton truck and a tractor.




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**Water Quality Compliance & Testing Facility Repair and Replacement (R&R)**
**Adopted 2017 = \$17,000****Adopted 2018 = \$95,000**

As part of normal operations for the wastewater treatment facilities, the City is responsible for monitoring compliance with all local, state and federal regulations. A key component of that work involves the collection of many water quality samples and subsequent testing and analysis of those samples in a City-owned laboratory. The purpose of this project is to replace laboratory testing equipment that has reached the end of its useful life. The 2017 budget includes hoods, incubator, digital balance, and floor repairs. The 2018 budget includes miscellaneous repairs and replacements as well as online/instream temperature monitoring

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**Adopted 2017 Wastewater System Capital Improvement Projects Total = \$7,222,000**
**Adopted 2018 Wastewater System Capital Improvement Projects Total = \$12,062,000****Water System Capital Improvement Projects****City Hall Cashier System****Adopted 2017 = \$75,000****Adopted 2018 = \$0**

This project replaces the existing cashier system located at City Hall as the current system will not be supported by the end of 2017. Transactions processed at City Hall through this system provide citizens an integral means to make payments to the City for predominately water bill payments. Other payments collected for the system include building permit fees and passport fees. Prior appropriations for this project were \$75,000.

**Croke Canal and Standley Lake Improvements****Adopted 2017 = \$0****Adopted 2018 = \$550,000**

The City of Westminster's water supply relies on a portfolio of water rights with an estimated value of \$1 billion and a complex network of infrastructure to deliver, store, and release that water. About three-quarters of the City's water supply comes from snowmelt in the Clear Creek basin, and the rest is delivered from the Western Slope via Denver Water's Moffat system or via Coal Creek. To operate the raw water system the City relies on infrastructure assets owned 100% by Westminster as well as those having shared ownership with other entities. This project funds the City's portion of repair and replacement costs as members of the Croke Canal Co. The repair items that have been identified include repairs to the Croke Canal, ongoing repairs to the Standley Lake spillway, and adding new instrumentation and limit switches to valves in the Standley Lake Valve House.

**Comprehensive Water Supply Plan- Reclaimed Distribution System Improvements****Adopted 2017 = \$0****Adopted 2018 = \$100,000**

Westminster has operated a reclaimed water system since 1999. The City's reclaimed water distribution system is a valuable source of water supply and is critical to meeting Westminster's water demands now and into the future. At build out, the reclaimed water distribution system will deliver 3,500 acre-feet of water a year and comprise more than ten percent of the City's total water supply. This project includes miscellaneous piping and valve repairs to maintain the reliability of the reclaimed water distribution system. Also included are miscellaneous new pipelines required to connect new customers.

**Gravel Lakes Facilities Major R&R****Adopted 2017 = \$0****Adopted 2018 = \$50,000**

This on-going project funds infrastructure needs at the City's gravel lakes. These facilities were developed primarily for the purpose of exchanging water rights to provide additional water to Standley Lake, and to help protect the water quality of Standley Lake. The project includes general annual maintenance and repair for the City's gravel lake facilities. Also included is a new lake level measuring device with recording and SCADA capabilities. This new lake level gage will enhance operations of Jim Baker reservoir thereby increasing the City's firm yield water supply.



**High Service Pump Station Improvements****Adopted 2017 = \$4,500,000****Adopted 2018 = \$0**

The City operates several potable water pump stations and storage tanks that are used to meet potable demands and for fire flow service during emergencies. Regular repairs and parts replacement are needed for these assets as part of their normal operational life. The High Service Pump Station (HSPS) is the single largest pump station in the City's water system and supplies the vast majority of potable water to City customers. This station is capable of pumping over 60 million gallons per day and has been in reliable service for many years. This project focuses on age-based repairs to the existing station and constructing new facilities to serve as redundancy during times when the existing HSPS is out of service for maintenance, repairs or emergency situations.

**JD Edwards System Upgrade****Adopted 2017 = \$21,000****Adopted 2018 = \$21,000**

This project provides for ongoing JD Edwards EnterpriseOne ERP application upgrades and enhancements, and is necessary to maintain and improve the City's ability to effectively use JD Edwards for the foreseeable future. The total budget for this project in 2017 is \$210,000 and another \$210,000 in 2018, with costs being distributed between the General Capital Improvement (General and Public Safety) and Utility Funds.

**Microsoft Software Upgrades****Adopted 2017 = \$29,000****Adopted 2018 = \$29,000**

This project provides for future Microsoft Exchange, SharePoint and Office application upgrades. The project is necessary to ensure feature updates, security enhancements, patches and technical support remain current for these applications. The total budget for this project in 2017 is \$143,000 and another \$143,000 in 2018, with costs being distributed between the General Capital Improvement (General and Public Safety) and Utility Funds.

**MSC Gasoline Remediation****Adopted 2017 = \$103,000****Adopted 2018 = \$10,000**

This ongoing project is due to a historic release of gasoline from a former underground storage tank and distribution system resulting in the State regulatory agency requiring remediation of the resultant groundwater gasoline contamination plume. Recovery of accessible gasoline from the subsurface was completed by the City. The current scope of work is to calculate future stability of the remaining plume and to undertake long-term groundwater monitoring.

**On-Going Water Treatment Facilities R&R****Adopted 2017 = \$0****Adopted 2018 = \$640,000**

The Semper Water Treatment Facility was originally constructed in 1969 and requires regular repairs and replacement of assets as part of its normal operational life. The Northwest Treatment Facility was originally constructed in 2001 and also requires regular repairs and replacement of assets as part of its normal operational life. This project includes funds to repair and/or replace assets including filter pipes, instrumentation, electrical wiring, and concrete for critical structures. These funds are also used to replace assets that fail unexpectedly.

**Payment In Lieu of Use Tax (transfer to S&U Tax Fund)****Adopted 2017 = \$287,000****Adopted 2018 = \$298,000**

This item represents a payment from the City's Utility Fund to the City's Sales and Use Tax, public safety tax, and Parks, Open Space and Trails (POST) Funds. Use taxes must be paid on materials used by contractors on projects for all institutions, including governmental, religious, and charitable organizations. Westminster's Home Rule Charter requires that the rates and charges for any City utility be fixed as to at least meet all the operating costs of such utility. Therefore, the cost of use tax should be borne by the payer's rate and factored into utility rates. This payment is calculated based on estimated construction materials used in projects undertaken and managed by the Utility Fund, calculated at the 3.85% use tax rate.

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**Raw Water System Efficiency Improvements**
**Adopted 2017 = \$0****Adopted 2018 = \$50,000**

The City's Comprehensive Water Supply Plan calls for a certain amount of water rights to be acquired by the City to support build-out water demands. Some water rights, when first acquired, are designated for non-municipal use. This project involves funding the formal process required for changing non-municipal use water rights into municipal use and funding legal processes required for various water rights exchanges. Formally changing the designation of water rights is necessary before they are available for use by the City. This project also includes conservation plan implementation projects such as low water use plumbing fixture rebates and ongoing construction of additional flow measurement facilities for the streams and canals.

**Raw Water System Improvements & R&R****Adopted 2017 = \$0****Adopted 2018 = \$400,000**

The City of Westminster's water supply relies on a portfolio of water rights with an estimated value of \$1 billion and a complex network of infrastructure to deliver, store, and release that water. About three-quarters of the City's water supply comes from snowmelt in the Clear Creek basin, and the rest is delivered from the Western Slope via Denver Water's Moffat system or via Coal Creek. To operate the raw water system the City relies on infrastructure assets owned 100% by Westminster as well as those having shared ownership with other entities. This project funds the City's prorated portion of various repairs to the facilities at Standley Lake, the Croke Canal, the Thornton West Gravel Lakes and Jim Baker Reservoir. Funds from this project will also be used to perform regular and planned updates to the City's Water Supply Planning Computer Model.

**Reclaimed Water Treatment Facility Major R&R****Adopted 2017 = \$0****Adopted 2018 = \$160,000**

The City's Reclaimed Water Treatment Facility was constructed in 1999 and requires regular repairs and replacement of assets as part of its normal operational life. This project will replace the outdated single-wall chemical feed piping with new, double-wall piping meeting current standards. The new piping will safely contain chemicals in the event of a leak thereby providing a safer work environment for operations and maintenance workers.

**Replacement Utility Billing Software****Adopted 2017 = \$300,000****Adopted 2018 = \$0**

This project replaces the current Utility Billing Software with a system that will provide the tools needed for the evolving complexities of the water, wastewater, and stormwater programs, reporting functionalities, and web portal integration to provide customer tools to research consumption and billing records. Prior appropriations for this project total \$250,000.

**Residential Water Meters Replacement Phases 1 and 2****Adopted 2017 = \$0****Adopted 2018 = \$6,500,000**

The City owns and maintains over 30,000 water meters throughout the distribution system. These meters are used to accurately determine water use and are the basis for customer billings. The vast majority of the City's meters are single family residential meters. These meters need to be replaced at regular intervals due to their age, condition, and replacement part obsolescence. The focus of this project is to replace all of the City's residential water meters using a 2-year, phased approach. The project also includes replacing meter appurtenances and connection piping in older parts of the City where pipe corrosion is most severe. A new meter reading system will be installed to streamline labor required for meter reading and to save costs associated with monthly water billing.

**SCADA & PLC Updates****Adopted 2017 = \$0****Adopted 2018 = \$900,000**

This project includes repairs, replacements, improvements and upgrades to utility PLC and SCADA components. SCADA stands for Supervisory Control and Data Acquisition. PLC stands for Programmable Logic Control. PLC and SCADA work together to help operations Staff control instruments, machinery and equipment of pump station, water



tank, and water treatment processes. Together the SCADA and PLC system also provide a means for utilities operations Staff to remotely control equipment in emergency situations. This project is a multi-year project to replace worn PLCs and SCADA equipment on a regularly scheduled plan. A small portion of this funding supports opportunistic installation of fiber optic cable if/when it can be leveraged with other City-wide projects. Fiber optic cable is a communication system alternative to radio communications. Fiber is highly reliable but stand-alone fiber optic projects can be cost prohibitive. Leveraging funds for installation simultaneously with pipelines other types of projects has been a very effective way to expand the City’s fiber communications system.

**Semper WTF Replacement Siting Study & Capacity Confirmation**

**Adopted 2017 = \$0**  
**Adopted 2018 = \$610,000**

The City owns and operates two potable water treatment facilities that supply water to customers. These are the Semper Water Treatment Facility (Semper) and the Northwest Water Treatment Facility (Northwest). Semper is by far the larger of the two plants and treats the vast majority of potable water for this City. Semper is nearly 50 years old with a significant number of its assets at or beyond their predicted useful life. A study was completed in 2015 to confirm the future of the Semper plant and how best to meet current and future potable water demands. The key finding of the master plan was that replacing Semper with a new facility is more cost-effective than rehabilitating the existing plant. The purpose of the siting study in 2018 is to confirm a layout for the new facilities and the best location for its construction. Construction will be phased over the next 25 years. Initial construction is anticipated to begin in 2023 and the first phase in service by 2025.

**Sheridan Boulevard Main Repair - South of US36**

**Adopted 2017 = \$3,000,000**  
**Adopted 2018 = \$0**

The Public Works and Utilities Department maintains over 560 miles of water distribution system pipelines ranging in size from 4 inches to 54 inches. Over time, these mains age and require replacement. Prioritizing their replacement is based on a number of variables including pipe criticality, vulnerability, age, break history, water quality considerations, and coordination with other City projects and with projects from CDOT or other agencies. In 2014, Staff completed an evaluation of the City’s water distribution system that identified the transmission main along Sheridan Boulevard as a priority for R&R. The large size of this project requires repair or replacement to be implemented using a phased approach. The first phase of the Sheridan Boulevard waterline R&R focuses on the area from roughly 88th Avenue South to 70th Avenue. Timing is especially important for coordination with other City utility work in this area, including: 1) water and sewer R&R projects on 88th Avenue for the new downtown; 2) water main replacement as part of the Pressure Zone 3 Expansion Project; and 3) sewer replacement for the Little Dry Creek Interceptor Sewer R&R Project. Future phases will extend north to 120th Ave.

**Storage Area Network (SAN) Replacement**

**Adopted 2017 = \$50,000**  
**Adopted 2018 = \$0**

This project involves the replacement of the City's main storage area network (disk drives) and the backup storage area network located at the disaster recovery center. Replacement of the storage area network is required to insure ongoing product support and provide necessary capacity for City files and backups. The total budget for this project \$250,000 in 2017, with costs being distributed between the General Capital Improvement (General and Public Safety) and Utility Funds.

**Teleworks Upgrade**

**Adopted 2017 = \$42,000**  
**Adopted 2018 = \$70,000**

This Project funds the upgrade or replacement of the City’s Web/Interactive Voice Response system that is used for utility billing payments/information and reminder calls to jurors and defendants for Municipal Court. The total budget for this project in 2017 is \$60,000 and another \$100,000 in 2018, with costs being distributed between the General Capital Improvement (General) and Utility (Water) Funds.



### Temporary Utility Fund Engineer

**Adopted 2017 = \$100,000**

**Adopted 2018 = \$0**

Various water infrastructure throughout the City is in need of repair/replacement due to age, break history, and/or necessary upgrades to improve service, pressure, and/or fire flow capacity. Factors affecting project timing and project phasing include water break history/frequency, magnitude of the difference between current versus long-term targeted water pressures, development needs, planned street improvements, and coordination with other capital projects that may be occurring in the same area (i.e., sewer repairs, reclaimed water pipelines, etc.). Another key factor affecting project timing is staff resources. Currently the Utility Engineering department is staffed to support the City's historic priority project load from year to year. However, the Zone 3 Expansion project represents a significant work load that is in addition to the efforts required to implement the Utility's ongoing capital improvement program. To support this additional work load, an additional 1 FTE of an engineering position is necessary for a temporary time frame. Capital funds fund this FTE because the need for this position is directly linked with implementing the Zone 3 Expansion capital improvement project.

### Utility Fund Facilities Parking Lot Maintenance Program

**Adopted 2017 = \$0**

**Adopted 2018 = \$30,000**

The project provides funds for contractual crack sealing, resurfacing, sealcoating and concrete replacement as required at nine utility-related municipal sites. Rotation for asphalt pavement requires crack sealing every three years and a rotation for sealcoating every six years.

### Water Capital Outlay Replacement Program (W-CORP)

**Adopted 2017 = \$506,000**

**Adopted 2018 = \$389,000**

This project funds vehicle, large equipment and copier replacements associated with water operations. 2017 funding is for the addition of a new forklift and two additional field trucks for the back flow prevention program, along with the scheduled replacements five field trucks, and the replacements of three trailers, and a vac-tron excavation truck. 2018 funding is for the replacement of a trailer, a tandem dump truck and a step and box van.

### Water Transmission Main Valves

**Adopted 2017 = \$650,000**

**Adopted 2018 = \$0**

The Public Works and Utilities Department maintains over 560 miles of water distribution system pipelines with over 11,000 valves. These valves are used to isolate pipeline sections during construction projects, water main breaks, or other emergencies. Over time, these valves age and require replacement. Prioritizing their replacement is based on a number of variables including criticality, vulnerability, age, break history for pipes in the vicinity, water quality considerations, and coordination with other City projects and with projects from CDOT or other agencies. In 2014, Staff completed an evaluation of the City's valves in the system which identified valves along large transmission mains as top priority for repairs and replacement. 2017 funding supports repair and replacement of 3 to 5 large valves in the system and is the first phase of an ongoing project to repair and reinvest in the water system to sustain quality utility services.

### Water Treatment Facilities Chlorine Storage Tanks R&R

**Adopted 2017 = \$0**

**Adopted 2018 = \$400,000**

The Semper Water Treatment Facility was originally constructed in 1969 and requires regular repairs and replacement of assets as part of its normal operational life. This project includes routine and planned rehabilitation of the chemical tanks used to store chlorine. Repairs will be made to six sodium hypochlorite storage tanks including four at the Semper Water Treatment Facility and two at the Northwest Treatment Facility. New chlorine analyzers are also included in the project.

### Westside Pump Stations Construction - Countryside Pump Station & Tank

**Adopted 2017 = \$6,750,000**

**Adopted 2018 = \$0**

The City operates several potable water pump stations and storage tanks that are used to meet potable demands and for



fire flow service during emergencies. Regular repairs and parts replacement are needed for these assets as part of their normal operational life. Repairs to the Countryside Pump Station and storage tank are the focus of this project. The needed repairs and safety/code compliance improvements for the current below-ground pump station are extensive so a new, more accessible pump station is planned. Repairs to the water storage tank are required to maintain its structural integrity, compliance with safe drinking water regulations, and improvements to tank safety for maintenance personnel. The design phase of this project commenced in 2016 and the construction phase is planned to follow in 2017.

**Zone 3 Expansion**

**Adopted 2017 = \$1,100,000**

**Adopted 2018 = \$13,300,000**

Improvements to the water system in central Westminster have been part of the utility master planning process for many years. Priority improvements target the area west of US 36 to Pierce Street and north/south between approximately 88th Avenue and the Farmers High Line Canal. This project includes connecting this improvement area to an adjacent section of the distribution system referred to as Pressure Zone 3. New waterlines, pump station and storage tank will increase system performance/redundancy now and through build out for a large portion of the City. 2017 and 2018 funding will be used for land acquisition and construction of the new elevated storage tank.

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**Adopted 2017 Water System Capital Improvement Projects Total = \$17,513,000**

**Adopted 2018 Water System Capital Improvement Projects Total = \$24,507,000**

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**Stormwater System Capital Improvement Projects**

**Big Dry Creek Stabilizations**

**Adopted 2017 = \$250,000**

**Adopted 2018 = \$250,000**

This project was identified as a priority for drainage improvements and stormwater management along Big Dry Creek in several reaches throughout the City. The project includes channel stabilization, culvert and bridge replacement and drop structure installation.

**City Park Channel Phase #2**

**Adopted 2017 = \$100,000**

**Adopted 2018 = \$0**

This project includes channel improvements along the south side of 120th Avenue between Lowell Boulevard and Big Dry Creek to improve the flow of water and reduce the risk of flooding during a major storm event. This is a priority project for the City as well as the Urban Drainage and Flood Control District (UDFCD) and the City and County of Broomfield, and costs will be shared. The funding for this project represents the City’s portion of the larger project.

**Miscellaneous Storm Drainage Improvements**

**Adopted 2017 = \$434,000**

**Adopted 2018 = \$1,112,000**

This project is used for drainageway maintenance, flood control improvements, street sweeping and various local drainage improvement projects. These projects benefit the City by reducing the risk of flooding, improving drainage, and ensuring ongoing compliance with the federal Clean Water Act and the City’s municipal separate storm sewer system (MS4) permit administered by the State. Funds are also used as a local match for UDFCD projects.

**Payment In Lieu of Use Tax (transfer to S&U Tax Fund)**

**Adopted 2017 = \$18,000**

**Adopted 2018 = \$32,000**

This item represents a payment from the City’s Utility Fund to the City’s Sales and Use Tax, public safety tax, and Parks, Open Space and Trails (POST) Funds. Use taxes must be paid on materials used by contractors on projects for all institutions, including governmental, religious, and charitable organizations. Westminster’s Home Rule Charter requires that the rates and charges for any City utility be fixed as to at least meet all the operating costs of such utility. Therefore, the cost of use tax should be borne by the payer’s rate and factored into utility rates. This payment is calculated based on estimated construction materials used in projects undertaken and managed by the Utility Fund, calculated at the 3.85% use tax rate.



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**South Branch Hylands Creek**

**Adopted 2017 = \$378,000**

**Adopted 2018 = \$631,000**

This project was identified as a priority for drainage improvements and stormwater management along Hylands Creek generally in the area of 104th Avenue and Sheridan Boulevard. The project includes channel stabilization, drop structure installation and sanitary sewer pipe protection. This is also listed on Urban Drainage CIP list for matching funds.

**Storm Water Pipe Cleaning, GPS Locating & Inspection**

**Adopted 2017 = \$70,000**

**Adopted 2018 = \$70,000**

The City maintains an extensive network of storm water pipelines and devices. This project provides for the cleaning and televising of this infrastructure over the next five years (2017-2021). The project also includes an update of the locating of this infrastructure in the City's GIS system to ensure an accurate location is identified for future use.

**Transit Oriented Development (TOD) Water Quality Pond**

**Adopted 2017 = \$500,000**

**Adopted 2018 = \$0**

This project includes the construction of an approximately 2-acre water quality pond at the TOD site. This is a creative regional solution that centralizes stormwater management and maximizes the developable footprint for each lot within the TOD site, making the sites even more valuable and attractive for development. This project is also critical for compliance with the City's municipal separate storm sewer system (MS4) permit administered by the State.

**Walnut Creek Stabilizations**

**Adopted 2017 = \$0**

**Adopted 2018 = \$250,000**

This project includes channel stabilization, property acquisition, culvert and bridge replacement, drop structure and trail installation, as identified in the 2007 Storm Drainage Study. The project will consist of stream bank stabilization, drop structure installation and sanitary pipe protection generally in the area between Church Ranch Boulevard and Wadsworth Parkway.

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**Adopted 2017 Stormwater System Capital Improvements Total = \$1,750,000**

**Adopted 2018 Stormwater System Capital Improvements Total = \$2,345,000**

**Adopted 2017 GRAND TOTAL Utility Fund Capital Improvements Total = \$26,485,000**

**Adopted 2018 GRAND TOTAL Utility Fund Capital Improvements Total = \$38,914,000**

**ADOPTED 2017 GRAND TOTAL CAPITAL IMPROVEMENT PROGRAM = \$59,734,000**

**ADOPTED 2018 GRAND TOTAL CAPITAL IMPROVEMENT PROGRAM = \$56,721,000**

**2017-2021 CAPITAL IMPROVEMENT PROGRAM**

	ADOPTED 2017	ADOPTED 2018	REC 2019	REC 2020	REC 2021	REC TOTAL
<b>GENERAL CAPITAL IMPROVEMENT FUND</b>						
<b>Streets and Traffic Improvements</b>						
112th Ave Improvements at Westminster Blvd	\$125	\$125	\$0	\$0	\$0	\$250
92nd Avenue, Harlan Street to Ingalls Street	\$0	\$250	\$0	\$0	\$0	\$250
Arterial Roadway Rehabilitation	\$1,081	\$1,033	\$1,215	\$1,288	\$1,365	\$5,982
Bicycle Master Plan Implementation	\$50	\$50	\$50	\$50	\$50	\$250
Bike-N-Ride Shelters	\$0	\$43	\$0	\$0	\$0	\$43
Bradburn Trail Connection to Little Dry Creek	\$0	\$0	\$150	\$150	\$0	\$300
City Center Drive Reconstruction	\$0	\$0	\$0	\$0	\$58	\$58
Federal Parkway Improvements 120th to 122nd Avenue (citizen request)	\$170	\$750	\$1,649	\$0	\$0	\$2,569
Geographic Information System Upgrades	\$25	\$25	\$0	\$25	\$25	\$100
Lowell Blvd (120th to 124th Avenue) (IGA Requirement with Broomfield)	\$425	\$425	\$300	\$0	\$0	\$1,150
Lowell Blvd (81st to 84th Sidewalk Improvements)	\$0	\$130	\$0	\$0	\$0	\$130
Major Concrete Replacement Program	\$300	\$100	\$100	\$100	\$100	\$700
Mobility and Transportation Plan Implementation	\$100	\$100	\$0	\$0	\$0	\$200
New Development Participation	\$0	\$50	\$50	\$50	\$50	\$200
New Street Light Program	\$25	\$25	\$25	\$25	\$25	\$125
New Traffic Signals & Traffic Signal Replacements	\$600	\$200	\$237	\$237	\$237	\$1,511
Sidewalk Connection	\$60	\$0	\$65	\$65	\$0	\$190
Tiger Grant-Sheridan and Church Ranch Underpass	\$0	\$400	\$618	\$0	\$0	\$1,018
Westminster Center Urban Reinvestment Project (WURP) Roadway	\$1,676	\$400	\$856	\$290	\$190	\$3,412
<b>Total Streets and Traffic Improvements</b>	<b>\$4,637</b>	<b>\$4,106</b>	<b>\$5,315</b>	<b>\$2,280</b>	<b>\$2,100</b>	<b>\$18,438</b>
<b>Other General Capital Improvements</b>						
ADA Modifications	\$100	\$40	\$50	\$30	\$0	\$220
Big Dry Creek Equipment Storage Facility Heating & Insulation	\$0	\$70	\$0	\$0	\$0	\$70
BO&M Computerized Maintenance Management (CMMS)	\$35	\$35	\$0	\$0	\$0	\$70
Bridge, Pedestrian Railing Repainting	\$887	\$650	\$450	\$800	\$550	\$3,337
Building Operations and Maintenance (BO&M) Major Maintenance	\$400	\$141	\$150	\$150	\$150	\$991
City Facilities Parking Lot Maintenance Program	\$125	\$100	\$135	\$135	\$140	\$635
City Facilities Parking Lot Major Rehabilitation and Reconstruction	\$176	\$150	\$200	\$225	\$250	\$1,001
City Facility Energy Project Coordinator	\$110	\$113	\$117	\$121	\$125	\$586
City Hall and Facilities Space Renovations	\$650	\$750	\$650	\$0	\$0	\$2,050
City Hall HVAC Work	\$0	\$75	\$180	\$180	\$180	\$615
City Hall Security Upgrades	\$150	\$150	\$60	\$0	\$0	\$360
Downtown Westminster Investment (Parking Structure & Other Investments)	\$3,350	\$750	\$1,000	\$2,411	\$1,539	\$9,050
Facility & Infrastructure Stewardship	\$0	\$0	\$0	\$64	\$64	\$128
Historic Saint Anthony North Contribution (citizen request)	\$150	\$0	\$0	\$0	\$0	\$150
Historic Structure Maintenance	\$86	\$50	\$50	\$100	\$100	\$386
Innovation Pavillion	\$150	\$0	\$0	\$0	\$0	\$150
JD Edwards System Upgrade	\$84	\$84	\$24	\$24	\$24	\$240
Laserfiche Upgrades / Additional Licenses	\$34	\$28	\$66	\$28	\$25	\$181
Microsoft Software Upgrades	\$57	\$57	\$57	\$57	\$57	\$285
Miscellaneous CD Construction Projects	\$20	\$25	\$25	\$50	\$50	\$170
Pavement Management System Upgrade	\$100	\$0	\$0	\$0	\$0	\$100
Quiet Zone at 112th Avenue	\$0	\$50	\$0	\$0	\$0	\$50
Quiet Zone at 72nd Avenue/ Lowell Blvd/ Bradburn Blvd	\$255	\$400	\$100	\$0	\$0	\$755
Railroad Crossing Surface Replacement Program	\$0	\$50	\$38	\$0	\$0	\$88
Ralston House	\$260	\$0	\$0	\$0	\$0	\$260

NOTE: All amounts are dollars in thousands.



	ADOPTED 2017	ADOPTED 2018	REC 2019	REC 2020	REC 2021	REC TOTAL
Real Estate/Economic Development Strategic Fund	\$500	\$0	\$0	\$0	\$0	\$500
Rental Housing Electronic Licensing and Inspection System	\$100	\$0	\$0	\$0	\$0	\$100
South Westminster Revitalization Project	\$25	\$25	\$40	\$50	\$50	\$190
Storage Area Network (SAN) Replacement	\$100	\$0	\$0	\$0	\$0	\$100
Teleworks Upgrade	\$18	\$30	\$0			\$48
Westminster Center Urban Reinvestment Project (WURP) City Participa- tion	\$5,200	\$150	\$150	\$150	\$150	\$5,800
<b>Total Other Capital Projects</b>	<b>\$13,122</b>	<b>\$3,973</b>	<b>\$3,542</b>	<b>\$4,575</b>	<b>\$3,454</b>	<b>\$28,666</b>
<b>Total General Capital Improvement Projects (non-Public Safety)</b>	<b>\$17,759</b>	<b>\$8,079</b>	<b>\$8,857</b>	<b>\$6,855</b>	<b>\$5,554</b>	<b>\$47,104</b>
<b>Public Safety Capital Improvements</b>						
CAD to CAD Dispatch System	\$168	\$150	\$0	\$0	\$0	\$318
CAD/RMS Software Upgrades	\$140	\$140	\$140	\$140	\$140	\$700
Fire Administration-Office Creation and Reconfiguration	\$0	\$0	\$46	\$0	\$0	\$46
Fire Station Emergency Generator	\$50	\$50	\$50	\$50	\$50	\$250
Fire Station Major Modifications-Door Locks	\$46	\$0	\$0	\$0	\$0	\$46
Fire Station Major Modifications-General	\$60	\$30	\$50	\$50	\$110	\$300
Fire Station Major Renovations (Fire Station 4)	\$0	\$0	\$0	\$750	\$1,500	\$2,250
JD Edwards System Upgrade	\$84	\$84	\$24	\$24	\$24	\$240
Microsoft Software Upgrades	\$28	\$28	\$28	\$28	\$28	\$140
New Municipal Court Facility Design	\$380	\$536	\$400	\$0	\$0	\$1,316
Public Safety Center Building Infrastructure	\$50	\$50	\$50	\$50	\$50	\$250
Public Safety Center Carpet Replacement	\$50	\$50	\$50	\$110	\$0	\$260
Public Safety Center Space Study	\$0	\$65	\$0	\$0	\$0	\$65
Public Safety Facilities' Maintenance (BO&M)	\$293	\$120	\$130	\$200	\$200	\$943
Public Safety Tax-Energy Projects	\$40	\$30	\$40	\$30	\$0	\$140
Station 3 Air Compressor	\$60	\$0	\$0	\$0	\$0	\$60
Storage Area Network (SAN) Replacement	\$62	\$0	\$0	\$0	\$0	\$62
<b>Total Public Safety Capital Projects</b>	<b>\$1,511</b>	<b>\$1,333</b>	<b>\$1,008</b>	<b>\$1,432</b>	<b>\$2,102</b>	<b>\$7,386</b>
<b>Total General Non-Park Projects</b>	<b>\$19,270</b>	<b>\$9,412</b>	<b>\$9,865</b>	<b>\$8,287</b>	<b>\$7,656</b>	<b>\$54,490</b>
<b>Park Improvements</b>						
Aquatics Major Maintenance (BO&M)	\$50	\$35	\$50	\$35	\$35	\$205
Armed Forces Tribute Garden Statues	\$242	\$121	\$121	\$121	\$0	\$605
Big Dry Creek Trail Update Project	\$160	\$160	\$120	\$0	\$0	\$440
Bike Share Program	\$30	\$30	\$30	\$30	\$30	\$150
BO&M Rec Center Maintenance - Energy CTF	\$100	\$50	\$160	\$0	\$0	\$310
Christopher Fields Dugout Roofs	\$0	\$155	\$0	\$0	\$0	\$155
City Park Recreation Center Cooling System Replacement	\$0	\$75	\$675	\$0	\$0	\$750
City Park Recreation Center Gym Floor & Racquetball Courts	\$400	\$100	\$250	\$250	\$0	\$1,000
City Park Recreation Center Locker Replacement	\$0	\$0	\$55	\$55	\$55	\$165
City Park Recreation Ozone Units for Deep Well & Main Pool	\$0	\$0	\$0	\$90	\$90	\$180
Community Enhancement Program	\$2,265	\$2,305	\$2,310	\$2,315	\$2,320	\$11,515
Community Supported Agriculture	\$75	\$25	\$50	\$50	\$50	\$250
Concrete Repair/Replacement	\$60	\$0	\$60	\$60	\$60	\$240
Construction Crew Maintenance/Repair	\$30	\$40	\$50	\$50	\$50	\$220
Downtown Westminster Parks	\$3,995	\$805	\$650	\$1,500	\$1,500	\$8,450
Golf Course Improvements	\$180	\$180	\$75	\$200	\$200	\$835
Greenbelt & Drainage Improvements	\$0	\$0	\$50	\$25	\$0	\$75
Heritage Golf Course Cart Path Replacement	\$80	\$0	\$40	\$40	\$0	\$160
Heritage Golf Course Irrigation System Replacement	\$0	\$0	\$0	\$0	\$650	\$650
Landscape Architect II/ Project Manager	\$86	\$89	\$92	\$95	\$98	\$460
Legacy Golf Course Cart Path Replacement	\$70	\$0	\$0	\$0	\$0	\$70
Legacy Golf Course Irrigation System Replacement	\$1,232	\$0	\$500	\$361	\$307	\$2,400

NOTE: All amounts are dollars in thousands.





	ADOPTED 2017	ADOPTED 2018	REC 2019	REC 2020	REC 2021	REC TOTAL
Library Master Plan Implementation	\$50	\$50	\$25	\$25	\$25	\$175
Library Repair and Maintenance	\$50	\$50	\$30	\$30	\$30	\$190
McKay Lake Open Space Parking Lot Site Plan/Expansion	\$0	\$0	\$0	\$0	\$100	\$100
Metzger Farm	\$50	\$50	\$50	\$25	\$25	\$200
Minor Median Maintenance	\$50	\$50	\$50	\$50	\$50	\$250
Mobility Action Plan Implementation-Wayfinding	\$50	\$50	\$50	\$50	\$0	\$200
Open Space Land Acquisition	\$0	\$0	\$175	\$175	\$175	\$525
Open Space Repair and Maintenance	\$275	\$275	\$200	\$0	\$0	\$750
Park 1200 Stabilization	\$0	\$60	\$0	\$0	\$0	\$60
Park and Recreation Comprehensive Plan	\$200	\$0	\$0	\$0	\$0	\$200
Park Maintenance (JCOS)	\$525	\$541	\$570	\$580	\$590	\$2,806
Park Operations Facilities Repair and Maintenance	\$0	\$0	\$30	\$30	\$30	\$90
Park Renovation Program	\$325	\$325	\$425	\$400	\$400	\$1,875
Playground Surface Maintenance	\$60	\$60	\$120	\$120	\$120	\$480
Recreation Facilities Improvements	\$180	\$180	\$250	\$250	\$250	\$1,110
Recreation Facilities Major Maintenance (BO&M)	\$680	\$273	\$200	\$200	\$200	\$1,553
Semper Farm Master Plan	\$0	\$0	\$0	\$0	\$25	\$25
Skyline Vista Park	\$70	\$0	\$70	\$0	\$0	\$140
Standley Lake Regional Park Master Plan Implementation Phase 1	\$200	\$0	\$0	\$0	\$0	\$200
Trail Development	\$180	\$200	\$50	\$50	\$50	\$530
Transfer to Golf Course Fund	\$230	\$230	\$230	\$230	\$230	\$1,150
Water Play Installation	\$189	\$811	\$0	\$0	\$0	\$1,000
Westminster Sports Center	\$60	\$20	\$20	\$20	\$20	\$140
Westminster Station Park Construction	\$1,500	\$1,000	\$100	\$200	\$200	\$3,000
<b>Total Park Improvements</b>	<b>\$13,979</b>	<b>\$8,395</b>	<b>\$7,983</b>	<b>\$7,712</b>	<b>\$7,965</b>	<b>\$46,034</b>
<i>Subtotal Streets</i>	<i>\$4,637</i>	<i>\$4,106</i>	<i>\$5,315</i>	<i>\$2,280</i>	<i>\$2,100</i>	<i>\$18,438</i>
<i>Subtotal Other Capital Projects</i>	<i>\$13,122</i>	<i>\$3,973</i>	<i>\$3,542</i>	<i>\$4,575</i>	<i>\$3,454</i>	<i>\$28,666</i>
<i>Subtotal Public Safety</i>	<i>\$1,511</i>	<i>\$1,333</i>	<i>\$1,008</i>	<i>\$1,432</i>	<i>\$2,102</i>	<i>\$7,386</i>
<i>Subtotal Parks Projects</i>	<i>\$13,979</i>	<i>\$8,395</i>	<i>\$7,983</i>	<i>\$7,712</i>	<i>\$7,965</i>	<i>\$46,034</i>
<b>GENERAL CAPITAL IMPROVEMENT FUND TOTAL</b>	<b>\$33,249</b>	<b>\$17,807</b>	<b>\$17,848</b>	<b>\$15,999</b>	<b>\$15,621</b>	<b>\$100,524</b>
<b>UTILITY ENTERPRISE FUND</b>						
<b>Wastewater System Improvements</b>						
2017/18 City-Wide Open Cut Sewer Repairs	\$990	\$0	\$0	\$0	\$0	\$990
2017/18 City-Wide Trenchless Sewer Repairs	\$900	\$500	\$0	\$0	\$0	\$1,400
2019 Interceptor Sewer Repair & Replacement	\$0	\$0	\$4,100	\$0	\$0	\$4,100
88th & Zuni Lift Station Repair & Replacement	\$0	\$0	\$3,400	\$0	\$0	\$3,400
BDCWWTF Biosolids & Dewatering Improvements	\$453	\$10,410	\$1,893	\$0	\$0	\$12,756
BDCWWTF Campus-Wide Major R&R	\$3,400	\$385	\$385	\$385	\$385	\$4,940
BDCWWTF Electrical Equipment Replacement	\$0	\$0	\$0	\$0	\$3,188	\$3,188
BDCWWTF Phosphorous Removal Enhancements	\$0	\$0	\$0	\$0	\$3,000	\$3,000
Big Dry Creek Interceptor Sewer Condition Assessment	\$680	\$0	\$0	\$0	\$0	\$680
Big Dry Creek Interceptor Sewer Repair & Replacement - Phase I	\$0	\$0	\$0	\$1,330	\$0	\$1,330
Consolidation Study for the N. Huron and Big Dry Creek Lift Stations	\$150	\$0	\$0	\$0	\$0	\$150
East Side Sewers Repair & Replacement	\$0	\$0	\$0	\$860	\$0	\$860
Forcemain Repair and Replacement - 95th & Federal and 87th & Wads Old Forcemains	\$0	\$0	\$0	\$1,083	\$0	\$1,083
JD Edwards System Upgrade	\$21	\$21	\$6	\$6	\$6	\$60
Microsoft Software Upgrades	\$29	\$29	\$29	\$29	\$29	\$145
Ongoing City-Wide Lift Stations R&R	\$200	\$200	\$200	\$200	\$200	\$1,000
Ongoing City-Wide Trenchless Sewer Repairs	\$0	\$0	\$500	\$500	\$500	\$1,500
Payment In Lieu of Use Tax (transfer to S&U Tax Fund)	\$114	\$221	\$165	\$84	\$148	\$732

NOTE: All amounts are dollars in thousands.



	ADOPTED 2017	ADOPTED 2018	REC 2019	REC 2020	REC 2021	REC TOTAL
SNRF Major Repair & Replacement	\$0	\$0	\$0	\$0	\$428	\$428
Storage Area Network (SAN) Replacement	\$38	\$0	\$0	\$0	\$0	\$38
Wastewater Capital Outlay Replacement Prog (WW-CORP)	\$230	\$201	\$263	\$250	\$250	\$1,194
Water Quality Compliance & Testing Facility R&R	\$17	\$95	\$100	\$15	\$20	\$247
<b>Total Wastewater System Improvements</b>	<b>\$7,222</b>	<b>\$12,062</b>	<b>\$11,041</b>	<b>\$4,742</b>	<b>\$8,154</b>	<b>\$43,221</b>
<b>Water System Improvements</b>						
81st & Federal Water Main Replacement	\$0	\$0	\$0	\$5,000	\$0	\$5,000
88th Avenue Water Main Replacement West of Federal	\$0	\$0	\$0	\$1,500	\$0	\$1,500
Asset Management Project (Accela Replacement)	\$0	\$0	\$0	\$1,000	\$0	\$1,000
City Hall Cashier System	\$75	\$0	\$0	\$0	\$0	\$75
Croke Canal and Standley Lake Improvements	\$0	\$550	\$0	\$200	\$0	\$750
CWSP - Reclaimed Distribution System Improvements	\$0	\$100	\$100	\$100	\$100	\$400
CWSP - Wattenberg Gravel Lakes Storage	\$0	\$0	\$0	\$2,500	\$3,000	\$5,500
Distribution System Ongoing R&R and Unanticipated Emergency Line Repairs	\$0	\$0	\$300	\$300	\$300	\$900
Gravel Lakes Facilities Major R&R	\$0	\$50	\$0	\$0	\$0	\$50
High Service Pump Station Improvements	\$4,500	\$0	\$10,000	\$0	\$0	\$14,500
JD Edwards System Upgrade	\$21	\$21	\$6	\$6	\$6	\$60
Lowell Blvd Water Main Replacement - 80th to 72nd	\$0	\$0	\$0	\$0	\$11,500	\$11,500
Microsoft Software Upgrades	\$29	\$29	\$29	\$29	\$29	\$145
MSC Gasoline Remediation	\$103	\$10	\$10	\$10	\$10	\$143
NWTF Ongoing Membrane & Filtration Equipment Replacement	\$0	\$0	\$0	\$1,198	\$0	\$1,198
On-Going Water Treatment Facilities R&R	\$0	\$640	\$320	\$320	\$320	\$1,600
Payment In Lieu of Use Tax (transfer to S&U Tax Fund)	\$287	\$298	\$395	\$254	\$270	\$1,504
Pump Station Equipment Major R&R	\$0	\$0	\$170	\$170	\$170	\$510
Raw water pipeline R&R	\$0	\$0	\$0	\$3,000	\$6,000	\$9,000
Raw Water System Efficiency Improvements	\$0	\$50	\$450	\$550	\$450	\$1,500
Raw Water System Improvements & R&R	\$0	\$400	\$1,350	\$300	\$100	\$2,150
Reclaimed Water Treatment Facility Major R&R	\$0	\$160	\$100	\$364	\$100	\$724
Replacement Utility Billing Software	\$300	\$0	\$0	\$0	\$0	\$300
Residential Water Meters Replacement Phases 1 and 2	\$0	\$6,500	\$6,000	\$0	\$0	\$12,500
SCADA & PLC Updates	\$0	\$900	\$460	\$478	\$1,511	\$3,349
Semper WTF Replacement Engineering Design and Permitting Phase 1	\$0	\$0	\$770	\$5,000	\$0	\$5,770
Semper WTF Replacement Siting Study & Capacity Confirmation	\$0	\$610	\$0	\$0	\$0	\$610
Sheridan Blvd Main Repair - South of US36	\$3,000	\$0	\$7,000	\$0	\$0	\$10,000
Storage Area Network (SAN) Replacement	\$50	\$0	\$0	\$0	\$0	\$50
Teleworks Upgrade	\$42	\$70	\$0	\$0	\$0	\$112
Temporary Utility Fund Engineer	\$100	\$0	\$0	\$0	\$0	\$100
Utility Fund Facilities Parking Lot Maintenance Program	\$0	\$30	\$0	\$0	\$45	\$75
Water Capital Outlay Replacement Prog (W-CORP)	\$506	\$389	\$506	\$500	\$500	\$2,401
Water Quality Compliance & Testing Facility R&R - Water Fund	\$0	\$0	\$300	\$354	\$10	\$664
Water Storage Tanks Inspections & Misc. Repairs	\$0	\$0	\$230	\$230	\$230	\$690
Water Transmission Main Valves	\$650	\$0	\$0	\$0	\$0	\$650
Water Treatment Facilities Chemical Systems & Tanks R&R	\$0	\$0	\$0	\$2,377	\$0	\$2,377
Water Treatment Facilities Chlorine Storage Tanks R&R	\$0	\$400	\$0	\$0	\$0	\$400
Water Treatment Facilities Electrical Equipment Replacement	\$0	\$0	\$0	\$1,388	\$0	\$1,388
Water Treatment Facilities Filtration R&R	\$0	\$0	\$2,100	\$0	\$0	\$2,100
Westside Pump Stations Construction - Countryside Pump Station & Tank	\$6,750	\$0	\$0	\$0	\$0	\$6,750
Zone 3 Expansion	\$1,100	\$13,300	\$0	\$0	\$0	\$14,400
<b>Total Water System Improvements</b>	<b>\$17,513</b>	<b>\$24,507</b>	<b>\$30,596</b>	<b>\$27,128</b>	<b>\$24,651</b>	<b>\$124,395</b>
<b>Total Water and Wastewater System Improvements</b>	<b>\$24,735</b>	<b>\$36,569</b>	<b>\$41,637</b>	<b>\$31,870</b>	<b>\$32,805</b>	<b>\$167,616</b>

NOTE: All amounts are dollars in thousands.



	ADOPTED 2017	ADOPTED 2018	REC 2019	REC 2020	REC 2021	REC TOTAL
<b>Stormwater System Improvements</b>						
Big Dry Creek Stabilizations	\$250	\$250	\$250	\$250	\$250	\$1,250
City Park Channel Phase #2	\$100	\$0	\$0	\$0	\$0	\$100
Misc Storm Drainage Improvements	\$434	\$1,112	\$200	\$200	\$200	\$2,146
Payment In Lieu of Use Tax (transfer to S&U Tax Fund)	\$18	\$32	\$61	\$29	\$8	\$148
South Branch Hylands Creek	\$378	\$631	\$0	\$0	\$0	\$1,009
Storm Water Pipe Cleaning, GPS Locating & Inspection	\$70	\$70	\$70	\$70	\$70	\$350
TOD Water Quality Pond	\$500	\$0	\$0	\$0	\$0	\$500
Walnut Creek Stabilizations	\$0	\$250	\$2,750	\$1,100	\$0	\$4,100
<b>Total Stormwater System Improvements</b>	<b>\$1,750</b>	<b>\$2,345</b>	<b>\$3,331</b>	<b>\$1,649</b>	<b>\$528,000</b>	<b>\$9,603</b>
<b>UTILITY FUND CAPITAL IMPROVEMENT TOTAL</b>	<b>\$26,485</b>	<b>\$38,914</b>	<b>\$44,968</b>	<b>\$33,519</b>	<b>\$33,333</b>	<b>\$177,219</b>
<b>GRAND TOTAL CIP - ALL FUNDS - ALL PROJECTS</b>	<b>\$59,734</b>	<b>\$56,721</b>	<b>\$62,816</b>	<b>\$49,518</b>	<b>\$48,954</b>	<b>\$277,743</b>

NOTE: All amounts are dollars in thousands.



WESTMINSTER



## **2017-2018 Pay and Classification Plan**

The City develops the Employee Total Compensation Package with a thorough review of pay and benefits of other cities and special districts that are direct competitors for quality staff. The comprehensive analysis of market data through benchmark salary review is completed every other year as part of the City's two-year budgeting process. The process takes approximately six months and begins with the completion of the Colorado Municipal League (CML) salary survey, reviewing 75 benchmark positions. A comprehensive biennial benefits survey is conducted by Staff, surveying our market competitors. Prior to this budget cycle, the last full salary survey was conducted in 2014 for the 2015/2016 budget. Additional audits and special salary surveys were completed in 2015 for implementation in 2016. This ensures internal alignments are appropriate and all classifications are paid a competitive market wage.

### **PAY PLAN**

The review of the benchmark positions essentially provides a labor market assessment for all 'regular' positions because all non-surveyed job classifications are internally aligned benchmark classifications. The extensive salary survey process includes a thorough analysis of CML data as well as follow up contact with agencies when data is inconsistent with past survey reporting or when more specific job description is needed to ensure a solid match with the City benchmark. Staff also reviews the Mountain States Employers Council (MSEC) public survey to verify and supplement CML data. Analysis of benchmark positions includes market comparisons of pay range and actual wage information from nine survey cities that are seen as direct competitors for exceptional employees. The Cities of Arvada, Aurora, Boulder, Broomfield, Denver, Fort Collins, Lakewood, Longmont and Thornton, along with related special districts that offer comparable services to citizens in those communities, make up Westminster's survey group. As a second component to ensure the City is paying market competitive wages, it is anticipated that non-benchmark special surveys and job audits will be conducted in 2017 for possible recommended changes in 2018. This review maintains the integrity of the internal alignment structure and classification system. An additional second look in 2017 at targeted benchmark positions that may be changing in this volatile market will ensure we stay in market over this two year review cycle. Those positions include: Police Officer, Planner, Communications Specialist, and Fire Engineer.

Staff believes that the 2% market adjustment implemented in 2016 to the pay ranges in all five of the benefited Pay Plans, including Non Exempt General, Non Exempt Fire Commissioned, Non Exempt Police Sworn, Exempt, and Administrative Officer played an important role in maintaining the City's overall competitive position in the market. The City is including a market adjustment to all five regular pay plans in 2017 of 2% in order to maintain a positive position for all classifications in the market next year. All benefited employees will be eligible to receive this market adjustment in January 2017 with automatic increases given to non-exempt employees and merit increase opportunities for exempt employees and administrative officers.

Additional adjustments, based on the benchmark salary survey, include increases to 31 benchmark classifications out of the 75 benchmarks. These upgrades impact 96 individual classifications in the Non Exempt General, Exempt and Administrative Pay Plans as well as an additional market adjustment to all classifications within the Non Exempt Fire Commissioned and Police Sworn pay plans. Further, 62 individual classification adjustments, including title changes, are included within the five regular pay plans due to department restructuring and job function changes. All of these individual classification changes impact 509.10 full time equivalent (FTE) employees. This number is similar to those made in 2014 when 92 classifications were adjusted through upgrades impacting 453.8 FTE.



Additionally, the Administrative Officer Pay Plan will change titles in 2017 to the Department/Division Manager Pay Plan. This pay plan would continue to include the department head, division manager and Deputy City Manager classifications. The exemption status and benefits for all classifications authorized within the Department/Division Manager Pay Plan is not modified.

These changes will continue to ensure all City benefited pay classifications will remain competitive in the market. Further important considerations to the City's overall competitive positioning includes anticipated turnover as well as diminishing applicant pools for most vacancies in 2017 and 2018. The City's turnover has increased in 2015 and 2016 due to retirements, internal promotions and career advancement outside the organization. Even though the turnover rate has increased, it is still considered to be at a very healthy level within this robust economy. Staff continues to prioritize City Council's strategic objective of placing a high value on our 'human capital' and efforts to remain an employer of choice. Current market and employment trends emphasize the importance of committing significant resources to a total compensation package with competitive pay being one key element to that package.

In addition to changes to the five benefited pay plans, adjustments to the Hourly and Seasonal Pay Plans are also being updated in 2017. A full market review of salaries and an analysis of the plan structure was completed by a cross functional team from the Human Resources Division and Parks, Recreation and Libraries Department. As a result, Staff has redesigned the Hourly and Seasonal Pay Plans that provides a pay structure with wider pay ranges based on market. This allows supervisors to pay employees at market as well as giving increased supervisory discretion to increase wage based on the employee's experience and skills. This provides funding for incumbent staff to convert to the new pay plans. The non-benefited play plans continue to have a \$9.00 per hour minimum wage for any classification per City Council's direction during the 2016 mid-year budget review process. This minimum meets the Federal and Colorado minimum wage currently set at \$7.25 (Federal) and \$8.31 (Colorado). City Council has previously authorized Staff to make minimum wage adjustments as needed to ensure compliance with Federal and State Law.

Currently, the City has an authorized FTE staffing level in 2016 of 963.441. Based on the continued level of services review by departments during the 2015/2016 budget cycle, Council approved an increase of 14.5 FTE citywide in 2015 and 21.8 FTE in 2016. The 2017 budget includes the addition of 25.4 FTE across all funds. The 2017 increase in FTE is predicated on a number of the positions being supported by revenue increases or expenditure offsets; 4.5 FTE in the General Fund and 5.0 FTE in the Utility Fund are anticipated to be fully or partially supported through increased revenues or expenditure offsets. In 2018, 8.2 additional FTE is being across all funds. This budget will bring the City staffing level to 988.841 FTE in 2017 and 997.041 FTE in 2018. As previously indicated, many of the FTE increases will have a significant return on investment through revenue increases, expenditure offsets, decreasing the need for contract work as well as making operations more effective.

### **2017 NEW POSITION OVERVIEW**

The additional FTE in 2017 include increases in the **GENERAL FUND** consisting of the following:

#### **City Attorney's Office**

- 1.0 FTE Assistant City Attorney II to support continuing litigation and the need for additional legal support at the Police Department.

#### **City Manager's Office**

- 1.0 FTE Sustainability Coordinator as part of City Council's 2016 Strategic Plan. The Sustainability



Coordinator will prioritize the preparation of a Sustainability Plan for the City, which will help determine future resourcing needs.

### **Community Development Department**

- 0.5 FTE Building Plans Analyst to increase a current 0.5 FTE to 1.0 FTE and to provide assistance with backlog, consistency, and to attract the best candidates for the position. Review times for building plan review will continue to take longer than the division goal and possibly continue to increase if additional staff are not added. This position is to be offset with increased building revenues.
- 0.25 FTE Administrative Assistant to add to the current 0.5 FTE Administrative Assistant in Engineering. This will provide for a more efficient use of resources and support current workload demands.
- 1.0 FTE Traffic Technician to assist in providing daily maintenance for traffic signals city-wide, a service that is currently being contracted out. Some contract work for emergencies would still be required.
- 1.0 FTE (Rental) Housing Inspector. Housing inspections are performed systematically based on the age of the property. As Westminster's rental housing ages and additional units are built and added to the inspection program, additional inspectors are required to keep up with the inspection demand. The program started in 1997 with 15 properties and a total of 6,900 units but over the years has grown to 153 properties and over 11,000 units. Over 4,200 inspections were performed by the two existing housing inspectors in 2015 and that number is projected to increase to over 5,800 in 2016.

### **Finance Department**

- 1.0 FTE Accounting Specialist. Over the past two years, both the workload and complexity of responsibilities in these sales tax return processing and special district functions has grown tremendously. The additional FTE will mitigate the impact on increased demands of Sales Tax staff.

### **Fire Department**

- 3.0 FTE Firefighter I. These new firefighter positions will allow the Fire Department to keep the 5th Medic (ambulance) in service full time, rather than being staffed by personnel on overtime.
- 0.2 FTE Emergency Management Coordinator to increase the current Emergency Management Coordinator from 0.8 FTE to 1.0 FTE. The position was originally authorized by Council as a 1.0 FTE and reduced as part of the reduction in force process. Re-adding the 0.2 FTE will better meet current community emergency management goals and responsibilities.

### **General Services Department**

- 1.0 FTE Human Resources Analyst. This position is needed because current Human Resources/Workforce and Benefits Staff is at maximum capacity and increases in new FTE citywide and predicted staff turnover levels with retirements will increase the organization-wide need for Human Resource support.
- 0.2 Associate Judge to increase the 0.8 authorized Associate judge to 1.0 FTE based on recently enacted State legislation requiring additional Public Defense and therefore creating more demand on the Municipal Court to have judges available for more court hours each week.

### **Parks, Recreation, and Libraries Department**

- 1.0 FTE Park Ranger at Standley Lake Regional Park. Standley Lake introduced a watercraft rental program (2014), opened an additional 250 surface acres on the lake for paddle craft usage (2013), and expanded environmental education programming opportunities, all of which have led to increased park usage. This growth is expected to continue in the future due to the completion of the nationally recog-



nized Greenway Trail, expansion of the watercraft rental program, and the completion of the Standley Lake Master Plan this year that will lead to additional improvements, trail expansion and new amenities. This position is to be offset with increased fee revenue.

Westminster Legacy Foundation Development Coordinator temporary position is to assist in revenue development and building strategic business partnerships with the Westminster Legacy Foundation. The Westminster Legacy Foundation (WLF) was established by the City in 2001 to support and enhance programs and projects that benefit the Westminster community and its citizens. As a 501 (c)(3) not-for-profit organization, WLF can receive and distribute private resources to support City goals and initiatives. This temporary position expands the collaboration of the WLF and the City. Through an IGA, this position will report directly to the City with the sole purpose of generating revenue to advance City goals and initiatives, led by the WLF. The WLF will be responsible for significant funding for this position, as much as 50% in the first two years, and ultimately funded exclusively by the WLF. If revenue goals are not met, this temporary position will be eliminated. 2016 has been a year of strategic planning for WLF and the 501(c)(3) is ready to launch on a very high level in 2017. The Development Coordinator will be the first paid position for the WLF to be dedicated to raising funds while building strategic business relationships for the City.

Homelessness/Grants Temporary Position in which a temporary Senior Management Analyst is for a three year term. Per the 2016 Strategic Plan, the position will focus on the issue of homelessness in Westminster and the region. Additionally, the position will spend a significant portion of time assisting all departments find, apply for, and receive grant awards. The expectation is that within three years, this position can more than fund itself through acquisition of new grant funding across the City.

#### **Police Department**

- 1.0 FTE Victim Advocate. Due to the increase in workload and changes in the Victim's Rights Amendment (VRA) and services required, the Fast Track Domestic Violence Program is in need of an additional 1.0 FTE Court Victim Advocate. By adding an additional Court Victim Advocate, it will decrease the workload of the existing Court Victim Advocate and will enhance our ability to adequately and appropriately provide direct services to victims of crime as well as allow us to meet the VRA requirements for victims of crime within the City. This position will be offset with a grant for the first two years.
- 1.0 FTE Criminalist / Senior Criminalist is being budgeted to add back a position that was reduced in 2010. Reinstating this position will decrease the workload on current criminalists and reduce the need for patrol officers to process crime scenes.

#### **Public Works and Utilities Department**

- 1.0 FTE Equipment Operator I. The Street Division has not added staff in over 17 years and has fallen behind in accomplishing many key core service areas, while street lane mileage and all associated infrastructure continues to grow. Roadway lane mileage has increased by 146 miles since 1999 and there is an additional 16.35 lane miles of development in progress now, with several other development/roadway additions that are budgeted.

The additional FTE in 2017 include increases in the **UTILITY FUND** consisting of the following:

#### **Finance Department**

- 1.0 FTE Revenue Services Supervisor. The Utility Billing program workload has increased in recent years and has been absorbed by the existing personnel. Staff has struggled to effectively complete daily tasks, attend training classes, provide flexibility for vacations, and foremost, to develop staff to achieve an effective workgroup that can operate independently absent the supervisor.





### **Information Technology Department**

- 1.0 FTE Business Operations Administrator to manage and support the business operations functions of the IT Department and to provide supervision and leadership for the Business Operations Team. Some of the responsibilities of this position are being handled by the IT Director or other Management Team staff, while other responsibilities are new, extremely beneficial services that can be offered by the IT Department. Approval of this position frees technical resources in the Systems Team and Software Engineering Team.
- 1.0 FTE Technical Procurement Specialist that will insure that the City is adhering to technology standards and achieving the best price for products, procurement of technology will be coordinated through the Technical Procurement Specialist.

### **Public Works and Utilities Department**

- 2.0 FTE Utility Systems Specialist and 0.5 FTE Administrative Assistant. Backflow devices are privately owned and maintained assemblies that are installed at the end of a service line and ensure water quality and prevent contamination of drinking water. The Colorado Department of Health and Environment reviewed the State's backflow program in 2015, and in mid-2015, determined a new set of regulations (State of Colorado Backflow Regulation 11.39) with which all Colorado utilities must comply. With Staff (Utilities System Specialists) performing surveys of the City's commercial accounts, there would be better survey quality from properly trained personnel, and all aspects of the program would be under the City's control. Staff is pursuing a fee and permit structure to provide partial funding for the backflow program.
- 2.0 FTE Utilities Technician and a 0.5 FTE Administrative Assistant as part of the Fats, Oils, Grease and Grit (FOGG) Program. The Westminster Municipal Code (WMC 8-10) requires installation of grease traps to protect the wastewater system from excess grease build-ups that are common causes for sewer back-ups. There are currently 490 grease trap devices in the collection system; of those, approximately 400 active devices must be inspected every two months. This number is anticipated to grow based on future City development. It takes an average of 1 hour per inspection every 2 months or approximately 2,400 hours/year (for 400 current devices), which does not include any time to address violations or multiple inspections should a device fail. FOGG Staff will provide better device inspection quality with properly trained City personnel, because all aspects of program will be under the City's control. Staff is pursuing a fee and permit structure to provide partial funding for the FOGG program.

The additional FTE in 2017 for **FLEET MAINTENANCE FUND** consists of the following:

### **General Services Department**

- 0.25 FTE Administrative Assistant to increase an existing 0.75 FTE Administrative Assistant position in the Fleet Division to a 1.0 FTE. Fleet's level and scope of service has increased over the past three years. Fleet Staff are currently replacing 50 plus vehicles per year versus 20 to 30 vehicles prior to 2015. In addition, Fleet is supporting/managing new initiatives like the Zonar system and is responsible for the compliance of multiple grant awards.

The additional FTE in 2017 for the **PARKS, OPEN SPACE, AND TRAILS (POST) FUND** includes the following:

### **Parks, Recreation and Libraries**

- 1.0 FTE Crewleader and 2.0 FTE Parksworker II to increase the ability to provide park maintenance, median maintenance, and overall park system maintenance support. The City's park, median, and streetscape network is expected to grow significantly in the next two years. Much of this growth will be



in parks and streetscapes that are more urban and high-use than current parks, requiring additional staff to maintain at current standards. As such, additional FTE are needed to maintain a larger system.

The 2017 new FTE budget is based on a staggered hiring schedule that best meets operational needs as well as addresses budget challenges in 2017. All of the new 2017 new positions are expected to be fully operational by 2018 with the 2018 budget to cover all of the expenses of the new 2017 staff. Therefore, the new FTE requests in 2018 is significantly reduced to 8.40 new FTE across all funds.

### **2018 NEW POSITION OVERVIEW**

No new FTE in 2018 are recommended for the **GENERAL FUND**. Staff will continue to monitor expenses and revenues and will make recommendation adjustments as appropriate in an Amended 2018 Budget next year.

The 2018 Budget includes recommendations for new FTE in the **UTILITY FUND** to include:

#### **Information Technology Department**

- 0.5 FTE Contract Services Coordinator that will serve as a technical and operations position responsible for negotiation and administration of contracts and other agreements associated with computer hardware purchases, network hardware purchases, technology implementation services, application programming services, security audit services, hardware maintenance services, software maintenance services, network services, telecommunication services, software escrow management, cloud bases services.

#### **Public Works and Utilities Department**

- 1.0 FTE Plant Electrician that will install, troubleshoot and repair electrical motors, emergency generators, and electronic devices such as flowmeters, various transducers, and programmable logic controllers. The addition of this position will allow Staff to perform preventative maintenance in a timely manner, decrease workload for current staff, and allow some projects to be brought in-house that are currently being contracted out.
- 1.0 FTE Control Systems Engineer to program, troubleshoot supervisory control and data acquisition (SCADA) and related software programs that automate certain treatment processes. This position is to be split in half between the Water and Wastewater Funds.

The 2018 **POST FUND** FTE increase includes:

#### **Parks, Recreation and Libraries**

- 1.0 FTE Parks Specialist and 1.0 FTE Parksworker II. These positions will add to the 2017 Parks crew and to allow for maintenance of an expanding parks system.
- 1.0 FTE Parks Specialist/Horticulturalist and 1.0 FTE Parksworker II is budgeted as two Greenhouse positions that will provide for maintenance of plantings, trees, medians, and streetscapes.
- 0.7 FTE Open Space Technician is being added to a 0.3 FTE vacant position in Open Space, increasing it to a 1.0 FTE. The Open Space Land Use Technician will manage master planning, project priorities, site specific master plans and will work to identify missing links within the City of Westminster open space and recreational trail system and work to complete any connectivity issues.



- 1.0 FTE Parks Specialist / Forestry. This position is budgeted to address the expected increase in tree maintenance at upcoming developments including the Westminster Station and Downtown. Additionally, Staff is preparing for the Emerald Ash Borer and this position will assist in treating trees.

Like 2017 new FTE, funding for the 2018 authorized new FTE is based on a staggered hiring plan to meet both organizational service needs as well as accommodate funding limitations in the 2018 budget. The full cost of the new FTE in 2018 will occur in 2019. In addition to the authorized new FTE in 2018, the 2018 budget includes a 2% market adjustment to all benefited pay plans as an important mechanism to maintain the market-based positioning of City wages. As mentioned previously, a second component to ensure the City is paying market competitive wages, is the completion of a review of non-benchmark special surveys and job audits that will be conducted in 2017 for possible recommended changes in 2018. This review maintains the integrity of the internal alignment structure and classification system. In addition, Staff will be conducting survey analysis of specifically identified benchmark classifications from the 2016 market review due to a volatile labor market or in some cases where the positions were on the cusp of needing a market adjustment in 2017 and may not maintain a competitive market positioning through 2018. With this review, it is anticipated Staff will be bringing the 2018 amended budget and 2018 pay plans back for reconsideration in 2017.

## **BENEFITS**

As part of the Total Compensation package, the City provides employees with a comprehensive benefit package that continues to be a key differentiator for recruitment and retention efforts. Our benefits includes medical, dental, pension, Medicare, life, short term and long term disability plans and a survivor income benefit, as well as a host of voluntary options such as additional life and vision insurance. Our benefits also include generous and flexible leave options, employee development and growth opportunities, an award winning wellness program, an onsite employee health clinic, an Employee Assistance Program, healthcare consumerism resources through Compass Professional Health Services, and tuition reimbursement assistance. A thorough review of benefit packages offered by the City's market competitors was made in a comprehensive benefits survey conducted in May of this year. A summary of the survey has been provided to employees through the City's COWNet intranet.

The total contribution for benefits by the City is an estimated \$20.3 million for 2017. A strategic, purposeful and long term strategy at cost containment measures is foundational to the benefits package and as such, the City continues to beat national trends for health care increases. Due to several factors, there will be a change in insurance providers from Cigna to Aetna. For 2017, the City will retain its entire benefits package with only a 5% increase in premiums, and the 2018 increase is budgeted at a conservative 6% increase due to national trends in health care costs in general. The City has consistently experienced only half of the increase that is seen nationally each year, all due to our strategic and long term approach at cost containment measures.

Employees may participate in either Kaiser's fully insured plan or Aetna's self-insured options. Aetna will provide two options for employees: a traditional broad network choice and an Accountable Care/Narrow Network option called Aetna Whole Health. The Aetna Whole Health option will further our efforts at cost containment while providing exceptional quality care with the participating providers. No design changes are in the medical plans, with the exception of a reduction in several co-pays on the Aetna Whole Health Plan. This year, there is one slight change to the Delta Dental plan, which would allow employees and cov-



ered dependents the choice of white (porcelain) fillings or the standard silver fillings. This change has been requested by employees for several years; cost for the change is minimal and will have no substantial impact on rates. Delta Dental will remain as administrator of dental claims. Coverage for pension will remain the same, however pension increases are based on wage, and wages typically increase each year. The City will experience a 7% increase in Long Term Disability costs. There will be no increase in the contracts for our survivor income benefit and life insurance, however, the cost of insurance increases are also based on wage, and wages typically increase each year.

Staff's attention has been on cost containment strategies and the desire to have a long term focus on how the City approaches health care decisions and insurance options for employees. Staff continues to provide avenues to help employees manage their health, and provide resources to educate employees on how to navigate complex and confusing systems.

The City's onsite employee health clinic (The Center for Healthy Living), the Wellness Program, and the consumer advocacy tool (Compass Professional Health Services) continues to support healthcare cost containment efforts through a long-term planning strategy, with an over-riding objective to reduce overall medical and dental trend rates and thereby mitigate potential unsustainable cost increases in future years. Benefits Staff continues to work with the on-site health clinic staff to address chronic disease management, and to provide educational and outreach efforts to support employees with behavioral change. Even in bad claims years, we continue to experience a trend line half of the average. The clinic concept is an important strategy towards maintaining a sustainable health care benefit for employees and their families, and provides an opportunity for the city to reduce future health care trend increases. It benefits the City with claims cost avoidance and overall health and well-being for employees.

## **SUMMARY**

The pay, benefit and staffing in the 2017/2018 Budget will continue to ensure that the City is meeting a primary strategic goal because a quality workforce is necessary to provide for the needs of the community. The City continues to offer a work environment where employees are able to make meaningful contributions and are supported in their on-going growth and development with significant resources being dedicated to providing employees a balanced total package that includes an:

- Exceptional work environment built on the foundation of our SPIRIT values with a commitment to providing quality equipment, facilities, vehicles, career development and training opportunities, a focus on employee wellbeing and work/life balance, and engaged, aligned leadership;
- Competitive, market-based pay; and
- Well-rounded, comprehensive benefits including medical/dental insurance, life and disability insurances, a comprehensive workers compensation program, a flexible general leave program with significant vacation allowances and holidays, pension and wellness programs.

By supporting the success and well-being of our employees, the City will be in a position to successfully serve our citizens.

**Summary of Personnel Changes 2017/2018**  
**(Includes all funds)**

<b>Department</b>	<b>2016 Authorized Amended</b>	<b>2017 Adopted</b>	<b>2018 Adopted</b>
City Attorney's Office	14.700	15.700	15.700
City Manager's Office	23.500	28.500	28.500
Community Development Department	60.850	63.600	63.600
Finance Department	32.500	34.500	34.500
Fire Department	136.300	139.500	139.500
General Services Department	74.016	71.466	71.466
Information Technology Department	29.000	31.000	31.500
Parks, Recreation and Libraries Department	192.475	196.475	202.175
Police Department	263.600	265.600	265.600
Public Works and Utilities Department	136.500	142.500	144.500
<b>Grand Total</b>	<b>963.441</b>	<b>988.841</b>	<b>997.041</b>

**City of Westminster  
2017/2018 Adopted Budget  
Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2016 Authorized Amended	2017 Authorized	2018 Authorized
<b><u>GENERAL FUND</u></b>				
<b><u>City Attorney's Office</u></b>				
<b>10003120</b>	<b><u>City Attorney's Office Section</u></b>			
	Assistant City Attorney I/II	2.150	2.150	2.150
	City Attorney	1.000	1.000	1.000
	Deputy City Attorney	1.000	1.000	1.000
	Legal Assistant	2.800	1.800	1.800
	Legal Coordinator	1.000	1.000	1.000
	Paralegal	0.000	0.500	0.500
	<b>City Attorney's Office Section Total</b>	<b>7.950</b>	<b>7.450</b>	<b>7.450</b>
<b>100031200125</b>	<b><u>Prosecuting Section</u></b>			
	Administrative Assistant	0.500	1.000	1.000
	Assistant Prosecuting Attorney	1.700	1.700	1.700
	Lead Prosecuting Attorney	0.750	0.750	0.750
	Legal Coordinator	0.500	0.500	0.500
	Legal Investigator	1.000	1.000	1.000
	<b>Prosecuting Section Total</b>	<b>4.450</b>	<b>4.950</b>	<b>4.950</b>
<b>100031200911</b>	<b><u>City Attorney's Office/Prosecuting - Public Safety</u></b>			
	Assistant City Attorney I/II	0.250	1.250	1.250
	Assistant Prosecuting Attorney	1.300	1.300	1.300
	Lead Prosecuting Attorney	0.250	0.250	0.250
	Legal Coordinator	0.500	0.500	0.500
	<b>City Attorney's Office/Prosecuting - Public Safety Total</b>	<b>2.300</b>	<b>3.300</b>	<b>3.300</b>
<b>City Attorney's Office Total</b>		<b>14.700</b>	<b>15.700</b>	<b>15.700</b>

**City of Westminster  
2017/2018 Adopted Budget  
Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2016 Authorized Amended	2017 Authorized	2018 Authorized
<b><u>GENERAL FUND</u></b>				
<b><u>City Manager's Office</u></b>				
10005050	<b><u>City Manager's Office Section</u></b>			
	City Manager	1.000	1.000	1.000
	Deputy City Manager	2.000	2.000	2.000
	Executive Assistant	4.000	4.000	4.000
	Management Analyst	1.000	1.000	1.000
	Senior Projects Administrator	0.000	1.000	1.000
	Senior Projects Engineer	2.000	1.000	1.000
	Special Assistant to the City Manager	1.000	1.000	1.000
	Sustainability Coordinator	0.000	1.000	1.000
	<b>City Manager's Office Section Total</b>	<b>11.000</b>	<b>12.000</b>	<b>12.000</b>
<b><u>City Clerk's Office Division</u></b>				
10005070	<b><u>City Clerk's Office Division</u></b>			
	City Clerk	0.000	1.000	1.000
	Deputy City Clerk	0.000	2.000	2.000
	Information/Records Management Coordinator	0.000	1.000	1.000
	<b>City Clerk's Office Division Total</b>	<b>0.000</b>	<b>4.000</b>	<b>4.000</b>
<b><u>Communication and Outreach Division</u></b>				
10005387	<b><u>Communication and Outreach Division</u></b>			
	Communication and Outreach Coordinator	3.000	3.000	3.000
	Communication and Outreach Manager	1.000	1.000	1.000
	<b>Communication and Outreach Division Total</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>
<b><u>Economic Development Division</u></b>				
10005340	<b><u>Economic Development Division</u></b>			
	Economic Development Coordinator	1.000	1.000	1.000
	Economic Development Manager	1.000	1.000	1.000
	Economic Development Officer	1.000	1.000	1.000
	Economic Development Specialist	1.000	1.000	1.000
	Executive Assistant	1.000	1.500	1.500
	Senior Projects Coordinator	0.000	1.000	1.000
	<b>Economic Development Division Total</b>	<b>5.000</b>	<b>6.500</b>	<b>6.500</b>
<b><u>Policy and Budget Division</u></b>				
10005080	<b><u>Policy and Budget Division</u></b>			
	Policy and Budget Analyst	2.000	2.000	2.000
	Policy and Budget Manager	1.000	1.000	1.000
	<b>Policy and Budget Division Total</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>
<b>City Manager's Office Total</b>		<b>23.000</b>	<b>29.500</b>	<b>29.500</b>

**City of Westminster  
2017/2018 Adopted Budget  
Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2016 Authorized Amended	2017 Authorized	2018 Authorized
<b>GENERAL FUND</b>				
<b>Community Development Department</b>				
<b>Administration Division</b>				
10030050	<b>Administration Division</b>			
	Administrative Assistant	1.100	1.100	1.100
	Applications Specialist	0.500	1.500	1.500
	Business Operations Coordinator	1.000	1.000	1.000
	Community Development Director	1.000	1.000	1.000
	Community Redevelopment Technician	0.500	0.500	0.500
	Executive Assistant	1.000	1.000	1.000
	<i>Senior Projects Coordinator</i>	1.000	0.000	0.000
	<b>Administration Division Total</b>	<b>6.100</b>	<b>6.100</b>	<b>6.100</b>
<b>Building Division</b>				
10030370	<b>Building Division Section</b>			
	Administrative Assistant	1.500	1.500	1.500
	<i>Applications Specialist</i>	1.000	0.000	0.000
	<i>Assistant Building Plans Analyst</i>	1.500	0.000	0.000
	Building Inspection Supervisor	1.000	1.000	1.000
	Building Permit Technician	2.000	2.000	2.000
	<i>Building Plans Analyst</i>	1.000	0.000	0.000
	Chief Building Official	1.000	1.000	1.000
	Electrical Inspector	2.000	2.000	2.000
	General Building Inspector	4.000	4.000	4.000
	Housing Inspector	1.000	2.000	2.000
	Lead Housing Inspector	1.000	1.000	1.000
	Plans Examiner/Senior Plans Examiner	0.000	2.000	2.000
	Plans Review Supervisor	0.000	1.000	1.000
	<b>Building Division Section Total</b>	<b>17.000</b>	<b>17.500</b>	<b>17.500</b>
100303700911	<b>Building Division - Public Safety Section</b>			
	<i>Assistant Building Plans Analyst</i>	1.000	0.000	0.000
	Plans Examiner/Senior Plans Examiner	0.000	1.000	1.000
	<b>Building Division - Public Safety Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
	<b>Building Division Total</b>	<b>18.000</b>	<b>18.500</b>	<b>18.500</b>
<b>Engineering Division</b>				
10030380	<b>Engineering Division</b>			
	Administrative Assistant	0.500	0.750	0.750
	<i>Assistant City Engineer</i>	1.000	0.000	0.000
	Capital and Development Projects Inspector	0.000	2.000	2.000
	<i>Capital Projects Inspector</i>	1.000	0.000	0.000
	City Engineer	1.000	1.000	1.000
	Construction Inspector	1.000	1.000	1.000
	Engineer/Senior Engineer	4.250	1.250	1.250
	Engineering Projects Specialist	1.000	1.000	1.000
	GIS Coordinator	1.000	1.000	1.000
	GIS Specialist	1.000	1.000	1.000
	Principal Engineer	0.000	1.000	1.000
	Senior Projects Engineer	1.000	2.000	2.000
	Senior Transportation and Mobility Planner	1.000	1.000	1.000
	Traffic Engineer	0.000	1.000	1.000
	Traffic Technician	1.000	1.000	1.000
	Transportation and Mobility Planner	0.000	1.000	1.000
	Transportation Systems Coordinator	1.000	1.000	1.000
	<b>Engineering Division Total</b>	<b>15.750</b>	<b>17.000</b>	<b>17.000</b>



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<b><u>GENERAL FUND</u></b>				
<b><u>Planning Division</u></b>				
<b>10030360</b>	<b><u>Planning Division</u></b>			
	Administrative Assistant	0.500	0.500	0.500
	Associate Planner	2.000	2.000	2.000
	Code Enforcement Officer	0.500	0.500	0.500
	Construction Inspector	1.000	1.000	1.000
	Landscape Designer	0.000	1.000	1.000
	Planner/Senior Planner	6.000	6.000	6.000
	Planning Aide	1.000	1.000	1.000
	Planning Manager	1.000	1.000	1.000
	Principal Planner	2.000	2.000	2.000
	<i>Program Planner</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Records Management Technician	1.000	1.000	1.000
	Senior Projects Coordinator	0.000	1.000	1.000
	Senior Urban Designer	1.000	1.000	1.000
	<b>Planning Division Total</b>	<b>17.000</b>	<b>17.000</b>	<b>17.000</b>
<b>Community Development Department Total</b>		<b>56.850</b>	<b>58.600</b>	<b>58.600</b>

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<b><u>GENERAL FUND</u></b>				
<b>Finance Department</b>				
<b><u>Administration Division</u></b>				
10015050	<b><u>Administration Division</u></b>			
	Accounting Technician/Retirement	0.500	0.500	0.500
	Contract Coordinator	1.000	1.000	1.000
	Executive Assistant	1.000	1.000	1.000
	Finance Director	1.000	1.000	1.000
	Procurement Officer	0.000	1.000	1.000
	<i>Purchasing Officer</i>	1.000	0.000	0.000
	Retirement Administrator	1.000	1.000	1.000
	<b>Administration Division Total</b>	<b>5.500</b>	<b>5.500</b>	<b>5.500</b>
<b><u>Accounting Division Section</u></b>				
10015220	<b><u>Accounting Division Section</u></b>			
	Accountant	3.500	3.500	3.500
	Accounting Manager	1.000	1.000	1.000
	Accounting Technician	3.500	3.500	3.500
	ERP Business Analyst	1.000	1.000	1.000
	<b>Accounting Division Section Total</b>	<b>9.000</b>	<b>9.000</b>	<b>9.000</b>
100152200911	<b><u>Accounting Division - Public Safety Section</u></b>			
	Accountant	0.500	0.500	0.500
	Accounting Technician	1.000	1.000	1.000
	<b>Accounting Division - Public Safety Section Total</b>	<b>1.500</b>	<b>1.500</b>	<b>1.500</b>
	<b>Accounting Division Total</b>	<b>10.500</b>	<b>10.500</b>	<b>10.500</b>
<b><u>Sales Tax Division Section</u></b>				
10015250	<b><u>Sales Tax Division Section</u></b>			
	Accounting Specialist	0.000	1.000	1.000
	Accounting Technician	1.000	1.000	1.000
	Revenue Agent	1.000	1.000	1.000
	Sales Tax Audit Supervisor	1.000	1.000	1.000
	Sales Tax Auditor	4.000	4.000	4.000
	Sales Tax Manager	1.000	1.000	1.000
	<b>Sales Tax Division Section Total</b>	<b>8.000</b>	<b>9.000</b>	<b>9.000</b>
100152500911	<b><u>Sales Tax Division - Public Safety Section</u></b>			
	Accountant	0.500	0.500	0.500
	<b>Sales Tax Division - Public Safety Section Total</b>	<b>0.500</b>	<b>0.500</b>	<b>0.500</b>
	<b>Sales Tax Division Total</b>	<b>8.500</b>	<b>9.500</b>	<b>9.500</b>
<b><u>Treasury Division</u></b>				
10015240	<b><u>Treasury Division</u></b>			
	Financial Analyst/Senior Financial Analyst	2.000	2.000	2.000
	Revenue Services Representative	1.000	1.000	1.000
	Treasury Manager	1.000	1.000	1.000
	<b>Treasury Division Total</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>
<b>Finance Department Total</b>		<b>28.500</b>	<b>29.500</b>	<b>29.500</b>

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<b>GENERAL FUND</b>				
<b>Fire Department</b>				
<b>Emergency Services Division</b>				
<b>10025260</b>	<b><u>Emergency Services Division Section</u></b>			
	Administrative Assistant	2.500	2.500	2.500
	Battalion Chief	3.000	3.000	3.000
	Deputy Fire Chief	0.000	2.000	2.000
	<i>Deputy Chief/Administration</i>	1.000	0.000	0.000
	<i>Deputy Chief/Operations</i>	1.000	0.000	0.000
	Executive Assistant	1.000	1.000	1.000
	Fire Captain	6.000	6.000	6.000
	Fire Chief	1.000	1.000	1.000
	Fire Engineer	21.000	21.000	21.000
	Fire Lieutenant	15.000	15.000	15.000
	Fire Lieutenant - Field Training Officer	1.000	1.000	1.000
	Fire Lieutenant - Technical Services Coordinator	1.000	1.000	1.000
	<i>Fire Training Coordinator</i>	1.000	0.000	0.000
	Firefighter I/II	39.000	42.000	42.000
	Training Chief	0.000	1.000	1.000
	<b>Emergency Services Division Section Total</b>	<b>93.500</b>	<b>96.500</b>	<b>96.500</b>
<b>100252600546</b>	<b><u>EMS Section</u></b>			
	EMS Chief	1.000	1.000	1.000
	Fire Lieutenant - EMS Field Coordinator	5.000	2.000	2.000
	Fire Lieutenant - Safety and Medical Officer	0.000	3.000	3.000
	Fire Paramedic	30.000	30.000	30.000
	<b>EMS Section Total</b>	<b>36.000</b>	<b>36.000</b>	<b>36.000</b>
	<b>Emergency Services Division Total</b>	<b>129.500</b>	<b>132.500</b>	<b>132.500</b>
<b>Fire Prevention Division</b>				
<b>100252600547</b>	<b><u>Fire Prevention Division</u></b>			
	Emergency Management Coordinator	0.800	1.000	1.000
	Fire Inspector	1.000	1.000	1.000
	Fire Lieutenant - Fire Investigator	1.000	1.000	1.000
	Fire Lieutenant - Fire Plans Examiner/Inspector	1.000	1.000	1.000
	Fire Marshal	1.000	1.000	1.000
	Management Analyst	1.000	1.000	1.000
	Public Information Specialist	1.000	1.000	1.000
	<b>Fire Prevention Division Total</b>	<b>6.800</b>	<b>7.000</b>	<b>7.000</b>
<b>Fire Department Total</b>		<b>136.300</b>	<b>139.500</b>	<b>139.500</b>

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<b>GENERAL FUND</b>				
<b>General Services Department</b>				
<b>Administration Division</b>				
10012050	<b>Administration Division</b>			
	Business Operations Coordinator	1.000	1.000	1.000
	ERP Business Analyst	1.000	1.000	1.000
	Executive Assistant	1.000	1.000	1.000
	General Services Director	1.000	1.000	1.000
	<b>Administration Division Total</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>
<b>Building Operations &amp; Maintenance Division</b>				
10012390	<b>Building Operations &amp; Maintenance Division</b>			
	Administrative Assistant	1.000	1.000	1.000
	Carpenter	1.000	1.000	1.000
	Contract Services Coordinator	1.000	1.000	1.000
	<i>Facilities CIP and Operations Manager</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Facilities Manager	0.000	1.000	1.000
	Facilities Supervisor	1.000	1.000	1.000
	Foreman	1.000	1.000	1.000
	HVAC Specialist	2.000	2.000	2.000
	Maintenanceworker/Senior Maintenanceworker	3.000	3.000	3.000
	<b>Building Operations &amp; Maintenance Division Total</b>	<b>11.000</b>	<b>11.000</b>	<b>11.000</b>
<b>City Clerk's Office Division Section</b>				
10012070	<b>City Clerk's Office Division Section</b>			
	Administrative Assistant	0.500	0.000	0.000
	City Clerk	1.000	0.000	0.000
	Deputy City Clerk	2.000	0.000	0.000
	Information/Records Management Coordinator	1.000	0.000	0.000
	Messenger	0.500	0.000	0.000
	Switchboard Operator	1.116	0.000	0.000
	<b>City Clerk's Office Division Section Total</b>	<b>6.116</b>	<b>0.000</b>	<b>0.000</b>
100120700135	<b>Print Shop Section</b>			
	Press Operator Assistant	1.000	0.000	0.000
	Print Shop Coordinator	1.000	0.000	0.000
	<b>Print Shop Section Total</b>	<b>2.000</b>	<b>0.000</b>	<b>0.000</b>
	<b>City Clerk's Office Total</b>	<b>8.116</b>	<b>0.000</b>	<b>0.000</b>
<b>Human Resources Division-Benefits</b>				
10012060	<b>Benefits Section</b>			
	Human Resources Analyst/Senior Human Resources Analyst	1.000	1.000	1.000
	Human Resources Manager/Benefits	1.000	1.000	1.000
	<b>Benefits Section Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>
100120600612	<b>Employee Development Section</b>			
	Employee Development Coordinator	1.000	1.000	1.000
	<b>Employee Development Section Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
100120600544	<b>Wellness Section</b>			
	Wellness Program Coordinator	1.000	1.000	1.000
	<b>Wellness Section Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
	<b>Human Resources Division-Benefits Total</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>
<b>Human Resources Division-Risk</b>				
100120500552	<b>Environmental Section</b>			
	Environmental Health and Safety Analyst	1.000	1.000	1.000
	<b>Environmental Section Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>

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<b>GENERAL FUND</b>				
<b>Human Resources Division-Workforce</b>				
10012060	<b>Workforce Section</b>			
	Administrative Assistant	2.050	2.550	2.550
	Human Resources Analyst	0.000	1.000	1.000
	Human Resources Analyst/Senior Human Resources Analyst	4.000	4.000	4.000
	Human Resources Manager/Workforce	1.000	1.000	1.000
	Human Resources Technician	2.000	2.000	2.000
	Messenger	0.000	0.500	0.500
	Switchboard Operator	0.000	1.116	1.116
	<b>Workforce Section Total</b>	<b>9.050</b>	<b>12.166</b>	<b>12.166</b>
100120600911	<b>Human Resources/Workforce-Public Safety Section</b>			
	<i>Human Resources Analyst/Recruitment</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Human Resources Analyst/Senior Human Resources Analyst	0.000	1.000	1.000
	<b>Human Resources/Workforce-Public Safety Section Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
100120600135	<b>Print Shop Section</b>			
	Press Operator Assistant	0.000	1.000	1.000
	Print Shop Coordinator	0.000	1.000	1.000
	<b>Print Shop Section Total</b>	<b>0.000</b>	<b>2.000</b>	<b>2.000</b>
100120600015	<b>Volunteer Section</b>			
	Human Resources Analyst/Senior Human Resources Analyst	0.000	1.000	1.000
	<i>Volunteer Coordinator</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	<b>Volunteer Section Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
	<b>Human Resources Division-Workforce Total</b>	<b>11.050</b>	<b>16.166</b>	<b>16.166</b>
<b>Municipal Court Division</b>				
10012130	<b>Municipal Court Division Section</b>			
	Associate Judge	0.800	1.000	1.000
	Court Administrator	1.000	1.000	1.000
	Court Financial Supervisor	1.000	1.000	1.000
	Deputy Court Administrator	1.000	1.000	1.000
	Deputy Court Clerk	10.300	10.300	10.300
	Municipal Judge	1.000	1.000	1.000
	<b>Municipal Court Division Section Total</b>	<b>15.100</b>	<b>15.300</b>	<b>15.300</b>
100121300130	<b>Probation Section</b>			
	Deputy Court Clerk	1.000	1.000	1.000
	Probation Officer	1.500	1.500	1.500
	Probation Supervisor	1.000	1.000	1.000
	<b>Probation Section Total</b>	<b>3.500</b>	<b>3.500</b>	<b>3.500</b>
100121300911	<b>Municipal Court - Public Safety Section</b>			
	Deputy Court Clerk	1.500	1.500	1.500
	Probation Officer	0.500	0.500	0.500
	<b>Municipal Court - Public Safety Section Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>
	<b>Municipal Court Division Total</b>	<b>20.600</b>	<b>20.800</b>	<b>20.800</b>
<b>General Services Department Total</b>		<b>59.766</b>	<b>56.966</b>	<b>56.966</b>

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<b>GENERAL FUND</b>				
<b>Parks, Recreation and Libraries Department</b>				
<b>Administration Division</b>				
10050050	<b>Administration Division</b>			
	Administrative Assistant	3.000	3.000	3.000
	Applications Specialist	1.000	1.000	1.000
	Executive Assistant	1.000	1.000	1.000
	Parks, Recreation and Libraries Director	1.000	1.000	1.000
	PR&L Marketing Analyst	1.000	1.000	1.000
	PR&L Marketing Supervisor	1.000	1.000	1.000
	PR&L Operations Manager	1.000	1.000	1.000
	Recreation Specialist	2.000	2.000	2.000
	Senior Management Analyst	1.000	1.000	1.000
	<b>Administration Division Total</b>	<b>12.000</b>	<b>12.000</b>	<b>12.000</b>
<b>Aquatics Section</b>				
100507200511	<b>Aquatics Section</b>			
	Assistant Pool Manager	4.000	3.300	3.300
	Electromechanic Specialist	1.000	1.000	1.000
	Lead Lifeguard	8.300	8.300	8.300
	Recreation Specialist	2.000	2.000	2.000
	Recreation Supervisor	1.000	1.000	1.000
	<b>Aquatics Section Total</b>	<b>16.300</b>	<b>15.600</b>	<b>15.600</b>
<b>Library Services Division</b>				
10050620	<b>Library Services Division</b>			
	Administrative Assistant	1.000	1.000	1.000
	Applications Specialist	0.000	0.500	0.500
	Librarian I	6.200	7.200	7.200
	Librarian II	2.000	1.000	1.000
	Library Associate I/II	7.900	7.900	7.900
	Library Clerk I/II	10.050	10.050	10.050
	Library Network Specialist	1.000	1.000	1.000
	Library Services Coordinator	5.000	5.000	5.000
	Library Services Manager	1.000	1.000	1.000
	Library Shelver	5.325	5.325	5.325
	Library Specialist	1.500	1.000	1.000
	Library Supervisor	1.000	1.000	1.000
	<b>Library Services Division Total</b>	<b>41.975</b>	<b>41.975</b>	<b>41.975</b>
<b>Open Space Division</b>				
10050660	<b>Standley Lake Section</b>			
	Lake Operations Coordinator	1.000	1.000	1.000
	Park Ranger	2.000	3.000	3.000
	Senior Park Ranger	1.000	1.000	1.000
	<b>Standley Lake Section Total</b>	<b>4.000</b>	<b>5.000</b>	<b>5.000</b>
	<b>Open Space Division Total</b>	<b>4.000</b>	<b>5.000</b>	<b>5.000</b>
<b>Park Promenade Activities</b>				
100505500106	<b>Park Promenade Activities</b>			
	Parkswoker I/II	2.000	2.000	2.000
	<b>Park Promenade Activities Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>

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<b>GENERAL FUND</b>				
<b>Park Services Division</b>				
10050550	<b><u>Park Services Section</u></b>			
	Crewleader	2.000	2.000	2.000
	Equipment Mechanic	2.000	2.000	2.000
	Equipment Operator II	0.000	2.000	2.000
	Foreman	3.000	3.000	3.000
	Landscape Designer/Senior Landscape Architect	0.000	1.000	1.000
	Park Services Manager	1.000	1.000	1.000
	Parks and Golf Superintendent	1.000	1.000	1.000
	Parks Specialist	3.000	4.000	4.000
	Parksworker I/II	3.000	3.000	3.000
	<b>Park Services Section Total</b>	<b>15.000</b>	<b>19.000</b>	<b>19.000</b>
10050690	<b><u>Design/Development Section</u></b>			
	Equipment Operator II	2.000	0.000	0.000
	Landscape Architect I/II	0.800	0.000	0.000
	Parks Specialist	1.000	0.000	0.000
	Parks Superintendent	1.000	0.000	0.000
	<b>Design/Development Section Total</b>	<b>4.800</b>	<b>0.000</b>	<b>0.000</b>
	<b>Park Services Division Total</b>	<b>19.800</b>	<b>19.000</b>	<b>19.000</b>
<b>Recreation Facilities Division</b>				
10050720	<b><u>Recreation Facilities Division Section</u></b>			
	Recreation Facilities Superintendent	1.000	1.000	1.000
	Recreation Services Manager	0.500	0.500	0.500
	<b>Recreation Facilities Division Section Total</b>	<b>1.500</b>	<b>1.500</b>	<b>1.500</b>
100507200861	<b><u>City Park Fitness Center</u></b>			
	Assistant Recreation Facility Supervisor	0.000	1.500	1.500
	Custodian	1.000	1.000	1.000
	Facility Assistant	1.500	0.000	0.000
	Guest Relations Clerk I/II	4.300	4.300	4.300
	Recreation Aide	0.500	0.500	0.500
	Recreation Supervisor II	0.500	0.500	0.500
	<b>City Park Fitness Center Total</b>	<b>7.800</b>	<b>7.800</b>	<b>7.800</b>
100507200860	<b><u>City Park Recreation Center</u></b>			
	Assistant Recreation Facility Supervisor	0.000	2.700	2.700
	Custodian	1.500	1.500	1.500
	Facility Assistant	2.700	0.000	0.000
	Guest Relations Clerk I/II	7.000	7.000	7.000
	Recreation Supervisor II	0.500	0.500	0.500
	<b>City Park Recreation Center Total</b>	<b>11.700</b>	<b>11.700</b>	<b>11.700</b>
100507200505	<b><u>Fitness Section</u></b>			
	Recreation Program Assistant	0.500	0.000	0.000
	Recreation Specialist	1.000	0.000	0.000
	<b>Fitness Section Total</b>	<b>1.500</b>	<b>0.000</b>	<b>0.000</b>
100507200963	<b><u>Swim and Fitness Center</u></b>			
	Assistant Recreation Facility Supervisor	0.000	2.100	2.100
	Facility Assistant	2.100	0.000	0.000
	Guest Relations Clerk I/II	4.000	4.000	4.000
	Recreation Aide	0.500	0.500	0.500
	<b>Swim and Fitness Center Total</b>	<b>6.600</b>	<b>6.600</b>	<b>6.600</b>

**City of Westminster  
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Business Unit	Position Title	2016 Authorized Amended	2017 Authorized	2018 Authorized
<b>GENERAL FUND</b>				
100507200017	<b><u>The MAC</u></b>			
	Assistant Recreation Facility Supervisor	0.000	1.600	1.600
	Guest Relations Clerk I/II	0.000	1.900	1.900
	Recreation Aide	0.000	0.600	0.600
	Recreation Specialist	0.000	1.700	1.700
	Recreation Supervisor II	0.000	1.000	1.000
	<b>The MAC Total</b>	<b>0.000</b>	<b>6.800</b>	<b>6.800</b>
100507200967	<b><u>West View Recreation Center</u></b>			
	Assistant Recreation Facility Supervisor	0.000	2.100	2.100
	<i>Facility Assistant</i>	<i>2.100</i>	<i>0.000</i>	<i>0.000</i>
	Guest Relations Clerk I/II	4.300	4.300	4.300
	Recreation Aide	0.500	0.500	0.500
	Recreation Supervisor	1.000	1.000	1.000
	<b>West View Recreation Center Total</b>	<b>7.900</b>	<b>7.900</b>	<b>7.900</b>
	<b>Recreation Facilities Division Total</b>	<b>37.000</b>	<b>42.300</b>	<b>42.300</b>
<b>Recreation Programs Division</b>				
10050760	<b><u>Recreation Programs Division Section</u></b>			
	<i>Recreation Program Assistant</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Recreation Programs Superintendent	1.000	1.000	1.000
	Recreation Services Manager	0.500	0.500	0.500
	Recreation Specialist	4.350	1.000	1.000
	<b>Recreation Programs Division Section Total</b>	<b>6.850</b>	<b>2.500</b>	<b>2.500</b>
100507600532	<b><u>Arts Program</u></b>			
	Recreation Program Assistant	0.500	0.500	0.500
	<b>Arts Program Total</b>	<b>0.500</b>	<b>0.500</b>	<b>0.500</b>
100507600504	<b><u>Recreation Adult Sports</u></b>			
	Recreation Specialist	0.000	1.000	1.000
	<b>Recreation Adult Sports Total</b>	<b>0.000</b>	<b>1.000</b>	<b>1.000</b>
100507600505	<b><u>Fitness Section</u></b>			
	Recreation Program Assistant	0.000	0.500	0.500
	Recreation Specialist	0.000	1.000	1.000
	<b>Fitness Section Total</b>	<b>0.000</b>	<b>1.500</b>	<b>1.500</b>
100507600508	<b><u>Recreation Preschool</u></b>			
	Recreation Program Assistant	0.000	0.500	0.500
	Recreation Specialist	0.000	1.000	1.000
	<b>Recreation Preschool Total</b>	<b>0.000</b>	<b>1.500</b>	<b>1.500</b>
100507600529	<b><u>Recreation Youth Activities</u></b>			
	Recreation Program Assistant	0.000	0.800	0.800
	Recreation Specialist	0.000	1.000	1.000
	<b>Recreation Youth Activities Total</b>	<b>0.000</b>	<b>1.800</b>	<b>1.800</b>
100507600507	<b><u>Recreation Youth Sports</u></b>			
	Recreation Specialist	0.000	1.000	1.000
	<b>Recreation Youth Sports Total</b>	<b>0.000</b>	<b>1.000</b>	<b>1.000</b>
100507600017	<b><u>The MAC</u></b>			
	<i>Facility Assistant</i>	<i>1.600</i>	<i>0.000</i>	<i>0.000</i>
	<i>Guest Relations Clerk I/II</i>	<i>1.900</i>	<i>0.000</i>	<i>0.000</i>
	<i>Recreation Aide</i>	<i>0.600</i>	<i>0.000</i>	<i>0.000</i>
	<i>Recreation Specialist</i>	<i>1.700</i>	<i>0.000</i>	<i>0.000</i>
	<i>Recreation Supervisor II</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	<b>The MAC Total</b>	<b>6.800</b>	<b>0.000</b>	<b>0.000</b>
100507600035	<b><u>Westminster Sports Center</u></b>			
	Recreation Program Assistant	0.500	0.500	0.500
	<i>Recreation Specialist</i>	<i>0.250</i>	<i>0.000</i>	<i>0.000</i>
	<b>Westminster Sports Center Total</b>	<b>0.750</b>	<b>0.500</b>	<b>0.500</b>
	<b>Recreation Programs Division Total</b>	<b>14.900</b>	<b>10.300</b>	<b>10.300</b>
<b>Parks, Recreation and Libraries Department Total</b>		<b>147.975</b>	<b>148.175</b>	<b>148.175</b>



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Business Unit	Position Title	2016 Authorized Amended	2017 Authorized	2018 Authorized
<b>GENERAL FUND</b>				
<b>Police Department</b>				
<b>Administration Division</b>				
10020050	<b>Administration Division</b>			
	Executive Assistant	1.000	1.000	1.000
	Police Chief	1.000	1.000	1.000
	Senior Management Analyst	1.000	1.000	1.000
	<b>Administration Division Total</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>
<b>Police Patrol Services Division</b>				
10020500	<b>Administration Section</b>			
	Administrative Assistant	0.800	0.800	0.800
	Deputy Police Chief	1.000	1.000	1.000
	Equipment Services Assistant	1.000	1.000	1.000
	Police Commander	1.000	1.000	1.000
	Police Officer/Senior Police Officer	5.000	5.000	5.000
	Sergeant	2.000	2.000	2.000
	<b>Administration Section Total</b>	<b>10.800</b>	<b>10.800</b>	<b>10.800</b>
100205000348	<b>Traffic Section</b>			
	Crime Analyst	1.000	1.000	1.000
	Police Commander	1.000	1.000	1.000
	Police Officer/Senior Police Officer	15.000	15.000	15.000
	Sergeant	2.000	2.000	2.000
	Traffic Accident Investigator	4.000	4.000	4.000
	<b>Traffic Section Total</b>	<b>23.000</b>	<b>23.000</b>	<b>23.000</b>
100205000349	<b>Patrol Section</b>			
	Police Commander	3.000	3.000	3.000
	Police Officer/Senior Police Officer	90.000	90.000	90.000
	Report Specialist	2.000	2.000	2.000
	Sergeant	13.000	13.000	13.000
	<b>Patrol Section Total</b>	<b>108.000</b>	<b>108.000</b>	<b>108.000</b>
	<b>Police Patrol Services Division Total</b>	<b>141.800</b>	<b>141.800</b>	<b>141.800</b>
<b>Patrol Promenade Activities</b>				
100205000106	<b>Patrol Promenade</b>			
	Police Officer/Senior Police Officer	4.000	4.000	4.000
	<b>Patrol Promenade Total</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>
<b>Police Specialized Services Division</b>				
10020300	<b>Administration Section</b>			
	Administrative Assistant	1.000	1.000	1.000
	Deputy Police Chief	1.000	1.000	1.000
	<b>Administration Section Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>
100203000341	<b>Professional Services Section</b>			
	Administrative Assistant	0.800	0.800	0.800
	Police Commander	1.000	1.000	1.000
	Police Officer/Senior Police Officer	7.000	7.000	7.000
	<b>Professional Services Section Total</b>	<b>8.800</b>	<b>8.800</b>	<b>8.800</b>

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Business Unit	Position Title	2016 Authorized Amended	2017 Authorized	2018 Authorized
<b>GENERAL FUND</b>				
100203000342	<b><u>Neighborhood Services Section</u></b>			
	Animal Management Officer	4.500	4.500	4.500
	Animal Management Supervisor	1.000	1.000	1.000
	Code Enforcement Officer	5.000	5.000	5.000
	Code Enforcement Supervisor	1.000	1.000	1.000
	Code Enforcement Technician	1.000	1.000	1.000
	Graffiti Enforcement Specialist	1.000	1.000	1.000
	<b>Neighborhood Services Section Total</b>	<b>13.500</b>	<b>13.500</b>	<b>13.500</b>
100203000343	<b><u>Records and Property Section</u></b>			
	Lead Police Records Technician	1.000	1.000	1.000
	Police Commander	1.000	1.000	1.000
	Police Records Supervisor	1.000	1.000	1.000
	Police Records Technician	11.000	11.000	11.000
	Property Evidence Technician	3.000	3.000	3.000
	<b>Records and Property Section Total</b>	<b>17.000</b>	<b>17.000</b>	<b>17.000</b>
100203000344	<b><u>Investigations Section</u></b>			
	Administrative Assistant	1.500	1.500	1.500
	Criminalist/Senior Criminalist	3.000	4.000	4.000
	Police Commander	1.000	1.000	1.000
	Police Officer/Senior Police Officer	31.000	31.000	31.000
	Sergeant	4.000	4.000	4.000
	Victim Advocate	3.000	4.000	4.000
	Victim Services Coordinator	1.000	1.000	1.000
	<b>Investigations Section Total</b>	<b>44.500</b>	<b>46.500</b>	<b>46.500</b>
100203000345	<b><u>Communications Section</u></b>			
	Communications Specialist I/II	23.000	23.000	23.000
	Communications Supervisor	4.000	4.000	4.000
	Public Safety Communications Administrator	1.000	1.000	1.000
	Technical Services Coordinator	1.000	1.000	1.000
	<b>Communications Section Total</b>	<b>29.000</b>	<b>29.000</b>	<b>29.000</b>
	<b>Police Specialized Services Division Total</b>	<b>114.800</b>	<b>116.800</b>	<b>116.800</b>
	<b>Police Department Total</b>	<b>263.600</b>	<b>265.600</b>	<b>265.600</b>

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Business Unit	Position Title	2016 Authorized Amended	2017 Authorized	2018 Authorized
<b><u>GENERAL FUND</u></b>				
<b>Public Works and Utilities Department</b>				
<b><u>Street Maintenance Division</u></b>				
<b>10035450</b>	<b><u>Street Maintenance Division</u></b>			
	Administrative Assistant	1.000	1.000	1.000
	Equipment Operator I	4.000	5.000	5.000
	Equipment Operator II	2.000	2.000	2.000
	Foreman	2.000	2.000	2.000
	Maintenanceworker/Senior Maintenanceworker	9.000	9.000	9.000
	Pavement Management Coordinator	1.000	1.000	1.000
	Street Inspector	3.000	3.000	3.000
	Street Operations Manager	1.000	1.000	1.000
	Street Projects Specialist	1.000	1.000	1.000
	<b>Street Maintenance Division Total</b>	<b>24.000</b>	<b>25.000</b>	<b>25.000</b>
<b>Public Works and Utilities Department Total</b>		<b>24.000</b>	<b>25.000</b>	<b>25.000</b>
<b>General Fund Total</b>		<b>754.691</b>	<b>768.541</b>	<b>768.541</b>

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<b>UTILITY FUND</b>				
<b>Community Development Department</b>				
<b><u>Engineering Division</u></b>				
25030380	<b><u>Engineering Division Section</u></b>			
	Engineer/Senior Engineer	1.500	1.500	1.500
	GIS Specialist	1.000	1.000	1.000
	<b>Engineering Division Section Total</b>	<b>2.500</b>	<b>2.500</b>	<b>2.500</b>
<b>Community Development Department Total</b>		<b>2.500</b>	<b>2.500</b>	<b>2.500</b>
<b>Finance Department</b>				
<b><u>Treasury Division</u></b>				
20015240	<b><u>Treasury Division Section</u></b>			
	Revenue Services Representative	3.000	3.000	3.000
	Revenue Services Supervisor	0.000	1.000	1.000
	Senior Projects Specialist	0.000	1.000	1.000
	<i>Utility Billing Supervisor</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	<b>Treasury Division Section Total</b>	<b>4.000</b>	<b>5.000</b>	<b>5.000</b>
<b>Finance Department Total</b>		<b>4.000</b>	<b>5.000</b>	<b>5.000</b>
<b>Information Technology Department</b>				
20060230	<b><u>Information Technology Section</u></b>			
	Business Operations Administrator	0.000	1.000	1.000
	Contract Services Coordinator	0.000	0.000	0.500
	ERP Software Engineer	2.000	2.000	2.000
	Executive Assistant	1.000	1.000	1.000
	Information Systems Manager	1.000	1.000	1.000
	Information Technology Director	1.000	1.000	1.000
	Internet Software Engineer	2.200	2.200	2.200
	IT Systems Supervisor	2.000	2.000	2.000
	Lead Software Engineer	2.000	3.000	3.000
	Network Engineer	0.600	0.600	0.600
	Network Systems Technician	0.500	0.500	0.500
	Senior Telecommunications Administrator	1.000	1.000	1.000
	Software Engineer I/II	6.000	5.000	5.000
	Software Engineering Manager	1.000	1.000	1.000
	Systems Administrator	2.700	2.700	2.700
	Technical Procurement Specialist	0.000	1.000	1.000
	Technical Support Specialist/Senior Technical Support Specialist	5.000	5.000	5.000
	<b>Information Technology Section Total</b>	<b>28.000</b>	<b>30.000</b>	<b>30.500</b>
200602300911	<b><u>Information Technology Section - Public Safety</u></b>			
	Network Engineer	0.400	0.400	0.400
	Software Engineer I/II	0.300	0.300	0.300
	Systems Administrator	0.300	0.300	0.300
	<b>Information Technology Section - Public Safety Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
<b>Information Technology Department Total</b>		<b>29.000</b>	<b>31.000</b>	<b>31.500</b>
<b>Public Works and Utilities Department</b>				
<b><u>Water Administration Division</u></b>				
20035050	<b><u>Water Administration Division</u></b>			
	Business Operations Coordinator	0.000	1.000	1.000
	Executive Assistant	1.000	1.000	1.000
	Public Works and Utilities Director	1.000	1.000	1.000
	<i>Senior Management Analyst</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	<b>Water Administration Division Total</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>

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<b>UTILITY FUND</b>				
<b>Utilities Operations Division</b>				
210354900401	<b>Biosolids Section</b>			
	Equipment Operator II	3.000	3.000	3.000
	<b>Biosolids Section Total</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>
200354700402	<b>Meter Shop Section</b>			
	Maintenanceworker/Senior Maintenanceworker	4.000	4.000	4.000
	Utilities Systems Specialist	1.000	1.000	1.000
	Utilities Technician	3.000	3.000	3.000
	<b>Meter Shop Section Total</b>	<b>8.000</b>	<b>8.000</b>	<b>8.000</b>
21035470	<b>Wastewater Field Operations Section</b>			
	Administrative Assistant	0.000	0.500	0.500
	Equipment Operator I	1.000	1.000	1.000
	Foreman	2.000	2.000	2.000
	Maintenanceworker/Senior Maintenanceworker	2.000	2.000	2.000
	Utilities Technician	4.000	6.000	6.000
	Wastewater Superintendent	0.000	1.000	1.000
	<b>Wastewater Field Operations Section Total</b>	<b>9.000</b>	<b>12.500</b>	<b>12.500</b>
21035490	<b>Wastewater Plant Section</b>			
	Administrative Assistant	0.000	0.500	0.500
	Chief Plant Operator	0.000	1.000	1.000
	Control Systems Engineer	0.500	0.500	1.000
	Control Systems Specialist	0.500	0.500	0.500
	Foreman	1.000	1.000	1.000
	<i>Lead Plant Operator</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Maintenanceworker/Senior Maintenanceworker	1.000	1.000	1.000
	Plant Electrician	1.000	1.000	1.000
	Plant Operator Trainee/Plant Operator I-IV	9.000	9.000	9.000
	Plant Superintendent	1.000	1.000	1.000
	<b>Wastewater Plant Section Total</b>	<b>15.000</b>	<b>15.500</b>	<b>16.000</b>
20035470	<b>Water Field Operations Section</b>			
	Administrative Assistant	2.000	1.500	1.500
	Equipment Operator I	2.000	2.000	2.000
	Equipment Operator II	2.000	2.000	2.000
	Foreman	2.000	2.000	2.000
	Maintenanceworker/Senior Maintenanceworker	3.000	3.000	3.000
	Utilities Operations Manager	1.000	1.000	1.000
	Utilities Systems Specialist	0.000	2.000	2.000
	Utilities Technician	1.000	1.000	1.000
	Water Superintendent	1.000	1.000	1.000
	<b>Water Field Operations Section Total</b>	<b>14.000</b>	<b>15.500</b>	<b>15.500</b>
200354700498	<b>Water Field Operations - Infrastructure Support Services Section</b>			
	Administrative Assistant	0.500	0.500	0.500
	Applications Specialist	1.000	1.000	1.000
	<i>Data Entry Clerk</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	GIS Technician	0.000	1.000	1.000
	Infrastructure Support Services Lead	1.000	1.000	1.000
	Records Management Technician	1.000	1.000	1.000
	<i>Wastewater Superintendent</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	<b>Water Field Operations - Infrastructure Support Services Section Total</b>	<b>5.500</b>	<b>4.500</b>	<b>4.500</b>
200354700497	<b>Water Field Ops/Water Line Replacement Section</b>			
	Equipment Operator I	2.000	2.000	2.000
	Equipment Operator II	2.000	2.000	2.000
	Maintenanceworker/Senior Maintenanceworker	6.000	6.000	6.000
	<b>Water Field Ops/Water Line Replacement Section Total</b>	<b>10.000</b>	<b>10.000</b>	<b>10.000</b>

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<b>UTILITY FUND</b>				
<b>20035490</b>	<b><u>Water Plant Section</u></b>			
	Administrative Assistant	0.000	0.500	0.500
	Chief Plant Operator	0.000	1.000	1.000
	Control Systems Engineer	0.500	0.500	1.000
	Control Systems Specialist	0.500	0.500	0.500
	Foreman	1.000	1.000	1.000
	<i>Lead Plant Operator</i>	1.000	0.000	0.000
	Maintenanceworker/Senior Maintenanceworker	2.000	2.000	2.000
	Plant Electrician	2.000	2.000	3.000
	Plant Operator Trainee/Plant Operator I-IV	9.000	9.000	9.000
	Plant Superintendent	1.000	1.000	1.000
	<b>Water Plant Section Total</b>	<b>17.000</b>	<b>17.500</b>	<b>19.000</b>
<b>200354900023</b>	<b><u>Water Plants/Reclaimed Section</u></b>			
	Maintenanceworker/Senior Maintenanceworker	1.000	1.000	1.000
	<b>PW&amp;U Water Plants/Reclaimed Section Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
	<b>Utilities Operations Division Total</b>	<b>82.500</b>	<b>87.500</b>	<b>89.500</b>
<b>Utilities Engineering Division</b>				
<b>20035430</b>	<b><u>Engineering Section</u></b>			
	Engineer/Senior Engineer	6.000	7.000	7.000
	<i>Senior Projects Engineer</i>	1.000	0.000	0.000
	Utilities Engineering Manager	0.000	1.000	1.000
	<b>Engineering Section Total</b>	<b>7.000</b>	<b>8.000</b>	<b>8.000</b>
	<b>Utilities Engineering Division Total</b>	<b>7.000</b>	<b>8.000</b>	<b>8.000</b>
<b>Water Resources and Quality Division</b>				
<b>20035480</b>	<b><u>Water Resources and Quality Section</u></b>			
	Administrative Assistant	1.000	1.000	1.000
	Engineer/Senior Engineer	3.000	3.000	3.000
	Project Specialist	1.000	1.000	1.000
	Reclaimed System Analyst	1.000	1.000	1.000
	<i>Utilities Planning and Engineering Manager</i>	1.000	0.000	0.000
	<i>Water Resources Analyst</i>	1.000	0.000	0.000
	Water Resources Analyst/Senior Water Resources Analyst	0.000	1.000	1.000
	Water Resources and Quality Manager	0.000	1.000	1.000
	<i>Water Resources Engineering Coordinator</i>	1.000	0.000	0.000
	Water Resources Technician	1.000	1.000	1.000
	<b>Water Resources and Quality Division Total</b>	<b>10.000</b>	<b>9.000</b>	<b>9.000</b>
<b>200354800943</b>	<b><u>Water Quality Section</u></b>			
	Chemist	1.000	1.000	1.000
	Laboratory Analyst	2.000	2.000	2.000
	Water Quality Administrator	1.000	1.000	1.000
	Water Quality Specialist	2.000	2.000	2.000
	<b>Water Quality Section Total</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>
<b>210354800943</b>	<b><u>Laboratory Services Section</u></b>			
	Chemist	3.000	3.000	3.000
	Water Quality Specialist	1.000	1.000	1.000
	<b>Laboratory Services Section Total</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>
	<b>Water Resources and Quality Division Total</b>	<b>20.000</b>	<b>19.000</b>	<b>19.000</b>
	<b>Public Works and Utilities Department Total</b>	<b>112.500</b>	<b>117.500</b>	<b>119.500</b>
	<b>Utility Fund Total</b>	<b>148.000</b>	<b>156.000</b>	<b>158.500</b>

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Business Unit	Position Title	2016 Authorized Amended	2017 Authorized	2018 Authorized
<b><u>OTHER FUND</u></b>				
<b><u>Community Development Block Grant Fund (CDBG)</u></b>				
<b>City Manager's Office / Economic Development Division</b>				
<b>76030350</b>	<b><u>Community Development Block Grant (CDBG)</u></b>			
	CDBG Coordinator	0.000	0.500	0.500
	CDBG Technician	0.000	1.000	1.000
	<b>Community Development Block Grant (CDBG) Total</b>	<b>0.000</b>	<b>1.500</b>	<b>1.500</b>
<b>Community Development Block Grant (CDBG) Total</b>		<b>0.000</b>	<b>1.500</b>	<b>1.500</b>
<b><u>Community Development Block Grant Fund</u></b>				
<b>Community Development Department</b>				
<b>76030350</b>	<b><u>Open Space/CD Block Grant</u></b>			
	CDBG Coordinator	0.000	0.000	0.000
	CDBG Technician	1.000	0.000	0.000
	Program Planner	0.500	0.000	0.000
	<b>Open Space/CD Block Grant Total</b>	<b>1.500</b>	<b>0.000</b>	<b>0.000</b>
<b>Community Development Block Grant Fund Total</b>		<b>1.500</b>	<b>0.000</b>	<b>0.000</b>
<b><u>Fleet Maintenance Fund</u></b>				
<b>General Services Department</b>				
<b>30012460</b>	<b><u>Fleet Division Section</u></b>			
	Administrative Assistant	0.750	1.000	1.000
	Applications Specialist	1.000	1.000	1.000
	Fleet Manager	1.000	1.000	1.000
	Foreman	1.000	1.000	1.000
	Mechanic I/II	5.000	5.000	5.000
	<b>Fleet Division Section Total</b>	<b>8.750</b>	<b>9.000</b>	<b>9.000</b>
<b>300124600911</b>	<b><u>Fleet Division - Public Safety Section</u></b>			
	Fire Mechanic	1.000	1.000	1.000
	<b>Fleet Division - Public Safety Section Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
<b>Fleet Maintenance Fund Total</b>		<b>9.750</b>	<b>10.000</b>	<b>10.000</b>
<b><u>General Capital Improvement Fund</u></b>				
<b>General Services Department</b>				
<b>81275012994</b>	<b><u>BO&amp;M/City Facility Energy Improvements</u></b>			
	Energy and Facilities Projects Coordinator	1.000	1.000	1.000
	<b>BO&amp;M/City Facility Energy Improvements Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
<b>Parks, Recreation and Libraries Department</b>				
<b>80275050512</b>	<b><u>Capital Projects - Park Maintenance (JCOS)</u></b>			
	Crewleader	2.000	2.000	2.000
	Foreman	1.000	1.000	1.000
	Parks Specialist	2.000	2.000	2.000
	Parkswoker I/II	4.000	4.000	4.000
	<b>Capital Projects - Park Maintenance (JCOS) Total</b>	<b>9.000</b>	<b>9.000</b>	<b>9.000</b>
<b>80175050037</b>	<b><u>Capital Projects Section</u></b>			
	Landscape Architect I/II	1.000	0.000	0.000
	Landscape Designer/Senior Landscape Architect	0.000	1.000	1.000
	<b>Capital Projects Section Total</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>
<b>80175050340</b>	<b><u>Community Enhancement Program Section</u></b>			
	City Forester	1.000	1.000	1.000
	Contract Services Coordinator	1.000	1.000	1.000
	Crewleader	1.000	1.000	1.000
	Landscape Architect I/II	1.000	0.000	0.000
	Landscape Designer/Senior Landscape Architect	0.000	1.000	1.000
	Parks Specialist	2.000	2.000	2.000
	<b>Community Enhancement Program Section Total</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>
<b>General Capital Improvement Fund Total</b>		<b>17.000</b>	<b>17.000</b>	<b>17.000</b>

**City of Westminster  
2017/2018 Adopted Budget  
Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2016 Authorized Amended	2017 Authorized	2018 Authorized
<b><u>OTHER FUND</u></b>				
<b><u>Golf Course Enterprise Fund - Heritage</u></b>				
Parks, Recreation and Libraries Department				
230507200249	<b><u>The Heritage Club House</u></b>			
	Assistant Golf Professional	1.000	1.000	1.000
	Golf Professional	1.000	1.000	1.000
	Second Assistant Golf Professional	1.000	1.000	1.000
	<b>The Heritage Club House Total</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>
23050720	<b><u>Heritage Golf Course Maintenance</u></b>			
	Assistant Golf Course Superintendent	1.000	1.000	1.000
	Equipment Mechanic	1.000	1.000	1.000
	Golf Course Superintendent	1.000	1.000	1.000
	Golf Irrigator	1.000	1.000	1.000
	<i>Golf Worker</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Golf Worker I/II	0.000	1.000	1.000
	<b>Heritage Golf Course Maintenance Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>
	<b>Golf Course Enterprise Fund - Heritage Total</b>	<b>8.000</b>	<b>8.000</b>	<b>8.000</b>
<b><u>Golf Course Enterprise Fund - Legacy</u></b>				
Parks, Recreation and Libraries Department				
220507200249	<b><u>Legacy Ridge Club House</u></b>			
	Assistant Golf Professional	1.000	1.000	1.000
	Golf Professional	1.000	1.000	1.000
	Second Assistant Golf Professional	1.000	1.000	1.000
	<b>Legacy Ridge Club House Total</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>
22050720	<b><u>Legacy Ridge Golf Course Maintenance</u></b>			
	Assistant Golf Course Superintendent	1.000	1.000	1.000
	Equipment Mechanic	1.000	1.000	1.000
	Golf Course Superintendent	1.000	1.000	1.000
	Golf Irrigator	1.000	1.000	1.000
	<i>Golf Worker</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Golf Worker I/II	0.000	1.000	1.000
	<b>Legacy Ridge Golf Course Maintenance Total</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>
	<b>Golf Course Enterprise Fund - Legacy Total</b>	<b>8.000</b>	<b>8.000</b>	<b>8.000</b>
	<b>Golf Course Enterprise Fund Total</b>	<b>16.000</b>	<b>16.000</b>	<b>16.000</b>
<b><u>Medical/Dental Fund</u></b>				
General Services Department				
49010900	<b><u>Human Resources/Benefits Division</u></b>			
	Benefits Specialist	1.000	1.000	1.000
	Human Resources Technician	0.500	0.500	0.500
	<b>Human Resources/Benefits Division Total</b>	<b>1.500</b>	<b>1.500</b>	<b>1.500</b>
	<b>Medical/Dental Fund Total</b>	<b>1.500</b>	<b>1.500</b>	<b>1.500</b>



**City of Westminster  
2017/2018 Adopted Budget  
Full-time Equivalent Staffing Summary**

Business Unit	Position Title	2016 Authorized Amended	2017 Authorized	2018 Authorized
<b><u>OTHER FUND</u></b>				
<b><u>Parks Opens Space and Trails Fund (POST)</u></b>				
<b>Parks, Recreation and Libraries Department</b>				
<b>54050550</b>	<b><u>Open Space Section</u></b>			
	Crewleader	0.000	1.000	1.000
	<i>Equipment Operator II</i>	1.000	0.000	0.000
	<i>Foreman</i>	1.000	0.000	0.000
	Open Space Manager	1.000	1.000	1.000
	Open Space Specialist	1.000	2.000	2.000
	Open Space Superintendent	1.000	1.000	1.000
	Open Space Supervisor	1.000	1.000	1.000
	Open Space Technician	0.500	0.300	1.000
	<i>Open Space Volunteer Specialist</i>	1.000	0.000	0.000
	Parks Specialist	1.000	1.000	2.000
	Parkswoker I/II	4.000	6.000	6.000
	<b>Open Space Section Total</b>	<b>12.500</b>	<b>13.300</b>	<b>15.000</b>
<b>540505500542</b>	<b><u>Park Services Section</u></b>			
	Equipment Operator II	0.000	1.000	1.000
	Foreman	0.000	1.000	1.000
	Parks Specialist	0.000	0.000	2.000
	Parks Superintendent	0.000	1.000	1.000
	Parkswoker I/II	0.000	0.000	2.000
	<b>Park Services Section Total</b>	<b>0.000</b>	<b>3.000</b>	<b>7.000</b>
<b>Parks Opens Space and Trails Fund (POST) Total</b>		<b>12.500</b>	<b>16.300</b>	<b>22.000</b>
<b><u>Property Liability Fund</u></b>				
<b>General Services Department</b>				
<b>46010900</b>	<b><u>Human Resources-Risk Division Section</u></b>			
	Human Resources Manager/Risk	1.000	1.000	1.000
	<i>Risk/Claims Analyst</i>	0.500	0.000	0.000
	Risk-Claims Analyst/Senior Risk-Claims Analyst	0.000	0.500	0.500
	<b>Human Resources-Risk Division Section Total</b>	<b>1.500</b>	<b>1.500</b>	<b>1.500</b>
<b>460109000911</b>	<b><u>Human Resources/Risk Section - Public Safety</u></b>			
	<i>Risk/Claims Analyst</i>	0.500	0.000	0.000
	Risk/Claims Analyst/Senior Risk/Claims Analyst	0.000	0.500	0.500
	<b>Human Resources/Risk Section - Public Safety Total</b>	<b>0.500</b>	<b>0.500</b>	<b>0.500</b>
<b>Property Liability Fund Total</b>		<b>2.000</b>	<b>2.000</b>	<b>2.000</b>
<b><u>WURP Fund</u></b>				
<b>City Manager's Office</b>				
<b>80968005952</b>	<b><u>Economic Development Division</u></b>			
	<i>Executive Assistant</i>	0.500	0.000	0.000
	<b>Economic Development Division Total</b>	<b>0.500</b>	<b>0.000</b>	<b>0.000</b>
<b>WURP Fund Total</b>		<b>0.500</b>	<b>0.000</b>	<b>0.000</b>
<b>Other Fund Total</b>		<b>60.750</b>	<b>64.300</b>	<b>70.000</b>
<b>Grand Total</b>		<b>963.441</b>	<b>988.841</b>	<b>997.041</b>



WESTMINSTER

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WESTMINSTER

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
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**Department:City Council**

<b>City Council ( 10001010)</b>					
60010.0000 Personnel Services					
60800.0000 Salaries Mayor/Council	\$90,563	\$94,770	\$94,770	\$94,770	\$97,500
61100.0000 Council Allowance	\$26,616	\$26,712	\$26,712	\$26,964	\$26,964
61200.0000 Mileage Reimb	\$2,732	\$3,000	\$3,000	\$3,000	\$3,000
61400.0000 Meeting Expense	\$10,969	\$12,248	\$12,248	\$11,048	\$12,248
61600.0000 Employment Recruitment	\$6,395	\$0	\$0	\$0	\$0
61800.0000 Career Dev	\$19,046	\$48,205	\$40,860	\$48,205	\$48,205
<b>SUBTOTAL</b>	<b>\$156,321</b>	<b>\$184,935</b>	<b>\$177,590</b>	<b>\$183,987</b>	<b>\$187,917</b>
65000.0000 Contractual Services					
66900.0000 Telephone	\$1,660	\$1,680	\$1,700	\$3,360	\$3,360
66950.0000 PC Replacement Fee	\$1,715	\$1,715	\$1,715	\$1,715	\$1,715
67600.0000 Spec Promo	\$600	\$4,500	\$3,500	\$75,000	\$75,000
67800.0000 Contract Svcs	\$59,009	\$66,745	\$65,000	\$15,640	\$14,990
<b>SUBTOTAL</b>	<b>\$62,984</b>	<b>\$74,640</b>	<b>\$71,915</b>	<b>\$95,715</b>	<b>\$95,065</b>
70000.0000 Commodities					
70200.0000 Supplies	\$4,871	\$3,950	\$3,950	\$5,150	\$3,950
70400.0000 Food	\$3,543	\$5,000	\$5,000	\$5,000	\$5,000
<b>SUBTOTAL</b>	<b>\$8,414</b>	<b>\$8,950</b>	<b>\$8,950</b>	<b>\$10,150</b>	<b>\$8,950</b>
75000.0000 Capital Outlay					
10001010 City Council	\$227,718	\$268,525	\$258,455	\$289,852	\$291,932
01 City Council	\$227,718	\$268,525	\$258,455	\$289,852	\$291,932

**Department:City Attorney**

<b>City Attorney ( 10003120)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$788,265	\$782,626	\$765,467	\$808,243	\$808,243
60200.0125 Regular Salaries Pros	\$221,004	\$322,566	\$214,196	\$293,060	\$293,060
60200.0911 Regular Salaries PST	\$190,753	\$183,810	\$183,810	\$283,127	\$310,618
60400.0125 Overtime - Prosecutor	\$0	\$1,400	\$0	\$1,400	\$1,400
60600.0000 Salaries Temp	\$7,796	\$0	\$461	\$0	\$0
60600.0125 Salaries Temporary Pros		\$1,000	\$1,024	\$1,000	\$1,000
61200.0000 Mileage Reimb	\$823	\$860	\$860	\$1,032	\$1,053
61200.0125 Mileage Reimb Pros	\$396	\$800	\$800	\$800	\$816
61400.0000 Meeting Expense	\$638	\$1,200	\$1,200	\$1,320	\$1,346
61400.0125 Meeting Expense Pros	\$175	\$150	\$150	\$150	\$153
61600.0000 Employment Recruitment	\$6,035	\$0	\$0	\$0	\$0
61800.0000 Career Dev	\$11,993	\$18,619	\$18,619	\$20,454	\$21,233
61800.0125 Career Dev Pros	\$676	\$4,927	\$4,927	\$4,927	\$5,023
61800.0911 Career Dev PST	\$1,353	\$1,353	\$1,353	\$1,353	\$1,353
<b>SUBTOTAL</b>	<b>\$1,229,909</b>	<b>\$1,319,311</b>	<b>\$1,192,867</b>	<b>\$1,416,866</b>	<b>\$1,445,298</b>
65000.0000 Contractual Services					
65100.0000 Prof Serv	\$3,344	\$10,478	\$10,478	\$10,478	\$10,478

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
65100.0125 Prof Serv Pros	\$4,716	\$5,067	\$5,067	\$5,067	\$5,067
65800.0000 Fleet Rental Chgs	\$6,000	\$6,000	\$6,000	\$0	\$0
66100.0000 Maint/Rep Equip	\$727	\$1,559	\$1,559	\$2,886	\$2,886
66100.0125 Maint/Rep Equip Pros	\$739	\$1,004	\$1,004	\$1,004	\$1,004
66900.0000 Telephone	\$1,631	\$3,045	\$3,290	\$4,155	\$4,152
66900.0125 Telephone	\$353	\$2,098	\$2,098	\$2,119	\$2,119
66950.0000 PC Replacement Fee	\$2,615	\$2,615	\$2,615	\$5,529	\$4,265
66950.0911 PC Replacement Fee PST	\$420	\$420	\$420	\$495	\$495
67000.0000 Outside Comp Chgs	\$40,601	\$41,886	\$41,686	\$43,137	\$44,425
67800.0000 Contract Svcs	\$544	\$1,110	\$1,110	\$1,110	\$1,110
67800.0125 Contract Svcs Pros	\$696	\$1,200	\$1,200	\$1,200	\$1,200
<b>SUBTOTAL</b>	<b>\$62,386</b>	<b>\$76,482</b>	<b>\$76,527</b>	<b>\$77,180</b>	<b>\$77,201</b>
<b>70000.0000 Commodities</b>					
70200.0000 Supplies	\$2,300	\$3,246	\$3,246	\$3,346	\$3,346
70200.0125 Supplies Pros	\$1,646	\$2,313	\$2,313	\$2,500	\$2,500
71400.0000 Train & Ref Mtrls	\$3,170	\$12,702	\$15,220	\$10,105	\$10,105
71400.0125 Train & Ref Mtrls Pros	\$241	\$561	\$561	\$570	\$582
<b>SUBTOTAL</b>	<b>\$7,357</b>	<b>\$18,822</b>	<b>\$21,340</b>	<b>\$16,521</b>	<b>\$16,533</b>
<b>75000.0000 Capital Outlay</b>					
75200.0000 Office Equipment	\$1,688	\$6,825	\$6,825	\$24,746	\$0
75400.0000 Comp Soft/Hard	\$599	\$8,120	\$8,120	\$0	\$0
75400.0000 Comp Soft/Hard	\$2,287	\$14,945	\$14,945	\$24,746	\$0
10003120 City Attorney	\$1,301,939	\$1,429,560	\$1,305,679	\$1,535,313	\$1,539,032
03 City Attorney	\$1,301,939	\$1,429,560	\$1,305,679	\$1,535,313	\$1,539,032

**Department:City Manager**

<b>CMO - Administration ( 10005050)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0000 Regular Salaries	\$844,133	\$1,182,552	\$1,180,000	\$1,315,876	\$1,368,358
60600.0000 Salaries Temp		\$6,000	\$4,500	\$0	\$0
61200.0000 Mileage Reimb	\$97	\$710	\$500	\$1,200	\$1,200
61400.0000 Meeting Expense	\$6,061	\$7,850	\$7,850	\$5,796	\$5,796
61600.0000 Employ Recruitment		\$7,500	\$5,500	\$0	\$0
61800.0000 Career Dev	\$14,557	\$24,084	\$28,000	\$27,565	\$27,565
<b>SUBTOTAL</b>	<b>\$864,848</b>	<b>\$1,228,696</b>	<b>\$1,226,350</b>	<b>\$1,350,437</b>	<b>\$1,402,919</b>
<b>65000.0000 Contractual Services</b>					
65800.0000 Fleet Rental Chgs	\$13,080	\$13,080	\$13,080	\$0	\$0
66100.0000 Maint/Rep Equip	\$3,880	\$5,237	\$5,237	\$6,497	\$6,497
66600.0000 Printing	\$500	\$850	\$850	\$900	\$900
66700.0000 Postage	\$308	\$1,504	\$2,100	\$2,994	\$2,994
66900.0000 Telephone	\$3,638	\$6,890	\$6,890	\$7,794	\$6,354
66900.0387 Telephone PIO	\$82	\$0	\$0	\$0	\$0
66950.0000 PC Replacement Fee	\$3,375	\$1,990	\$1,990	\$3,380	\$3,380
67800.0000 Contract Svcs	\$779	\$3,940	\$3,940	\$1,148	\$1,148
<b>SUBTOTAL</b>	<b>\$25,642</b>	<b>\$33,491</b>	<b>\$34,087</b>	<b>\$22,713</b>	<b>\$21,273</b>
<b>70000.0000 Commodities</b>					
70200.0000 Supplies	\$4,967	\$7,161	\$6,060	\$17,800	\$7,800

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>SUBTOTAL</b>	\$4,967	\$7,161	\$6,060	\$17,800	\$7,800
75000.0000 Capital Outlay					
75200.0000 Ofc Equip	\$2,497	\$1,150	\$1,668	\$0	\$650
75400.0000 Comp Soft/Hard	\$5,984	\$5,850	\$9,400	\$0	\$0
76000.0000 Other Equip	\$0	\$22,500	\$17,500	\$0	\$0
<b>SUBTOTAL</b>	\$8,481	\$29,500	\$28,568	\$0	\$650
10005050 CMO - Administration	\$903,937	\$1,298,848	\$1,295,065	\$1,390,950	\$1,432,642

<b>CMO - City Clerk ( 10005070)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$0	\$0	\$0	\$373,949	\$373,949
60400.0000 Salaries Overtime	\$0	\$0	\$0	\$1,900	\$1,900
60600.0000 Salaries Temp	\$0	\$0	\$0	\$16,000	\$16,000
61400.0000 Meeting Expense	\$0	\$0	\$0	\$600	\$600
61800.0000 Career Dev	\$0	\$0	\$0	\$6,800	\$6,800
<b>SUBTOTAL</b>	\$0	\$0	\$0	\$399,249	\$399,249
65000.0000 Contractual Services	\$0	\$0	\$0		
65200.0000 Ads & Legal Notices	\$0	\$0	\$0	\$16,000	\$16,000
65300.0000 Filing & Recording Fees	\$0	\$0	\$0	\$30,000	\$30,000
65800.0000 Fleet Rental Chgs	\$0	\$0	\$0	\$2,750	\$2,871
65900.0000 Motor Fuel Chgs	\$0	\$0	\$0	\$1,873	\$1,937
66700.0000 Postage	\$0	\$0	\$0	\$2,000	\$2,000
66900.0000 Telephone	\$0	\$0	\$0	\$1,739	\$1,739
66950.0000 PC Replacement Fee	\$0	\$0	\$0	\$1,225	\$1,225
67000.0000 Outside Comp Chgs	\$0	\$0	\$0	\$113,000	\$113,000
67800.0000 Contract Svcs	\$0	\$0	\$0	\$11,500	\$11,500
67900.0000 Election Expense	\$0	\$0	\$0	\$40,000	\$40,000
<b>SUBTOTAL</b>	\$0	\$0	\$0	\$220,087	\$220,272
70000.0000 Commodities					
70200.0000 Supplies	\$0	\$0	\$0	\$4,000	\$4,000
<b>SUBTOTAL</b>	\$0	\$0	\$0	\$4,000	\$4,000
75000.0000 Capital Outlay					
10005070 CMO - City Clerk	\$0	\$0	\$0	\$623,336	\$623,521

<b>CMO - Policy &amp; Budget ( 10005080)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$249,912	\$276,362	\$200,000	\$286,433	\$286,433
60600.0000 Salaries Temp	\$0	\$2,300	\$0	\$0	\$0
61200.0000 Mileage Reimb	\$666	\$490	\$500	\$490	\$490
61400.0000 Meeting Expense	\$1,888	\$2,350	\$1,600	\$2,350	\$2,350
61800.0000 Career Dev	\$4,662	\$5,797	\$3,000	\$5,797	\$5,797
<b>SUBTOTAL</b>	\$257,128	\$287,299	\$205,100	\$295,070	\$295,070

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
65000.0000 Contractual Services					
66600.0000 Printing	\$0	\$3,150	\$3,150	\$1,900	\$1,900
66700.0000 Postage	\$0	\$890	\$500	\$890	\$890
66900.0000 Telephone	\$1,153	\$1,685	\$1,200	\$2,474	\$2,474
66950.0000 PC Replacement Fee	\$665	\$665	\$665	\$705	\$705
67800.0000 Contract Svcs	\$130	\$1,760	\$750	\$1,760	\$1,760
<b>SUBTOTAL</b>	<b>\$1,948</b>	<b>\$8,150</b>	<b>\$6,265</b>	<b>\$7,729</b>	<b>\$7,729</b>
70000.0000 Commodities					
70200.0000 Supplies	\$639	\$750	\$500	\$3,250	\$3,250
<b>SUBTOTAL</b>	<b>\$639</b>	<b>\$750</b>	<b>\$500</b>	<b>\$3,250</b>	<b>\$3,250</b>
75000.0000 Capital Outlay					
75400.0000 Comp Soft/Hard	\$0	\$0	\$185	\$0	\$0
75400.0000 Comp Soft/Hard	\$0	\$0	\$185	\$0	\$0
10005080 CMO - Policy & Budget	\$259,715	\$296,199	\$212,050	\$306,049	\$306,049

<b>CMO-Economic Development ( 10005340)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$419,625	\$458,728	\$458,728	\$597,348	\$600,981
61200.0000 Mileage Reimbursement	\$966	\$1,973	\$2,649	\$6,150	\$6,150
61400.0000 Meeting Expense	\$3,383	\$12,000	\$8,933	\$14,700	\$14,700
61800.0000 Career Development	\$6,105	\$13,510	\$9,453	\$14,625	\$14,625
<b>SUBTOTAL</b>	<b>\$430,078</b>	<b>\$486,211</b>	<b>\$479,762</b>	<b>\$632,823</b>	<b>\$636,456</b>
65000.0000 Contractual Services					
66600.0000 Printing	\$1,146	\$2,000	\$1,920	\$2,000	\$2,000
66900.0000 Telephone	\$3,121	\$5,085	\$3,027	\$5,047	\$5,056
66950.0000 PC replacement fee	\$1,985	\$1,985	\$1,985	\$2,860	\$2,860
67000.0000 Outside Computer Charges	\$8,940	\$11,220	\$4,248	\$12,000	\$12,000
67500.0000 City Memberships	\$16,280	\$18,637	\$560	\$49,000	\$49,000
67600.0000 Special Promotions	\$2,922	\$12,500	\$12,250	\$12,500	\$12,500
67800.0000 Contractual Services	\$2,978	\$242,000	\$171,266	\$285,036	\$285,036
68000.0000 Business Assistance	\$12,841	\$27,350	\$26,366	\$49,350	\$49,350
<b>SUBTOTAL</b>	<b>\$50,213</b>	<b>\$320,777</b>	<b>\$221,621</b>	<b>\$417,793</b>	<b>\$417,802</b>
70000.0000 Commodities					
70200.0000 Supplies	\$5,589	\$2,870	\$1,828	\$4,200	\$4,200
<b>SUBTOTAL</b>	<b>\$5,589</b>	<b>\$2,870</b>	<b>\$1,828</b>	<b>\$4,200</b>	<b>\$4,200</b>
75000.0000 Capital Outlay					
75200.0000 Ofc Equip	\$0	\$10,800	\$9,683	\$0	\$0
75400.0000 Comp Soft/Hard	\$0	\$1,825	\$1,825	\$1,825	\$0
75400.0000 Comp Soft/Hard		\$12,625	\$11,508	\$1,825	
10005340 CMO-Economic Develo	\$485,880	\$822,483	\$714,719	\$1,056,641	\$1,058,458

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>CMO-Communication &amp; Outreach ( 1005387)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$271,637	\$302,707	\$300,000	\$338,743	\$338,743
61200.0000 Mileage Reimb	\$327	\$900	\$650	\$900	\$900
61400.0000 Meeting Expense	\$573	\$3,600	\$800	\$3,600	\$3,600
61800.0000 Career Dev	\$8,859	\$8,000	\$6,500	\$8,000	\$8,000
<b>SUBTOTAL</b>	<b>\$281,395</b>	<b>\$315,207</b>	<b>\$307,950</b>	<b>\$351,243</b>	<b>\$351,243</b>
65000.0000 Contractual Services					
66100.0000 Maint/Rep Equip	\$0	\$3,500	\$2,500	\$3,500	\$3,500
66600.0000 Printing	\$15,498	\$21,788	\$21,000	\$21,788	\$21,788
66700.0000 Postage	\$17,053	\$15,505	\$13,000	\$15,505	\$15,505
66900.0000 Telephone	\$1,638	\$4,285	\$4,285	\$4,339	\$4,339
66950.0000 PC Replacement Fee	\$1,270	\$560	\$560	\$825	\$825
67800.0000 Contract Svcs	\$56,320	\$266,189	\$200,000	\$266,189	\$266,189
<b>SUBTOTAL</b>	<b>\$91,780</b>	<b>\$311,827</b>	<b>\$241,345</b>	<b>\$312,146</b>	<b>\$312,146</b>
70000.0000 Commodities					
70200.0000 Supplies	\$2,850	\$16,272	\$12,000	\$16,272	\$16,272
<b>SUBTOTAL</b>	<b>\$2,850</b>	<b>\$16,272</b>	<b>\$12,000</b>	<b>\$16,272</b>	<b>\$16,272</b>
75000.0000 Capital Outlay					
75200.0000 Ofc Equip	\$4,264	\$0	\$0	\$0	\$0
76000.0000 Other Equipment	\$1,535	\$2,000	\$0	\$2,000	\$0
76000.0000 Other Equipment	\$5,799	\$2,000	\$0	\$2,000	\$0
1005387 CMO-Communication &	\$381,824	\$645,306	\$561,295	\$681,661	\$679,661
05 City Manager	\$2,031,356	\$3,062,836	\$2,783,129	\$3,934,906	\$3,972,963

**Department:General Government**

<b>General - Central Charges ( 10010900)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$13,525	\$20,000	\$20,000	\$20,000	\$2,284,465
60400.0000 Salaries Overtime	\$0	\$30,000	\$0	\$125,000	\$125,000
60600.0000 Salaries Temp	\$5,191	\$6,000	\$60,000	\$6,200	\$6,200
61400.0000 Meeting Expense	\$6,668	\$5,600	\$10,000	\$11,000	\$11,000
61800.0000 Career Dev	\$14,997	\$15,000	\$1,500	\$15,000	\$15,000
62400.0000 General Leave Buy Back	\$95,599	\$76,500	\$100,000	\$0	\$0
62600.0000 Retire City Contrib	\$4,623,356	\$5,283,274	\$5,250,000	\$5,515,754	\$5,845,754
62800.0590 Non Med Ins ER Life/AD&D	\$131,627	\$137,962	\$137,962	\$140,722	\$150,000
62800.0591 Non Med Ins ER LTD	\$264,618	\$297,504	\$297,504	\$365,455	\$383,600
62800.0592 Non Med Ins ER Surv Ben	\$235,941	\$265,702	\$265,702	\$271,016	\$287,300
63000.0594 Med Ins ER SELF	\$5,626,835	\$6,206,254	\$6,178,693	\$6,574,073	\$7,025,164
63000.0595 Med Ins ER Delta Dental	\$362,062	\$381,348	\$381,348	\$400,415	\$425,000
63000.0596 Med Ins ER Kaiser	\$2,425,686	\$2,635,076	\$2,635,076	\$2,798,830	\$2,932,840

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
63400.0000 Unemploy Ins	\$35,316	\$60,000	\$60,000	\$60,000	\$60,000
63600.0000 Medicare	\$650,350	\$726,096	\$740,000	\$777,000	\$815,900
63800.0000 Education Reimbursement Progra	\$33,436	\$40,000	\$40,000	\$40,000	\$40,000
64000.0000 Employee Med Expense	\$25,624	\$25,600	\$25,600	\$25,600	\$25,600
<b>SUBTOTAL</b>	<b>\$14,550,831</b>	<b>\$16,211,916</b>	<b>\$16,203,385</b>	<b>\$17,146,065</b>	<b>\$20,432,823</b>
<b>65000.0000 Contractual Services</b>					
65100.0000 Prof Serv	\$144,035	\$338,230	\$300,000	\$397,000	\$416,000
65100.0045 Prof Serv - Sponsorships	\$2,438	\$10,000	\$10,000	\$10,000	\$10,000
65100.0258 Prof Serv - Legal Counsel	\$8,568	\$115,000	\$115,000	\$15,000	\$15,000
66000.0450 Equip Rental - Cap Replace	\$1,715,606	\$1,595,815	\$1,595,815	\$2,021,130	\$1,992,803
66700.0000 Postage	\$8,610	\$12,740	\$12,740	\$12,740	\$12,740
66900.0254 Telephone Long Dist Chgs	\$3,254	\$4,038	\$4,038	\$920	\$920
66950.0000 PC Replacement Fee	\$1,820	\$1,820	\$1,820	\$2,145	\$2,145
67500.0000 City Memberships	\$131,773	\$143,320	\$143,320	\$144,776	\$144,776
67700.0077 Lease Pay-Ice Centre	\$220	\$0	\$0	\$0	\$0
67700.0079 Lease Pay-2010 Ice Centre COPS	\$965,338	\$966,838	\$966,838	\$964,938	\$964,938
67700.0273 Lease Pay-2010 Refunding COPS	\$1,491,881	\$1,491,431	\$1,491,431	\$1,484,531	\$1,484,531
67700.0274 Lease Pay-2005 COPS	\$872,860	\$0	\$0	\$0	\$0
67700.0277 Lease Pay-2007 COPS	\$3,304,613	\$3,299,638	\$3,299,638	\$2,986,038	\$2,986,038
67700.0283 Lease Pay-2013 COPS	\$444,300	\$1,317,850	\$1,317,850	\$1,319,650	\$1,319,650
67700.0286 Lease Pay-2015 COPS	\$0	\$0	\$0	\$1,415,800	\$1,415,800
67700.0287 Lease Pay-2015 COPS Taxable	\$0	\$0	\$0	\$1,487,239	\$1,487,239
67700.0924 Lease Pay-Energy Audit 10	\$308,096	\$308,096	\$308,096	\$308,096	\$308,096
67700.0925 Lease Pay-Energy Audit 05	\$239,500	\$249,340	\$249,340		
67800.0000 Contract Svcs	\$32,003	\$42,845	\$55,000	\$335,395	\$542,395
67800.0075 Contract Svcs-EDA/IGA	\$291,044	\$0	\$0	\$0	\$0
67800.0705 Contract Svcs SR Transit Conso	\$26,420	\$26,420	\$26,420	\$33,025	\$35,116
67800.0706 Contract Svcs Human Serv	\$100,000	\$115,000	\$115,000	\$115,000	\$120,000
67800.0850 Contract Svcs Thornton	\$653,011	\$0	\$0	\$0	\$0
<b>SUBTOTAL</b>	<b>\$10,745,389</b>	<b>\$10,038,421</b>	<b>\$10,012,346</b>	<b>\$13,053,423</b>	<b>\$13,258,187</b>
<b>70000.0000 Commodities</b>					
70200.0000 Supplies	\$17,740	\$10,000	\$15,000	\$13,500	\$13,500
<b>SUBTOTAL</b>	<b>\$17,740</b>	<b>\$10,000</b>	<b>\$15,000</b>	<b>\$13,500</b>	<b>\$13,500</b>
<b>79800.0000 Transfers</b>					
79800.0110 Transfers Reserve Fund	\$75,000	\$0	\$0	\$0	\$0
79800.0120 Transfers Stabilization Fund	\$460,000	\$0	\$0	\$0	\$0
79800.0460 Transfers Prop/Liab Self Ins	\$783,147	\$783,147	\$783,147	\$791,251	\$796,075
79800.0480 Transfers Workers Comp	\$672,038	\$672,038	\$672,038	\$672,038	\$672,038
79800.0680 Transfers WEDA	\$300,000	\$0	\$0	\$0	\$0
79800.0750 Transfers GCIF	\$2,822,505	\$141,178	\$141,178	\$72,420	\$82,285
<b>SUBTOTAL</b>	<b>\$5,112,690</b>	<b>\$1,596,363</b>	<b>\$1,596,363</b>	<b>\$1,535,709</b>	<b>\$1,550,398</b>
<b>SUBTOTAL</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>
10010900 General - Central C	\$30,426,650	\$28,856,700	\$27,827,094	\$32,748,697	\$36,254,908



	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
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<b>Water - Central Charges ( 20010900)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$75,261	\$2,000	\$2,000	\$2,000	\$362,400
60400.0000 Salaries Overtime	\$0	\$22,500	\$0	\$0	\$0
62400.0000 General Leave Buy Back	\$5,653	\$10,000	\$10,000	\$0	\$0
62600.0000 Retire City Contrib	\$658,562	\$748,584	\$782,000	\$815,000	\$855,750
62700.0000 OPEB	-\$15,955	\$0	\$0	\$0	\$0
62800.0590 Non Med Ins ER Life	\$22,481	\$22,763	\$22,763	\$23,218	\$25,000
62800.0591 Non Med Ins ER LTD	\$43,752	\$43,466	\$43,466	\$44,335	\$47,000
62800.0592 Non Med Ins ER Surv Ben	\$39,064	\$40,170	\$40,170	\$40,975	\$43,500
63000.0594 Med Ins ER SELF	\$864,692	\$969,880	\$969,880	\$1,052,374	\$1,146,701
63000.0595 Med Ins ER Delta Dental	\$51,965	\$56,608	\$56,608	\$59,438	\$63,000
63000.0596 Med Ins ER Kaiser	\$356,325	\$389,642	\$389,642	\$424,125	\$456,016
63400.0000 Unemploy Ins	\$0	\$5,000	\$5,000	\$5,000	\$5,000
63600.0000 Medicare	\$92,827	\$105,358	\$110,000	\$115,000	\$120,750
64000.0000 Employee Med Expense	\$3,044	\$6,400	\$6,400	\$6,400	\$6,400
<b>SUBTOTAL</b>	<b>\$2,197,670</b>	<b>\$2,422,371</b>	<b>\$2,437,929</b>	<b>\$2,587,865</b>	<b>\$3,131,517</b>
65000.0000 Contractual Services					
66900.0254 Telephone - Long Dist Chgs	\$1,355	\$1,355	\$1,335	\$0	\$0
66900.0254 Telephone - Long Dist Chgs	\$1,355	\$1,355	\$1,335	\$0	\$0
78000.0000 Debt Service					
78200.0000 Principal	\$0	\$3,607,324	\$3,607,324	\$3,592,219	\$3,592,219
78400.0000 Interest Payments	\$1,381,493	\$2,179,529	\$2,179,529	\$2,285,344	\$2,285,344
78600.0000 Paying Agent Fees	\$1,975	\$3,700	\$3,700	\$2,000	\$2,000
78600.0169 Paying Agent Fees Wtr Rec	\$254,559	\$218,152	\$218,352	\$152,609	\$152,609
<b>SUBTOTAL</b>	<b>\$1,638,026</b>	<b>\$6,008,705</b>	<b>\$6,008,905</b>	<b>\$6,032,172</b>	<b>\$6,032,172</b>
79800.0000 Transfers					
79800.0100 Transfers General Fund	\$1,737,340	\$1,763,400	\$1,763,400	\$1,789,851	\$1,816,699
79800.0205 Transfers Rate Reserve	\$198,113	\$0	\$0	\$0	\$0
79800.0207 Transfers Capital Reserve	\$585,400	\$0	\$0	\$834,176	\$0
79800.0460 Transfers Prop/Liab Self	\$332,618	\$332,618	\$332,618	\$336,060	\$338,109
79800.0480 Transfers Workers Comp	\$115,207	\$115,207	\$115,207	\$115,207	\$115,207
79800.0530 Transfers Sales & Use	\$255,154	\$0	\$0	\$0	\$0
79800.0540 Transfers POST	\$18,846	\$0	\$0	\$0	\$0
<b>SUBTOTAL</b>	<b>\$3,242,678</b>	<b>\$2,211,225</b>	<b>\$2,211,225</b>	<b>\$3,075,294</b>	<b>\$2,270,015</b>
20010900 Water - Central Cha	\$13,356,892	\$10,643,656	\$10,659,394	\$11,695,331	\$11,433,704

<b>Rate Sta Res - Central Charges ( 20510900)</b>					
79800.0000 Transfers					
79800.0200 Transfers to Water	\$106,185	\$0	\$0	\$0	\$0
79800.0200 Transfers to Water	\$106,185	\$0	\$0	\$0	\$0
20510900 Rate Sta Res - Cent	\$106,185	\$0	\$0	\$0	\$0

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Cap Proj Res - Central Charges ( 20710900)</b>					
79800.0000 Transfers					
79800.0200 Transfers to Water	\$0	\$9,243,794	\$9,243,794	\$0	\$3,351,866
79800.0210 Transfers Wastewater	\$930,000	\$0	\$0	\$1,173,978	\$5,145,305
<b>SUBTOTAL</b>	<b>\$930,000</b>	<b>\$9,243,794</b>	<b>\$9,243,794</b>	<b>\$1,173,978</b>	<b>\$8,497,171</b>
20710900 Cap Proj Res - Cent	\$930,000	\$9,243,794	\$9,243,794	\$1,173,978	\$8,497,171

<b>WW - Central Charges ( 21010900)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$7,461	\$2,000	\$2,000	\$2,000	\$91,764
60400.0000 Salaries Overtime	\$0	\$7,500	\$0	\$0	\$0
62400.0000 General Leave Buy Back	\$4,047	\$6,400	\$6,400	\$0	\$0
62600.0000 Retire City Contrib	\$179,906	\$190,680	\$188,000	\$197,500	\$207,375
62700.0000 OPEB	-\$4,603	\$0	\$0	\$0	\$0
62800.0590 Non Med Ins ER Life	\$4,797	\$4,635	\$4,635	\$4,730	\$5,000
62800.0591 Non Med Ins ER LTD	\$11,131	\$10,918	\$10,918	\$11,136	\$11,800
62800.0592 Non Med Ins ER SIB	\$9,938	\$9,785	\$9,785	\$9,980	\$10,600
63000.0594 Med Ins ER SELF	\$285,520	\$293,651	\$293,651	\$320,335	\$351,177
63000.0595 Med Ins ER Dental	\$16,033	\$15,876	\$15,876	\$16,670	\$17,700
63000.0596 Med Ins ER Kaiser	\$104,532	\$106,476	\$106,476	\$116,800	\$123,800
63400.0000 Unemploy Ins		\$530	\$530	\$530	\$540
63600.0000 Medicare	\$22,442	\$24,757	\$27,000	\$28,500	\$30,200
<b>SUBTOTAL</b>	<b>\$641,203</b>	<b>\$673,208</b>	<b>\$665,271</b>	<b>\$708,181</b>	<b>\$849,956</b>
65000.0000 Contractual Services					
66900.0254 Telephone Long Dist Chgs	\$510	\$510	\$510	\$0	\$0
66900.0254 Telephone Long Dist Chgs	\$510	\$510	\$510	\$0	\$0
78000.0000 Debt Service					
78200.0000 Principal		\$782,500	\$782,500	\$807,500	\$807,500
78400.0000 Interest Payments	\$107,527	\$1,310,237	\$1,310,237	\$1,443,350	\$1,443,350
78600.0000 Paying Agent Fees	\$123,520	\$123,520	\$123,520	\$123,520	\$123,520
<b>SUBTOTAL</b>	<b>\$231,047</b>	<b>\$2,216,257</b>	<b>\$2,216,257</b>	<b>\$2,374,370</b>	<b>\$2,374,370</b>
79800.0000 Transfers					
79800.0100 Transfers General Fund	\$973,777	\$988,384	\$988,384	\$1,003,210	\$1,018,258
79800.0205 Transfers Rate Reserve	\$64,439	\$0	\$0	\$0	\$0
79800.0207 Transfers Capital Reserve	\$794,615	\$4,666,003	\$4,666,003	\$0	\$0
79800.0460 Transfers Prop/Liab Self	\$179,372	\$179,372	\$179,372	\$181,228	\$182,333
79800.0480 Transfers Workers Comp	\$172,810	\$172,810	\$172,810	\$172,810	\$172,810
79800.0530 Transfers Sales & Use	\$136,581	\$0	\$0	\$0	\$0
79800.0540 Transfers POST	\$9,419	\$0	\$0	\$0	\$0
<b>SUBTOTAL</b>	<b>\$2,331,013</b>	<b>\$6,006,569</b>	<b>\$6,006,569</b>	<b>\$1,357,248</b>	<b>\$1,373,401</b>
21010900 WW - Central Charge	\$7,578,737	\$8,896,544	\$8,888,607	\$4,439,799	\$4,597,727

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Legacy Ridge - Central Charges ( 22010900)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$0	\$0	\$0	\$0	\$19,476
62700.0000 OPEB exp	-\$1,074	\$0	\$0	\$0	\$0
62800.0590 Non Med Ins ER Life	\$1,222	\$1,442	\$1,442	\$1,470	\$1,560
62800.0591 Non Med Ins ER LTD	\$2,510	\$2,987	\$2,987	\$3,047	\$3,230
62800.0592 Non Med Ins ER SIB	\$2,241	\$2,678	\$2,678	\$2,732	\$2,895
63000.0594 Med Ins ER SELF	\$80,601	\$95,875	\$95,875	\$100,670	\$106,710
63000.0595 Med Ins ER Dental	\$4,080	\$5,001	\$5,001	\$5,255	\$5,570
63000.0596 Med Ins ER Kaiser	\$22,916	\$27,582	\$27,582	\$28,962	\$30,700
63600.0000 Medicare	\$8,788	\$7,210	\$8,700	\$9,200	\$9,750
<b><i>SUBTOTAL</i></b>	<b>\$121,284</b>	<b>\$142,775</b>	<b>\$144,265</b>	<b>\$151,336</b>	<b>\$179,891</b>
79000.0000 Other Expenditures					
79300.0000 CIP Expensed	\$42,344	\$0	\$0	\$0	\$0
79600.0000 Depreciation Expense	\$198,063	\$0	\$0	\$0	\$0
79800.0230 Transfers Heritage	\$84,598	\$199,658	\$199,658	\$48,299	\$44,910
79800.0230 Transfers Heritage	\$325,005	\$199,658	\$199,658	\$48,299	\$44,910
22010900 Legacy Ridge - Cent	\$446,289	\$342,433	\$343,923	\$199,635	\$224,801

<b>Heritage - Central Charges ( 23010900)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$0	\$0	\$0	\$0	\$19,652
62700.0000 OPEB exp	-\$1,381	\$0	\$0	\$0	\$0
62800.0590 Non Med Ins ER Life	\$1,342	\$1,751	\$1,751	\$1,786	\$1,893
62800.0591 Non Med Ins ER LTD	\$2,747	\$3,090	\$3,090	\$3,152	\$3,312
62800.0592 Non Med Ins ER SIB	\$2,452	\$2,884	\$2,884	\$2,942	\$3,120
63000.0594 Med Ins ER SELF	\$21,268	\$26,000	\$26,000	\$27,300	\$29,000
63000.0595 Med Ins ER Dental	\$4,464	\$4,134	\$4,134	\$4,341	\$4,600
63000.0596 Med Ins ER Kaiser	\$62,634	\$46,924	\$46,924	\$49,270	\$52,226
63600.0000 Medicare	\$9,120	\$6,600	\$9,000	\$9,500	\$10,100
<b><i>SUBTOTAL</i></b>	<b>\$102,646</b>	<b>\$91,383</b>	<b>\$93,783</b>	<b>\$98,291</b>	<b>\$123,903</b>
79000.0000 Other Expenditures					
79300.0000 CIP Expensed	-\$22,649	\$0	\$0	\$0	\$0
79600.0000 Depreciation Expense	\$363,612	\$0	\$0	\$0	\$0
79600.0000 Depreciation Expense	\$340,962	\$0	\$0	\$0	\$0
23010900 Heritage - Central	\$443,609	\$91,383	\$93,783	\$98,291	\$123,903

<b>Storm Drainage - Central Charge ( 25010900)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$264	\$0	\$0	\$0	\$0
62700.0000 OPEB	-\$307	\$0	\$0	\$0	\$0
62700.0000 OPEB	-\$43	\$0	\$0	\$0	\$0
78000.0000 Debt Service					
78200.0000 Principal	\$0	\$400,000	\$400,000	\$1,645,000	\$1,070,000

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
78400.0000 Interest Payment	\$16,014	\$56,363	\$56,363	\$50,963	\$25,755
78600.0000 Paying Agent Fees	\$0	\$1,000	\$1,000	\$1,000	\$1,000
<b>SUBTOTAL</b>	\$16,014	\$457,363	\$457,363	\$1,696,963	\$1,096,755
79000.0000 Other Expenditures					
79300.0000 CIP Expensed	-\$1,162,747	\$0	\$0	\$0	\$0
79600.0000 Depreciation Expense	\$361,912	\$0	\$0	\$0	\$0
79600.0000 Depreciation Expense	-\$800,835	\$0	\$0	\$0	\$0
79800.0000 Transfers					
79800.0530 Transfers Sales & Use	\$43,240	\$0	\$0	\$0	\$0
79800.0540 Transfers POST	\$3,760	\$0	\$0	\$0	\$0
79800.0540 Transfers POST	\$47,000	\$0	\$0	\$0	\$0
25010900 Storm Drainage - Ce	-\$737,864	\$457,363	\$457,363	\$1,696,963	\$1,096,755

<b>WHA - Central Charges ( 26010900)</b>					
65000.0000 Contractual Services					
67100.0000 Water & Sewer	\$34	\$0	\$0	\$0	\$0
67800.0000 Contract Svcs	\$7,956	\$11,000	\$0	\$11,000	\$0
67800.0000 Contract Svcs	\$7,990	\$11,000	\$0	\$11,000	\$0
79000.0000 Other Expenditures					
79600.0000 Depreciation Expense	\$45,434	\$0	\$0	\$0	\$0
79600.0000 Depreciation Expense	\$45,434	\$0	\$0	\$0	\$0
79800.0000 Transfers					
79800.0760 Transfers CDBG	\$0	\$8,400	\$0	\$8,400	\$0
79800.0760 Transfers CDBG	\$0	\$8,400	\$0	\$8,400	\$0
26010900 WHA - Central Chrg	\$53,425	\$19,400	\$0	\$19,400	\$0

<b>Fleet - Central Charges ( 30010900)</b>					
79800.0000 Transfers					
79800.0750 Transfers GCIF	\$128,974	\$0	\$0	\$0	\$0
79800.0750 Transfers GCIF	\$128,974	\$0	\$0	\$0	\$0
30010900 Fleet - Central Cha	\$128,974	\$0	\$0	\$0	\$0

<b>Police Pension - Admin ( 41010050)</b>					
65000.0000 Contractual Services					
68300.0000 Pension Wthdrws	\$5,166,742	\$0	\$0	\$0	\$0
68300.0000 Pension Wthdrws	\$5,166,742	\$0	\$0	\$0	\$0
79800.0000 Transfers					
41010050 Police Pension - Ad	\$5,166,742	\$0	\$0	\$0	\$0

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>General Pension - Admin ( 42010050)</b>					
60010.0000 Personnel Services					
61800.0000 Career Dev	\$98	\$0	\$0	\$0	\$0
61800.0000 Career Dev	\$98	\$0	\$0	\$0	\$0
65000.0000 Contractual Services					
65100.0000 Prof Serv	\$42,943	\$53,135	\$0	\$0	\$0
65400.0000 Legal & Admin	\$109,222	\$111,875	\$0	\$0	\$0
66600.0000 Printing	\$155	\$1,000	\$0	\$0	\$0
68300.0000 Pension Wthdrws	\$10,343,120	\$0	\$0	\$0	\$0
68300.0000 Pension Wthdrws	\$10,495,440	\$166,010	\$0	\$0	\$0
70000.0000 Commodities					
71400.0000 Trng & Ref Materials	\$3,089	\$5,000	\$0	\$0	\$0
71400.0000 Trng & Ref Materials	\$3,089	\$5,000	\$0	\$0	\$0
75000.0000 Capital Outlay					
79800.0000 Transfers					
79800.0410 Transfers Police Pension	\$30,834	\$0	\$0	\$0	\$0
79800.0410 Transfers Police Pension	\$30,834	\$0	\$0	\$0	\$0
42010050 General Pension - A	\$10,529,462	\$171,010	\$0	\$0	\$0

<b>Deferred Comp - Admin ( 44010050)</b>					
65000.0000 Contractual Services					
65500.0053 Admin Fees - VALIC	\$41,166	\$0	\$0	\$0	\$0
68400.0053 Def Comp Wthdrw - VALIC	\$4,683,110	\$0	\$0	\$0	\$0
68400.0054 Def Comp Wthdrw - Bencor	\$163,708	\$0	\$0	\$0	\$0
68400.0054 Def Comp Wthdrw - Bencor	\$4,887,983	\$0	\$0	\$0	\$0
44010050 Deferred Comp - Adm	\$4,887,983	\$0	\$0	\$0	\$0

<b>Central Charges - Capital Repl ( 45010900)</b>					
80645010900 Vehicles - General	\$722,412	\$895,000	\$895,000	\$1,145,400	\$972,500
80645010900 Vehicles - PST	\$951,511	\$692,750	\$692,750	\$806,000	\$945,500
80645010911.93200 Lease Pymts to Others-Fire	\$343,904	\$385,651	\$385,651	\$439,133	\$439,133
80645010921 PC Replacement Fee	\$655,265	\$296,991	\$296,991	\$365,304	\$344,790
81245005995 Citywide Copier Replacement	\$20,404	\$8,065	\$8,065	\$69,730	\$74,803
81145010911 Wildland Truck Replacement	\$96,859	\$0	\$0	\$0	\$0
81545010540 Vehicles - POST	\$145,837	\$190,000	\$190,000	\$228,000	\$75,000
45010900 GCORF	\$2,936,192	\$2,468,457	\$2,468,457	\$3,053,567	\$2,851,726

<b>Prop/Liab - Central Charges ( 46010900)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$143,852	\$145,568	\$145,568	\$155,904	\$163,882
60200.0911 Regular Salaries PST	\$37,200	\$38,808	\$38,808	\$41,564	\$41,564

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
61200.0000 Mileage Reimb	\$0	\$200	\$200	\$200	\$200
61400.0000 Meeting Expense	\$0	\$200	\$200	\$200	\$200
61800.0000 Career Dev	\$2,337	\$2,500	\$2,500	\$2,500	\$2,500
<b>SUBTOTAL</b>	<b>\$183,389</b>	<b>\$187,276</b>	<b>\$187,276</b>	<b>\$200,368</b>	<b>\$208,346</b>
<b>65000.0000 Contractual Services</b>					
66600.0000 Printing	\$124	\$100	\$100	\$100	\$100
66700.0000 Postage	\$15	\$175	\$175	\$175	\$175
66900.0000 Telephone	\$660	\$675	\$675	\$675	\$675
66950.0000 PC Replacement Fee	\$280	\$280	\$487	\$487	\$487
66950.0911 PC Replacement Fee PST	\$140	\$140	\$243	\$243	\$243
67800.0000 Contract Svcs	\$550,951	\$516,450	\$543,841	\$516,450	\$516,450
68200.0000 Self Ins Claim Pay	\$930,099	\$572,119	\$572,119	\$572,119	\$572,119
68200.0519 Self Ins Claim Safety Inc Prog	\$13,569	\$15,000	\$15,000	\$15,000	\$15,000
<b>SUBTOTAL</b>	<b>\$1,495,836</b>	<b>\$1,104,939</b>	<b>\$1,132,640</b>	<b>\$1,105,249</b>	<b>\$1,105,249</b>
<b>70000.0000 Commodities</b>					
70200.0000 Supplies	-\$1	\$284	\$400	\$284	\$284
70200.0911 Supplies PST	\$116	\$116	\$0	\$116	\$116
71400.0000 Train & Ref Mtrls	\$2,632	\$2,522	\$2,522	\$2,522	\$2,522
<b>SUBTOTAL</b>	<b>\$2,746</b>	<b>\$2,922</b>	<b>\$2,922</b>	<b>\$2,922</b>	<b>\$2,922</b>
46010900 Prop/Liab - Central	\$1,681,971	\$1,295,137	\$1,322,838	\$1,308,539	\$1,316,517

<b>Vol Fire Pension - Admin ( 47010050)</b>					
<b>65000.0000 Contractual Services</b>					
65500.0000 Admin Fees	\$24,298	\$0	\$0	\$0	\$0
68300.0000 Pension Wthdrws	\$187,810	\$0	\$0	\$0	\$0
68300.0000 Pension Wthdrws	\$212,108	\$0	\$0	\$0	\$0
<b>70000.0000 Commodities</b>					
47010050 Vol Fire Pension -	\$212,108	\$0	\$0	\$0	\$0

<b>Workers Comp - Central Charges ( 48010900)</b>					
<b>60010.0000 Personnel Services</b>					
61200.0000 Mileage Reimb	\$0	\$300	\$300	\$300	\$300
61400.0000 Meeting Expense	\$339	\$600	\$600	\$600	\$600
61800.0000 Career Dev	\$1,248	\$1,200	\$1,200	\$1,200	\$1,200
<b>SUBTOTAL</b>	<b>\$1,587</b>	<b>\$2,100</b>	<b>\$2,100</b>	<b>\$2,100</b>	<b>\$2,100</b>
<b>65000.0000 Contractual Services</b>					
65100.0000 Prof Serv	\$25,850	\$20,000	\$20,000	\$20,000	\$20,000
65500.0000 Admin Fees	\$11,295	\$17,075	\$17,075	\$17,075	\$17,075
66100.0000 Maint/Rep Equip	\$365	\$0	\$0	\$0	\$0
66700.0000 Postage	\$0	\$200	\$200	\$200	\$200
67800.0000 Contract Svcs	\$94,911	\$94,000	\$106,695	\$94,000	\$94,000
68200.0000 Self Ins Claim Pay	\$693,443	\$798,429	\$758,429	\$798,429	\$798,429

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>SUBTOTAL</b>	\$825,863	\$929,704	\$902,399	\$929,704	\$929,704
70000.0000 Commodities					
70200.0000 Supplies	\$692	\$600	\$654	\$600	\$600
71400.0000 Train & Ref Mtrls	\$28,097	\$27,651	\$27,651	\$27,651	\$27,651
<b>SUBTOTAL</b>	\$28,789	\$28,251	\$28,305	\$28,251	\$28,251
48010900 Workers Comp - Cent	\$856,239	\$960,055	\$932,804	\$960,055	\$960,055

<b>Med/Dental - Central Charges ( 49010900)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$92,869	\$0	\$0	\$98,590	\$0
60600.0000 Salaries Temp	\$110	\$0	\$0	\$0	\$0
60600.0000 Salaries Temp	\$92,978	\$0	\$0	\$98,590	\$0
65000.0000 Contractual Services					
65100.0000 Prof Serv	\$140,882	\$0	\$0	\$0	\$0
65100.0491 Prof Serv-Ctr Healthy Living	\$439,849	\$0	\$0	\$0	\$0
65500.0000 Admin Fees	\$46,367	\$0	\$0	\$0	\$0
65500.0594 Admin Fees SELF	\$1,061,236	\$0	\$0	\$0	\$0
65500.0596 Admin Fees & over/under Kaiser	-\$256	\$0	\$0	\$0	\$0
66900.0491 Telephone-Ctr Healthy Living	\$2,687	\$0	\$0	\$0	\$0
67800.0491 Contract Svc-Ctr Healthy Livin	\$18,813	\$0	\$0	\$0	\$0
68200.0000 Insurance Claim/Prem	\$827,493	\$0	\$0	\$0	\$0
68200.0594 Ins Claim/Prem SELF	\$8,090,635	\$0	\$0	\$0	\$0
68200.0596 Ins Claim/Prem Kaiser	\$3,307,002	\$0	\$0	\$0	\$0
68200.0596 Ins Claim/Prem Kaiser	\$13,934,710	\$0	\$0	\$0	\$0
70000.0000 Commodities					
70200.0491 Supplies-Ctr Healthy Living	\$6,410	\$0	\$0	\$0	\$0
70200.0491 Supplies-Ctr Healthy Living	\$6,410	\$0	\$0	\$0	\$0
75000.0000 Capital Outlay					
75400.0000 Comp Soft/Hard	\$1,250	\$0	\$0	\$0	\$0
75400.0000 Comp Soft/Hard	\$1,250	\$0	\$0	\$0	\$0
79800.0000 Transfers					
49010900 Med/Dental - Centra	\$14,035,348	\$0	\$0	\$98,590	\$0

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>S&amp;U Tax Central Charges ( 53010900)</b>					
79800.0000 Transfers					
79800.0100 Transfers General Fund	\$67,993,597	\$72,350,147	\$72,350,147	\$78,007,642	\$81,319,741
79800.0110 Transfers Reserve Fund	\$198,000	\$600,000	\$600,000	\$235,000	\$200,000
79800.0120 Transfers GFSR	\$52,000	\$967,426	\$967,426	\$0	\$0
79800.0450 Transfers GCORF	\$500,000	\$0	\$0	\$0	\$0
79800.0680 Transfers WEDA	\$680,000	\$300,000	\$0	\$0	\$0
79800.0750 Transfers GCIF	\$8,537,908	\$13,017,000	\$13,017,000	\$6,606,371	\$4,911,395
79800.0800 Transfers Debt Service	\$4,000,000	\$3,900,000	\$3,900,000	\$1,350,000	\$1,350,000
<b>SUBTOTAL</b>	<b>\$81,961,505</b>	<b>\$91,134,573</b>	<b>\$90,834,573</b>	<b>\$86,199,013</b>	<b>\$87,781,136</b>
53010900 S&U Tax Central Cha	\$85,691,828	\$91,134,573	\$90,834,573	\$86,199,013	\$87,781,136

<b>POST- Central Charges ( 54010900)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$0	\$0	\$0	\$0	\$67,326
62800.0590 Non Med Ins ER Life	\$584	\$573	\$573	\$615	\$652
62800.0591 Non Med Ins ER LTD	\$1,135	\$1,196	\$1,196	\$1,220	\$1,293
62800.0592 Non Med Ins ER SIB	\$1,013	\$1,068	\$1,068	\$1,089	\$1,155
63000.0594 Med Ins ER SELF	\$6,962	\$33,569	\$33,569	\$70,828	\$100,092
63000.0595 Med Ins ER Delta Dental	\$1,061	\$1,201	\$1,400	\$1,162	\$1,231
63000.0596 Med Ins ER Kaiser	\$5,387	\$22,981	\$22,981	\$36,022	\$48,903
<b>SUBTOTAL</b>	<b>\$16,142</b>	<b>\$60,588</b>	<b>\$60,787</b>	<b>\$110,936</b>	<b>\$220,652</b>
65000.0000 Contractual Services					
66000.0450 Equip Rental-Cap Replace	\$274,500	\$190,000	\$190,000	\$228,000	\$75,000
67700.0000 Lease Payments to Others	\$390,845	\$133,187	\$133,187	\$0	\$0
<b>SUBTOTAL</b>	<b>\$665,345</b>	<b>\$323,187</b>	<b>\$323,187</b>	<b>\$228,000</b>	<b>\$75,000</b>
78000.0000 Debt Service					
78600.0193 Paying Agent Fees	\$97,480	\$0	\$0	\$0	\$0
78800.0193 Other Fin Uses 15 POST Refund	\$20,568,723	\$0	\$0	\$0	\$0
78800.0193 Other Fin Uses 15 POST Refund	\$20,666,203	\$0	\$0	\$0	\$0
79800.0000 Transfers					
79800.0230 Transfers Heritage	\$250,371	\$250,371	\$250,371	\$250,000	\$250,000
79800.0750 Transfers GCIF	\$527,014	\$1,443,080	\$1,443,080	\$3,492,797	\$2,545,654
79800.0800 Transfers Debt Service	\$3,531,337	\$3,529,160	\$3,529,160	\$1,717,719	\$1,744,019
<b>SUBTOTAL</b>	<b>\$4,308,722</b>	<b>\$5,222,611</b>	<b>\$5,222,611</b>	<b>\$5,460,516</b>	<b>\$4,539,673</b>
54010900 POST- Central Charg	\$25,656,412	\$5,606,386	\$5,606,585	\$5,799,452	\$4,835,325

<b>Consv Trust - Central Charges ( 55010900)</b>					
8888 Capital Projects	\$885,303	\$922,000	\$922,000	\$1,568,000	\$852,000
Conservation Trust	\$885,303	\$922,000	\$922,000	\$1,568,000	\$852,000



	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
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<b>GCIP - Central Charges ( 75010900)</b>					
67800.0075 Contract Svcs-EDA/IGA	\$868,047	\$0	\$0	\$0	\$0
<b>78000.0000 Debt Service</b>					
79400.0000 Other Expenditures - Misc.	\$838,255	\$0	\$0	\$0	\$0
79400.0000 Other Expenditures - Misc.	\$838,255	\$0	\$0	\$0	\$0
<b>79800.0000 Transfers</b>					
79800.0230 Transfers Heritage	\$185,000	\$0	\$0	\$0	\$0
79800.0680 Transfers WEDA	\$200,000	\$2,600,000	\$0	\$0	\$0
79800.0680 Transfers WEDA	\$385,000	\$2,600,000	\$0	\$0	\$0
75010900 GCIP - Central Char	\$2,091,302	\$2,600,000	\$0	\$0	\$0

<b>Debt Svc - Central Charges ( 80010900)</b>					
<b>78200.0000 Principal</b>					
78200.0174 Principal - 2007 S&U Bond C	\$1,480,000	\$1,550,000	\$1,550,000	\$0	\$0
78200.0175 Principal - 2007 POST Bond D	\$0	\$0	\$0	\$960,000	\$0
78200.0179 Principal 2001 S&U Tax Bond	\$165,000	\$170,000	\$170,000	\$180,000	\$185,000
78200.0180 Principal 2007 S&U Tax A	\$1,440,000	\$1,520,000	\$1,520,000	\$0	\$0
78200.0192 Principal 2010 STX Refunding	\$995,000	\$1,015,000	\$1,015,000	\$1,045,000	\$1,090,000
78200.0193 Principal 2015 POST Refunding	\$0	\$0	\$0	\$0	\$1,025,000
78200.0204 Principal 2007 POST B	\$1,755,000	\$1,850,000	\$1,850,000	\$0	\$0
<b>SUBTOTAL</b>	<b>\$5,835,000</b>	<b>\$6,105,000</b>	<b>\$6,105,000</b>	<b>\$2,185,000</b>	<b>\$2,300,000</b>
<b>78400.0000 Interest</b>					
78400.0174 Interest - 2007 S&U Bond C	\$155,375	\$81,375	\$81,375	\$0	\$0
78400.0175 Interest - 2007 POST Bond D	\$930,863	\$244,087	\$930,863	\$38,400	\$0
78400.0179 Int Pay 2001 S&U Tax Bond	\$64,245	\$56,820	\$56,820	\$49,000	\$40,000
78400.0180 Int Pay 2007 S&U Tax A	\$143,800	\$64,600	\$64,600	\$0	\$0
78400.0192 Int Pay 2010 STX Refunding	\$380,925	\$356,050	\$356,050	\$325,600	\$294,250
78400.0193 Int Pay 2015 POST Refunding	\$0	\$686,776	\$686,776	\$718,719	\$718,719
78400.0204 Int Pay 2007 POST B	\$189,025	\$92,500	\$92,500	\$0	\$0
<b>SUBTOTAL</b>	<b>\$1,864,233</b>	<b>\$1,582,208</b>	<b>\$2,268,984</b>	<b>\$1,131,719</b>	<b>\$1,052,969</b>
<b>SUBTOTAL</b>	<b>\$2,228</b>	<b>\$7,600</b>	<b>\$7,600</b>	<b>\$2,000</b>	<b>\$1,700</b>
<b>SUBTOTAL</b>	<b>\$2,228</b>	<b>\$7,600</b>	<b>\$7,600</b>	<b>\$2,000</b>	<b>\$1,700</b>
<b>79800.0000 Transfers</b>					
80010900 Debt Svc - Central	\$7,701,461	\$7,694,808	\$8,381,584	\$3,318,719	\$3,354,669

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
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**Department:General Services**

<b>GS - Administration ( 10012050)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0000 Regular Salaries	\$356,805	\$382,676	\$382,676	\$416,625	\$416,625
60200.0015 Regular Salaries - Vol Prog	\$1,677	\$0	\$0	\$0	\$0
60200.0552 Regular Salaries - Envir Svc	\$68,783	\$71,405	\$71,405	\$77,915	\$77,915
60600.0000 Salaries Temp	\$66	\$0	\$0	\$0	\$0
61200.0000 Mileage Reimb	\$318	\$200	\$200	\$200	\$200
61200.0552 Mileage - Envir Svcs	\$0	\$100	\$100	\$100	\$100
61400.0000 Meeting Expense	\$1,204	\$1,800	\$1,500	\$1,500	\$1,500
61400.0552 Meeting Exp - Envir Svcs	\$0	\$300	\$300	\$300	\$300
61800.0000 Career Dev	\$7,993	\$8,500	\$8,500	\$8,500	\$8,500
61800.0552 Career Dev - Envir Svcs	\$751	\$3,125	\$3,125	\$3,125	\$3,125
<b>SUBTOTAL</b>	<b>\$437,597</b>	<b>\$468,106</b>	<b>\$467,806</b>	<b>\$508,265</b>	<b>\$508,265</b>
<b>65000.0000 Contractual Services</b>					
65100.0552 Prof Svcs - Envri Svcs	\$13,410	\$19,500	\$19,500	\$19,500	\$19,500
65800.0000 Fleet Rental Chgs	\$4,080	\$4,080	\$4,080	\$0	\$0
66100.0000 Maint/Rep Equip	\$11,591	\$16,507	\$16,507	\$15,333	\$15,333
66100.0552 Maint/Rep - Envir Svc	\$0	\$300	\$300	\$565	\$565
66600.0552 Printing - Envir Svcs	\$0	\$118	\$118	\$118	\$118
66700.0000 Postage	\$2,264	\$5,600	\$5,600	\$5,600	\$5,600
66700.0552 Postage - Envir Svcs	\$20	\$100	\$100	\$100	\$100
66900.0000 Telephone	\$2,651	\$3,200	\$3,200	\$3,699	\$3,767
66900.0552 Telephone - Envir Svcs	\$0	\$240	\$240	\$240	\$240
67800.0552 Contract Svc - Envir Svcs	\$0	\$5,900	\$5,900	\$5,900	\$5,900
<b>SUBTOTAL</b>	<b>\$34,017</b>	<b>\$55,545</b>	<b>\$55,545</b>	<b>\$51,055</b>	<b>\$51,123</b>
<b>70000.0000 Commodities</b>					
70200.0000 Supplies	\$14,674	\$10,729	\$14,000	\$14,000	\$14,000
70200.0015 Supplies - Vol Prog	\$5,036	\$0	\$0	\$0	\$0
70200.0552 Supplies - Envir Svcs	\$4,248	\$6,855	\$6,855	\$6,855	\$6,855
71400.0000 Train & Ref Mtrls	\$0	\$100	\$100	\$100	\$100
<b>SUBTOTAL</b>	<b>\$23,958</b>	<b>\$17,684</b>	<b>\$20,955</b>	<b>\$20,955</b>	<b>\$20,955</b>
<b>75000.0000 Capital Outlay</b>					
75200.0000 Ofc Equip	\$2,798	\$615	\$0	\$0	\$0
75400.0000 Comp Soft/Hard	\$531	\$1,654	\$0	\$0	\$0
75400.0000 Comp Soft/Hard	\$3,329	\$2,269	\$0	\$0	\$0
<b>10012050 GS - Administration</b>	<b>\$498,901</b>	<b>\$543,604</b>	<b>\$544,306</b>	<b>\$580,275</b>	<b>\$580,343</b>

<b>GS - Human Resources ( 10012060)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0000 Regular Salaries	\$788,482	\$846,605	\$846,605	\$997,695	\$1,016,005
60200.0015 Regular Salaries - Vol Prog	\$57,211	\$61,142	\$61,142	\$75,662	\$75,662
60200.0135 Regular Salaries - Print Shop	\$0	\$0	\$0	\$107,643	\$107,643
60200.0544 Regular Salaries Wellness	\$72,950	\$75,809	\$75,809	\$80,358	\$80,358
60200.0612 Regular Salaries - Training	\$80,080	\$82,345	\$82,345	\$84,023	\$84,023

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
60200.0911 Regular Salaries PST	\$68,280	\$71,282	\$71,282	\$80,073	\$80,073
60400.0000 Salaries Overtime	\$2,052	\$500	\$500	\$500	\$500
60600.0000 Salaries Temp	\$6,613	\$5,000	\$5,000	\$16,000	\$0
60600.0544 Salaries Temp Wellness	\$6,007	\$1,000	\$1,000	\$1,000	\$1,000
61200.0000 Mileage Reimb	\$199	\$500	\$500	\$500	\$500
61200.0612 Mileage - Training	\$10	\$0	\$0	\$0	\$0
61400.0000 Meeting Expense	\$322	\$1,000	\$1,250	\$1,600	\$1,000
61400.0612 Meeting Exp - Training	\$1,643	\$2,000	\$2,000	\$2,000	\$2,000
61600.0000 Employ Recruitment	\$11,058	\$11,600	\$11,600	\$11,600	\$11,600
61600.0911 Employ Recruitment PST	\$32,650	\$32,650	\$32,650	\$32,650	\$32,650
61800.0000 Career Dev	\$18,710	\$21,200	\$21,200	\$21,200	\$24,000
61800.0612 Career Dev - Training	\$2,561	\$1,660	\$1,660	\$1,660	\$1,660
61800.0911 Career Dev PST	\$2,050	\$2,050	\$2,050	\$2,050	\$2,050
64000.0000 Employee Med Expense	\$9,759	\$10,550	\$10,550	\$10,550	\$10,550
64000.0911 Employee Med Exp PST	\$20,450	\$20,450	\$20,450	\$20,450	\$20,450
<b>SUBTOTAL</b>	<b>\$1,181,087</b>	<b>\$1,247,343</b>	<b>\$1,247,593</b>	<b>\$1,547,214</b>	<b>\$1,551,724</b>
<b>65000.0000 Contractual Services</b>					
65100.0000 Prof Serv	\$36,070	\$36,100	\$36,100	\$36,100	\$36,100
65100.0544 Prof Serv Wellness	\$63,734	\$73,500	\$73,500	\$73,500	\$73,500
65100.0612 Prof Svcs - Training	\$90,928	\$101,700	\$101,700	\$101,700	\$101,700
66100.0000 Maint/Rep Equip	\$49,612	\$52,009	\$52,009	\$70,433	\$65,000
66100.0135 Maint/Rep Equip-Print Shop	\$0	\$0	\$0	\$10,601	\$10,601
66100.0911 Maint/Rep Equip PST	\$100	\$100	\$100	\$100	\$100
66600.0000 Printing	\$500	\$2,020	\$2,020	\$2,020	\$2,020
66900.0000 Telephone	\$2,502	\$2,568	\$2,568	\$2,258	\$2,148
66950.0000 PC Replacement Fee	\$5,160	\$5,160	\$5,160	\$12,400	\$8,515
66950.0911 PC Replacement Fee PST	\$140	\$140	\$140	\$165	\$165
67800.0000 Contract Svcs	\$2,973	\$28,000	\$28,000	\$46,000	\$50,500
67800.0015 Contract Svc - Vol Prog	\$11,775	\$18,400	\$18,400	\$18,400	\$18,400
67800.0612 Contract Svc - Training	\$19,914	\$25,000	\$25,000	\$30,000	\$42,000
<b>SUBTOTAL</b>	<b>\$283,407</b>	<b>\$344,697</b>	<b>\$344,697</b>	<b>\$403,677</b>	<b>\$410,749</b>
<b>70000.0000 Commodities</b>					
70200.0000 Supplies	-\$55	\$200	\$200	\$4,200	\$200
70200.0015 Supplies - Vol Prog	\$3,446	\$1,724	\$1,724	\$3,500	\$3,500
70200.0030 Supplies - ERAT	\$39,382	\$34,000	\$34,000	\$34,000	\$42,000
70200.0135 Supplies - Print Shop	\$0	\$0	\$0	\$15,832	\$15,832
70200.0544 Supplies Wellness	\$9,672	\$11,100	\$13,000	\$11,100	\$11,100
70200.0911 Supplies PST	\$300	\$300	\$300	\$300	\$300
71400.0000 Train & Ref Mtrls	\$463	\$1,550	\$1,550	\$1,550	\$1,550
71400.0612 Train & Ref Mtrls - Training	\$26,841	\$21,800	\$10,000	\$21,800	\$21,800
<b>SUBTOTAL</b>	<b>\$80,050</b>	<b>\$70,674</b>	<b>\$60,774</b>	<b>\$92,282</b>	<b>\$96,282</b>
<b>75000.0000 Capital Outlay</b>					
75200.0000 Ofc Equipment	\$0	\$7,525	\$7,525	\$0	\$0
75400.0000 Comp Soft/Hard	\$5,000	\$1,175	\$17,375	\$0	\$0
75400.0000 Comp Soft/Hard	\$5,000	\$8,700	\$24,900	\$0	\$0
10012060 GS - Human Resource	\$1,549,544	\$1,671,414	\$1,677,964	\$2,043,173	\$2,058,755

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>GS - City Clerk ( 10012070)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$354,722	\$416,337	\$416,337	\$0	\$0
60200.0135 Regular Salaries	\$105,486	\$106,271	\$106,271	\$0	\$0
60400.0000 Salaries Overtime	\$1,000	\$1,900	\$1,900	\$0	\$0
60400.0135 Salaries Overtime	\$168	\$0	\$0	\$0	\$0
60600.0000 Salaries Temp	\$10,980	\$29,000	\$29,000	\$0	\$0
61400.0000 Meeting Expense	\$271	\$850	\$850	\$0	\$0
61800.0000 Career Dev	\$6,896	\$6,800	\$6,800	\$0	\$0
61800.0000 Career Dev	\$479,523	\$561,158	\$561,158	\$0	\$0
65000.0000 Contractual Services					
65200.0000 Ads & Legal Notices	\$10,799	\$13,000	\$13,000	\$0	\$0
65300.0000 Filing & Recording Fees	\$18,498	\$20,000	\$20,000	\$0	\$0
65800.0000 Fleet Rental Chgs	\$2,032	\$2,080	\$2,080	\$0	\$0
65900.0000 Motor Fuel Chgs	\$1,406	\$1,447	\$1,447	\$0	\$0
66100.0000 Maint/Rep Equip	\$469	\$5,433	\$5,433	\$0	\$0
66100.0135 Maint/Rep Equip	\$9,161	\$10,601	\$10,601	\$0	\$0
66700.0000 Postage	\$3,784	\$3,065	\$3,065	\$0	\$0
66900.0000 Telephone	\$43	\$271	\$271	\$0	\$0
66950.0000 PC Replacement Fee	\$975	\$1,825	\$1,825	\$0	\$0
67000.0000 Outside Comp Chgs	\$54,196	\$113,000	\$113,000	\$0	\$0
67800.0000 Contract Svcs	\$160	\$11,500	\$11,500	\$0	\$0
67900.0000 Election Expense	\$18,226	\$40,000	\$40,000	\$0	\$0
67900.0000 Election Expense	\$119,748	\$222,222	\$222,222	\$0	\$0
70000.0000 Commodities					
70200.0000 Supplies	\$2,273	\$7,734	\$8,032	\$0	\$0
70200.0135 Supplies	\$11,127	\$15,832	\$15,832	\$0	\$0
70200.0135 Supplies	\$13,400	\$23,566	\$23,864	\$0	\$0
75000.0000 Capital Outlay					
76000.0000 Other Equip	\$797	\$8,725	\$8,725	\$0	\$0
76000.0000 Other Equip	\$797	\$8,725	\$8,725	\$0	\$0
10012070 GS - City Clerk	\$613,468	\$815,671	\$815,969	\$0	\$0

<b>GS - Municipal Court ( 10012130)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$985,495	\$983,750	\$983,750	\$1,044,647	\$1,044,647
60200.0130 Regular Salaries Prob	\$196,615	\$202,292	\$202,292	\$212,513	\$212,513
60200.0911 Regular Salaries PST	\$91,694	\$91,694	\$91,694	\$104,379	\$104,379
60400.0000 Salaries Overtime	\$3,415	\$5,700	\$5,700	\$5,700	\$5,700
60400.0130 Salaries Overtime Prob		\$1,000	\$1,000	\$1,000	\$1,000
60600.0000 Salaries Temp	\$22,972	\$25,000	\$25,000	\$25,000	\$25,000
61200.0000 Mileage Reimbursement	\$316	\$400	\$400	\$400	\$400
61200.0130 Mileage Reimb Prob	\$63	\$50	\$50	\$50	\$50
61400.0000 Meeting Expense - Court	\$1,218	\$1,300	\$800	\$1,000	\$1,000
61400.0130 Meeting Expense - Probation	\$43	\$100	\$100	\$100	\$100
61800.0000 Career Dev	\$8,353	\$8,560	\$9,060	\$9,060	\$9,060
61800.0130 Career Dev Prob	\$148	\$500	\$500	\$500	\$500
61800.0911 Career Dev PST	\$835	\$835	\$835	\$835	\$835
<b>SUBTOTAL</b>	\$1,311,167	\$1,321,181	\$1,321,181	\$1,405,184	\$1,405,184

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>65000.0000 Contractual Services</b>					
65100.0000 Prof Serv	\$198,907	\$211,910	\$211,910	\$300,000	\$303,132
65700.0000 Jury & Witness Fees	\$6,915	\$7,568	\$7,568	\$7,568	\$7,568
65800.0000 Fleet Rental Chgs	\$6,000	\$6,000	\$6,000	\$0	\$0
66100.0000 Maint/Rep Equip	\$23,137	\$32,400	\$32,400	\$32,400	\$32,400
66100.0130 Maint/Rep Equip Prob	\$152	\$200	\$200	\$200	\$200
66700.0000 Postage	\$6,994	\$8,650	\$8,650	\$8,650	\$8,650
66700.0130 Postage Prob	\$1,000	\$1,031	\$1,031	\$1,031	\$1,031
66800.0000 Bank Charges	\$7,228	\$6,862	\$6,862	\$8,424	\$9,098
66900.0000 Telephone	\$3,142	\$3,883	\$3,883	\$3,741	\$3,803
66950.0000 PC Replacement Fee	\$4,325	\$4,325	\$4,325	\$5,420	\$5,420
66950.0911 PC Replacement Fee PST	\$420	\$420	\$420	\$495	\$495
67200.0000 Electricity & Gas	\$21,061	\$26,376	\$26,376	\$26,376	\$26,376
67700.0000 Lease Pay to Others	\$2,268	\$2,860	\$2,860	\$2,860	\$2,860
67800.0000 Cont Svcs	\$195	\$195	\$195	\$195	\$195
<b>SUBTOTAL</b>	<b>\$281,743</b>	<b>\$312,680</b>	<b>\$312,680</b>	<b>\$397,360</b>	<b>\$401,228</b>
<b>70000.0000 Commodities</b>					
70200.0000 Supplies	\$6,213	\$8,569	\$8,569	\$8,569	\$8,569
70200.0130 Supplies Prob	\$1,362	\$1,832	\$1,832	\$1,832	\$1,832
70200.0911 Supplies PST	\$1,340	\$1,340	\$1,340	\$1,340	\$1,340
<b>SUBTOTAL</b>	<b>\$8,915</b>	<b>\$11,741</b>	<b>\$11,741</b>	<b>\$11,741</b>	<b>\$11,741</b>
<b>75000.0000 Capital Outlay</b>					
75200.0000 Ofc Equip	\$0	\$0	\$0	\$0	\$8,000
<b>SUBTOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,000</b>
10012130 GS - Municipal Cour	\$1,601,825	\$1,645,602	\$1,645,602	\$1,814,285	\$1,826,153

<b>GS - BOM ( 10012390)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0000 Regular Salaries	\$671,234	\$726,400	\$726,400	\$747,733	\$750,233
60400.0000 Salaries Overtime	\$39,559	\$34,500	\$44,500	\$44,500	\$54,500
60600.0000 Salaries Temp	\$614	\$15,000	\$0	\$0	\$0
61000.0000 Unif & Equip Allow	\$3,849	\$4,650	\$4,650	\$4,650	\$4,650
61200.0000 Mileage Reimb	\$1,359	\$200	\$200	\$200	\$200
61400.0000 Meeting Expense	\$279	\$200	\$200	\$200	\$200
61800.0000 Career Dev	\$10,723	\$5,300	\$10,300	\$10,300	\$10,300
<b>SUBTOTAL</b>	<b>\$727,617</b>	<b>\$786,250</b>	<b>\$786,250</b>	<b>\$807,583</b>	<b>\$820,083</b>
<b>65000.0000 Contractual Services</b>					
65800.0000 Fleet Rental Chgs	\$16,135	\$16,514	\$16,514	\$19,049	\$19,895
65900.0000 Motor Fuel Chgs	\$20,889	\$21,506	\$21,506	\$17,358	\$17,962
66100.0000 Maint/Rep Equip	\$67,921	\$80,717	\$80,717	\$80,717	\$80,717
66200.0000 Maint/Rep Infra	\$158,623	\$180,902	\$170,902	\$180,902	\$180,902
66200.0702 Maint/Rep Infra Cust Svc	\$392,383	\$440,688	\$440,688	\$440,688	\$475,943
66900.0000 Telephones	\$10,023	\$9,212	\$9,212	\$11,501	\$11,596
66950.0000 PC Replacement Fee	\$2,610	\$2,610	\$2,610	\$5,920	\$5,920
67000.0000 Outside Comp Chgs		\$8,000	\$8,000	\$8,000	\$8,000
67200.0000 Electricity & Gas	\$263,520	\$308,000	\$308,000	\$317,240	\$326,757

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
67300.0702 Solid Waste Collect Cust Serv	\$59,813	\$91,278	\$91,278	\$96,000	\$98,880
67700.0000 Lease Pay to Others	\$0	\$1,800	\$1,800	\$0	\$0
67800.0000 Contract Svcs	\$0	\$5,604	\$5,604	\$0	\$0
<b>SUBTOTAL</b>	<b>\$991,918</b>	<b>\$1,166,831</b>	<b>\$1,156,831</b>	<b>\$1,177,375</b>	<b>\$1,226,572</b>
70000.0000 Commodities					
70200.0000 Supplies	\$11,092	\$14,266	\$10,266	\$14,266	\$14,266
70200.0702 Supplies Custodial Svc	\$63,191	\$63,000	\$47,000	\$63,000	\$64,890
71800.0000 Build & Grd Mtrls	\$88,082	\$65,000	\$71,000	\$90,000	\$90,000
73000.0000 Chemicals	\$2,307	\$2,400	\$2,400	\$2,400	\$2,400
73600.0000 Parts	\$61,285	\$53,000	\$61,000	\$65,000	\$65,000
<b>SUBTOTAL</b>	<b>\$225,957</b>	<b>\$197,666</b>	<b>\$191,666</b>	<b>\$234,666</b>	<b>\$236,556</b>
75000.0000 Capital Outlay					
10012390 GS - BOM	\$1,945,492	\$2,150,747	\$2,134,747	\$2,219,624	\$2,283,211

<b>Storm Drainage - GS Admin ( 25012050)</b>					
65000.0000 Contractual Services					
65100.0552 Prof Svcs - Envri Svcs	\$52,813	\$85,000	\$85,000	\$85,000	\$85,000
66700.0552 Postage - Envri Svcs	\$61	\$1,200	\$1,200	\$1,200	\$1,200
<b>SUBTOTAL</b>	<b>\$52,874</b>	<b>\$86,200</b>	<b>\$86,200</b>	<b>\$86,200</b>	<b>\$86,200</b>
25012050 Storm Drainage - GS	\$52,874	\$86,200	\$86,200	\$86,200	\$86,200

<b>Fleet - Maintenance ( 30012460)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$527,587	\$553,232	\$553,232	\$591,055	\$628,807
60200.0911 Regular Salaries PST	\$62,853	\$64,110	\$64,110	\$65,392	\$66,700
60400.0000 Salaries Overtime	\$49,977	\$46,000	\$50,000	\$50,000	\$60,000
60600.0000 Salaries Temp	\$5,722	\$0	\$1,500	\$0	\$0
61000.0000 Unif & Equip Allow	\$5,866	\$6,900	\$6,300	\$7,400	\$7,400
61200.0000 Mileage Reimbursement	\$0	\$200	\$600	\$600	\$600
61400.0000 Meeting Expense	\$806	\$600	\$1,200	\$1,200	\$1,200
61800.0000 Career Dev	\$3,756	\$9,000	\$9,000	\$9,000	\$9,000
64000.0000 Employee Med Expense	\$48	\$300	\$300	\$300	\$300
<b>SUBTOTAL</b>	<b>\$656,615</b>	<b>\$680,342</b>	<b>\$686,242</b>	<b>\$724,947</b>	<b>\$774,007</b>
65000.0000 Contractual Services					
66000.0000 Equip Rental	\$58,493	\$61,800	\$61,800	\$0	\$0
66100.0000 Maint/Rep Equip	\$5,953	\$6,922	\$6,922	\$6,825	\$6,825
66200.0000 Maint/Rep Infra	\$12,511	\$15,000	\$15,000	\$15,000	\$15,000
66900.0000 Telephone	\$2,965	\$2,600	\$3,000	\$3,000	\$2,575
66950.0000 PC Replacement Fee	\$1,945	\$6,250	\$6,250	\$4,825	\$3,145
67000.0000 Outside Comp Chgs	\$21,040	\$29,796	\$29,796	\$22,796	\$22,796
67800.0000 Contract Svcs	\$120,660	\$115,000	\$122,000	\$125,000	\$125,000
68800.0000 Maint Repair-Rolling Stock	\$83,833	\$90,000	\$90,000	\$105,000	\$115,500

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
68900.0000 Accident Repair Costs	\$8,186	\$12,500	\$12,500	\$12,500	\$12,500
<b>SUBTOTAL</b>	<b>\$315,585</b>	<b>\$339,868</b>	<b>\$347,268</b>	<b>\$294,946</b>	<b>\$303,341</b>
<b>70000.0000 Commodities</b>					
70200.0000 Supplies	\$24,150	\$27,640	\$27,640	\$27,640	\$27,640
70200.0911 Supplies-PST	\$7,060	\$7,060	\$7,060	\$7,060	\$7,060
73000.0000 Chemicals	\$10,234	\$12,500	\$12,500	\$12,500	\$12,500
73600.0000 Parts	\$269,146	\$274,046	\$280,000	\$285,000	\$293,550
73600.0911 Parts PST	\$86,680	\$86,680	\$86,680	\$90,000	\$92,700
73800.0000 Tires	\$151,654	\$160,000	\$160,000	\$166,000	\$170,980
74000.0000 Fuel	\$504,549	\$835,430	\$550,000	\$828,508	\$853,898
74000.0911 Fuel PST	\$223,450	\$230,000	\$230,000	\$218,672	\$229,724
74100.0000 Lubricants	\$32,468	\$42,000	\$42,000	\$42,000	\$42,000
74100.0911 Lubricants PST	\$9,798	\$9,798	\$9,798	\$9,798	\$9,798
<b>SUBTOTAL</b>	<b>\$1,319,190</b>	<b>\$1,685,154</b>	<b>\$1,405,678</b>	<b>\$1,687,178</b>	<b>\$1,739,850</b>
<b>75000.0000 Capital Outlay</b>					
75400.0000 Comp Soft/Hard	\$729	\$0	\$0	\$0	\$0
76000.0000 Other Equip	\$14,650	\$60,000	\$25,000	\$0	\$0
76000.0000 Other Equip	\$15,379	\$60,000	\$25,000	\$0	\$0
30012460 Fleet - Maintenance	\$2,306,769	\$2,765,364	\$2,464,188	\$2,707,071	\$2,817,198
12 General Services	\$8,568,873	\$9,678,602	\$9,396,776	\$9,450,628	\$9,651,860

**Department:Finance**

<b>FIN - Administration ( 10015050)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0000 Regular Salaries	\$439,704	\$489,548	\$489,548	\$530,886	\$530,886
60400.0000 Salaries Overtime	\$5	\$0	\$0	\$0	\$0
61200.0000 Mileage Reimb	\$116	\$400	\$350	\$400	\$400
61400.0000 Meeting Expense	\$497	\$750	\$750	\$750	\$750
61800.0000 Career Dev	\$5,617	\$7,200	\$8,670	\$10,000	\$10,000
<b>SUBTOTAL</b>	<b>\$445,940</b>	<b>\$497,898</b>	<b>\$499,318</b>	<b>\$542,036</b>	<b>\$542,036</b>
<b>65000.0000 Contractual Services</b>					
65100.0000 Prof Serv	\$403	\$1,120	\$700	\$1,120	\$1,120
65800.0000 Fleet Rental Chgs	\$4,080	\$4,080	\$4,080	\$0	\$0
66100.0000 Maint/Rep Equip	\$4,559	\$6,708	\$6,128	\$7,401	\$7,441
66700.0000 Postage	\$11,453	\$12,569	\$12,569	\$12,569	\$12,569
66900.0000 Telephone	\$3,431	\$3,698	\$3,698	\$3,437	\$3,390
66950.0000 PC Replacement Fee	\$2,345	\$1,635	\$1,635	\$1,875	\$2,030
67800.0000 Contract Svcs		\$630		\$630	\$630
<b>SUBTOTAL</b>	<b>\$26,270</b>	<b>\$30,440</b>	<b>\$28,810</b>	<b>\$27,032</b>	<b>\$27,180</b>
<b>70000.0000 Commodities</b>					
70200.0000 Supplies	\$4,732	\$5,593	\$8,268	\$8,268	\$8,768
70200.0911 Supplies PST	\$2,060	\$2,060	\$2,060	\$2,060	\$2,060
71400.0000 Train & Ref Mtrls	\$973	\$2,300	\$2,300	\$2,300	\$2,300
<b>SUBTOTAL</b>	<b>\$7,765</b>	<b>\$9,953</b>	<b>\$12,628</b>	<b>\$12,628</b>	<b>\$13,128</b>
<b>75000.0000 Capital Outlay</b>					
75200.0000 Ofc Equip	\$5,569	\$2,170	\$1,000	\$0	\$1,000

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
75400.0000 Comp Soft/Hard	\$601	\$1,825	\$320	\$1,105	\$320
<b>SUBTOTAL</b>	<b>\$6,170</b>	<b>\$3,995</b>	<b>\$1,320</b>	<b>\$1,105</b>	<b>\$1,320</b>
10015050 FIN - Administratio	\$486,145	\$542,286	\$542,076	\$582,801	\$583,664

<b>FIN - Accounting ( 10015220)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0000 Regular Salaries	\$583,752	\$621,024	\$646,445	\$662,146	\$662,146
60200.0911 Regular Salaries PST	\$91,071	\$93,084	\$93,084	\$96,924	\$96,924
60400.0000 Salaries Overtime	\$1,649	\$3,500	\$1,500	\$3,500	\$3,500
60600.0000 Salaries Temp	\$26	\$759	\$0	\$759	\$759
61200.0000 Mileage Reimb	\$83	\$150	\$150	\$150	\$150
61400.0000 Meeting Expense	\$258	\$200	\$200	\$200	\$200
61800.0000 Career Dev	\$5,219	\$11,860	\$11,860	\$7,305	\$7,305
61800.0911 Career Dev PST	\$795	\$795	\$795	\$795	\$795
<b>SUBTOTAL</b>	<b>\$682,853</b>	<b>\$731,372</b>	<b>\$754,034</b>	<b>\$771,779</b>	<b>\$771,779</b>
<b>65000.0000 Contractual Services</b>					
65100.0000 Prof Serv	\$66,090	\$76,255	\$76,241	\$77,654	\$79,076
66100.0000 Maint/Rep Equip	\$61,926	\$62,567	\$74,067	\$87,846	\$88,959
66600.0000 Printing	\$3,091	\$3,659	\$3,500	\$2,523	\$4,523
66950.0000 PC Replacement Fee	\$1,675	\$1,675	\$1,675	\$2,125	\$2,280
66950.0911 PC Replacement Fee PST	\$280	\$280	\$280	\$330	\$330
<b>SUBTOTAL</b>	<b>\$133,062</b>	<b>\$144,436</b>	<b>\$155,763</b>	<b>\$170,478</b>	<b>\$175,168</b>
<b>70000.0000 Commodities</b>					
70200.0911 Supplies PST	\$2,060	\$2,060	\$2,060	\$2,060	\$2,060
<b>SUBTOTAL</b>	<b>\$2,060</b>	<b>\$2,060</b>	<b>\$2,060</b>	<b>\$2,060</b>	<b>\$2,060</b>
<b>75000.0000 Capital Outlay</b>					
75400.0000 Comp Soft/Hard	\$0	\$0	\$0	\$2,485	\$0
75400.0000 Comp Soft/Hard	\$0	\$0	\$0	\$2,485	\$0
10015220 FIN - Accounting	\$817,976	\$877,868	\$911,857	\$946,802	\$949,007

<b>FIN - Treasury ( 10015240)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0000 Regular Salaries	\$292,808	\$302,542	\$272,542	\$326,999	\$326,999
60600.0000 Salaries Temp	\$128	\$0	\$0	\$0	\$0
61200.0000 Mileage Reimb	\$10	\$200	\$200	\$200	\$200
61400.0000 Meeting Expense	\$13	\$120	\$120	\$120	\$120
61800.0000 Career Dev	\$180	\$1,700	\$1,700	\$1,700	\$1,700
64200.0000 Cash Over/Short	\$0	\$0	\$0	\$0	\$0
<b>SUBTOTAL</b>	<b>\$293,138</b>	<b>\$304,562</b>	<b>\$274,562</b>	<b>\$329,019</b>	<b>\$329,019</b>
<b>65000.0000 Contractual Services</b>					
66100.0000 Maint/Rep Equip		\$73	\$73	\$87	\$127
66800.0000 Bank Chgs	\$135	\$102	\$100	\$100	\$100



	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
66950.0000 PC Replacement Fee	\$695	\$695	\$695	\$650	\$650
67800.0000 Contractual Svcs	\$4,932	\$5,217	\$5,200	\$5,250	\$5,382
<b><i>SUBTOTAL</i></b>	<b>\$5,762</b>	<b>\$6,087</b>	<b>\$6,068</b>	<b>\$6,087</b>	<b>\$6,259</b>
10015240 FIN - Treasury	\$298,901	\$310,649	\$280,630	\$335,106	\$335,278

<b>FIN - Sales Tax ( 10015250)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0000 Regular Salaries	\$523,616	\$563,853	\$563,853	\$627,178	\$640,931
60200.0911 Regular Salaries PST	\$37,485	\$38,314	\$38,314	\$41,059	\$41,059
60400.0000 Salaries Overtime	\$104	\$0	\$0	\$0	\$0
61200.0000 Mileage Reimb	-\$39	\$1,000	\$1,000	\$500	\$500
61200.0911 Mileage Reimb PST	\$200	\$200	\$200	\$200	\$200
61400.0000 Meeting Expense	\$127	\$200	\$200	\$200	\$200
61800.0000 Career Dev	\$1,084	\$5,100	\$5,100	\$5,700	\$5,700
<b><i>SUBTOTAL</i></b>	<b>\$562,576</b>	<b>\$608,667</b>	<b>\$608,667</b>	<b>\$674,837</b>	<b>\$688,590</b>
<b>65000.0000 Contractual Services</b>					
66100.0000 Maint/Rep Equip	\$89	\$200	\$0	\$200	\$200
66600.0000 Printing	\$251	\$0	\$0	\$500	\$500
66950.0000 PC Replacement Fee	\$1,935	\$1,935	\$1,935	\$4,220	\$2,670
67800.0000 Contract Services	\$10,160	\$13,000	\$13,000	\$13,000	\$16,000
<b><i>SUBTOTAL</i></b>	<b>\$12,434</b>	<b>\$15,135</b>	<b>\$14,935</b>	<b>\$17,920</b>	<b>\$19,370</b>
<b>70000.0000 Commodities</b>					
<b>75000.0000 Capital Outlay</b>					
75200.0000 Ofc Equip	\$0	\$0	\$0	\$1,100	\$0
75400.0000 Comp Soft/Hard	\$0	\$0	\$0	\$4,475	\$0
75400.0000 Comp Soft/Hard	\$0	\$0	\$0	\$5,575	\$0
10015250 FIN - Sales Tax	\$575,011	\$623,802	\$623,602	\$698,332	\$707,960

<b>Water - FIN Utility Billing ( 20015240)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0000 Regular Salaries	\$204,498	\$217,663	\$217,663	\$255,314	\$267,215
60600.0000 Salaries Temp	\$2,679	\$3,500	\$3,500	\$3,500	\$3,500
61200.0000 Mileage Reimb	\$12	\$200	\$200	\$200	\$200
61400.0000 Meeting Expense	\$250	\$400	\$400	\$400	\$400
61800.0000 Career Dev	\$1,742	\$5,250	\$5,250	\$5,850	\$5,850
<b><i>SUBTOTAL</i></b>	<b>\$209,181</b>	<b>\$227,013</b>	<b>\$227,013</b>	<b>\$265,264</b>	<b>\$277,165</b>
<b>65000.0000 Contractual Services</b>					
66100.0000 Maint/Rep Equip	\$1,067	\$3,852	\$3,852	\$3,890	\$3,890
66700.0000 Postage	\$145,648	\$149,961	\$149,961	\$149,961	\$149,961
66800.0000 Bank Charges	\$97,568	\$96,116	\$104,000	\$113,400	\$122,472
66950.0000 PC Replacement Fee	\$1,260	\$1,260	\$1,260	\$1,650	\$1,650
67800.0000 Contract Svcs	\$141,355	\$164,509	\$153,309	\$160,884	\$168,672
<b><i>SUBTOTAL</i></b>	<b>\$386,899</b>	<b>\$415,698</b>	<b>\$412,382</b>	<b>\$429,785</b>	<b>\$446,645</b>

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
70000.0000 Commodities					
70200.0000 Supplies	\$27,971	\$33,027	\$33,027	\$33,527	\$33,277
<b><i>SUBTOTAL</i></b>	<b>\$27,971</b>	<b>\$33,027</b>	<b>\$33,027</b>	<b>\$33,527</b>	<b>\$33,277</b>
75000.0000 Capital Outlay					
75200.0000 Furniture and Fixtures	\$2,179	\$500	\$500	\$1,100	\$500
<b><i>SUBTOTAL</i></b>	<b>\$2,179</b>	<b>\$500</b>	<b>\$500</b>	<b>\$1,100</b>	<b>\$500</b>
20015240 Water - FIN Utility	\$626,230	\$676,238	\$672,922	\$729,676	\$757,587
15 Finance	\$2,804,262	\$3,030,843	\$3,061,087	\$3,292,717	\$3,333,496

### Department:Police

<b>PD - Administration ( 10020050)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$305,193	\$306,720	\$346,627	\$313,736	\$313,736
61000.0000 Unif & Equip Allow	\$0	\$360	\$360	\$360	\$360
61200.0000 Mileage Reimb	\$135	\$100	\$10	\$100	\$100
61400.0000 Meeting Expense	\$1,144	\$1,250	\$1,400	\$1,250	\$1,250
61800.0000 Career Dev	\$6,059	\$5,475	\$5,800	\$5,475	\$5,475
<b><i>SUBTOTAL</i></b>	<b>\$312,530</b>	<b>\$313,905</b>	<b>\$354,197</b>	<b>\$320,921</b>	<b>\$320,921</b>
65000.0000 Contractual Services					
65100.0000 Prof Serv	\$882	\$1,000	\$1,000	\$1,000	\$1,000
65800.0000 Fleet Rental Chgs	\$4,080	\$4,080	\$4,080	\$0	\$0
66100.0000 Maint/Rep Equip	\$5,848	\$7,068	\$7,068	\$4,941	\$4,941
66700.0000 Postage	\$9,575	\$10,000	\$9,000	\$10,000	\$10,000
66800.0000 Bank Chgs	\$1,216	\$860	\$1,000	\$1,587	\$1,825
66900.0000 Telephone	\$140,854	\$131,229	\$131,300	\$156,604	\$158,560
66950.0000 PC Replacement Fee	\$105,557	\$104,710	\$104,710	\$119,015	\$116,740
67200.0000 Electricity & Gas	\$107,214	\$108,000	\$84,500	\$110,000	\$110,000
67700.0000 Lease Pymts to Others	\$0	\$13,907	\$13,907	\$18,000	\$19,000
67800.0000 Contract Svcs	\$25,130	\$35,253	\$38,490	\$34,472	\$34,472
<b><i>SUBTOTAL</i></b>	<b>\$400,355</b>	<b>\$416,107</b>	<b>\$395,055</b>	<b>\$455,619</b>	<b>\$456,538</b>
70000.0000 Commodities					
70200.0000 Supplies	\$15,388	\$4,852	\$6,500	\$6,852	\$6,852
<b><i>SUBTOTAL</i></b>	<b>\$15,388</b>	<b>\$4,852</b>	<b>\$6,500</b>	<b>\$6,852</b>	<b>\$6,852</b>
75000.0000 Capital Outlay					
75400.0000 Comp Soft/Hard	\$0	\$4,008	\$4,008	\$650	\$0
75400.0000 Comp Soft/Hard	\$0	\$4,008	\$4,008	\$650	\$0
10020050 PD - Administration	\$728,274	\$738,872	\$759,760	\$784,042	\$784,311

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>PD - Specialized Services ( 10020300)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$186,760	\$190,293	\$190,115	\$201,544	\$194,273
60200.0341 Regular Salaries-Prof Svcs	\$682,486	\$694,224	\$656,313	\$727,981	\$695,519
60200.0342 Regular Salaries-Neigh. Svcs	\$739,958	\$767,970	\$709,350	\$784,821	\$776,776
60200.0343 Reg Sal - Records and Property	\$895,423	\$943,617	\$917,105	\$988,383	\$970,377
60200.0344 Regular Salaries-Invest. Sect	\$3,363,467	\$3,468,858	\$3,660,846	\$3,696,725	\$3,560,136
60200.0345 Regular Salaries -Comm Section	\$1,340,204	\$1,696,688	\$1,408,240	\$1,785,945	\$1,754,521
60400.0000 Salaries Overtime	\$0	\$480	\$100	\$480	\$480
60400.0341 Salaries OT-Prof Svcs	\$36,278	\$49,000	\$40,000	\$42,000	\$42,000
60400.0342 Salaries OT-Neigh Svcs	\$10,763	\$9,000	\$13,000	\$9,000	\$9,000
60400.0343 Sal OT-Records and Property	\$1,867	\$4,000	\$500	\$4,000	\$4,000
60400.0344 Salaries OT-Inv Section	\$214,388	\$197,500	\$300,000	\$197,500	\$197,500
60400.0345 Salaries O/T - Comm Section	\$177,772	\$65,000	\$100,000	\$65,000	\$65,000
60600.0342 Salaries - Temp NSS	\$896	\$0	\$2,000	\$0	\$0
60600.0344 Salaries Temp Invest Section	\$1,177	\$0	\$20,000	\$0	\$0
60600.0345 Salaries TempComm Section	\$10,683	\$0	\$10,000	\$0	\$0
61000.0000 Unif & Equip Allow	\$360	\$500	\$360	\$610	\$610
61000.0341 Unif & Equip-Prof Svcs	\$8,328	\$3,380	\$3,100	\$3,380	\$3,380
61000.0342 Unif & Equip-Neigh Svcs	\$7,439	\$5,605	\$5,800	\$6,680	\$6,680
61000.0343 Unif & Equip-Records and Prope	\$360	\$360	\$360	\$360	\$360
61000.0344 Unif & Equip-Inv Section	\$13,535	\$17,790	\$14,760	\$14,760	\$14,400
61200.0000 Mileage Reimb	\$29	\$150	\$90	\$150	\$150
61200.0341 Mileage Reimb-Prof Svcs	\$0	\$200	\$125	\$200	\$200
61200.0343 Mileage Reim-Records & Propert	\$265	\$650	\$175	\$650	\$650
61200.0344 Mileage Reimb-Inv Section	\$2,035	\$1,750	\$1,700	\$1,750	\$1,750
61200.0345 Mileage Reimb - Comm Section	\$292	\$650	\$300	\$650	\$650
61400.0000 Meeting Expense	\$484	\$500	\$450	\$500	\$500
61400.0341 Meeting Exp-Prof Svcs	\$866	\$1,000	\$1,000	\$1,000	\$1,000
61400.0342 Meeting Exp-Neigh Svcs	\$257	\$500	\$400	\$500	\$500
61400.0343 Meeting Exp-Records & Property	\$483	\$500	\$400	\$500	\$500
61400.0344 Meeting Exp-Inv Section	\$2,333	\$2,500	\$1,700	\$1,750	\$1,750
61400.0345 Meeting Exp - Comm Section	\$297	\$500	\$475	\$500	\$500
61800.0000 Career Dev	\$279	\$1,110	\$875	\$1,000	\$1,000
61800.0341 Career Dev-Prof Svcs	\$3,625	\$4,500	\$4,500	\$4,500	\$4,500
61800.0342 Career Dev-Neigh Svcs	\$3,355	\$3,550	\$3,500	\$3,550	\$3,550
61800.0343 Career Dev-Records & Property	\$3,470	\$3,850	\$3,700	\$3,850	\$3,850
61800.0344 Career Dev-Inv Section	\$21,662	\$15,500	\$15,500	\$15,500	\$15,500
61800.0345 Career Dev - Comm Section	\$12,338	\$13,400	\$4,200	\$4,400	\$4,400
61800.0612 Career Dev-Training	\$15,453	\$12,000	\$12,000	\$12,000	\$12,000

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
61850.0612 In-Service-Training	\$18,184	\$26,500	\$26,500	\$26,500	\$26,500
64200.0343 Cash Ovr/shrt- Records&Property	-\$11	\$0	\$0	\$0	\$0
<b>SUBTOTAL</b>	<b>\$7,777,840</b>	<b>\$8,203,575</b>	<b>\$8,129,539</b>	<b>\$8,608,619</b>	<b>\$8,374,462</b>
<b>65000.0000 Contractual Services</b>					
65100.0341 Prof Serv-Prof Svcs	\$3,342	\$8,158	\$11,750	\$12,158	\$12,158
65100.0343 Prof Serv-Records and Property	\$2,978	\$3,180	\$3,180	\$3,180	\$3,180
65100.0344 Prof Serv-Inv Section	\$15,857	\$12,927	\$11,000	\$13,932	\$13,932
65800.0341 Fleet Rental Chgs-Prof Svcs	\$5,278	\$5,401	\$5,401	\$5,449	\$5,691
65800.0342 Fleet Rental Chgs-Neigh Svcs	\$20,627	\$21,111	\$21,111	\$20,928	\$21,857
65800.0343 Fleet Rntl Chgs-Records & Prop	\$724	\$741	\$741	\$646	\$674
65800.0344 Fleet Rental Chgs-Inv Section	\$36,133	\$36,961	\$36,961	\$41,084	\$42,908
65800.0345 Flt Rental Chgs - Comm Section	\$175	\$179	\$179	\$443	\$463
65900.0341 Motor Fuel Chgs-Prof Svcs	\$4,296	\$4,423	\$4,423	\$3,588	\$3,713
65900.0342 Motor Fuel Chgs-Neigh Svcs	\$21,693	\$22,334	\$22,334	\$18,719	\$19,371
65900.0343 Mtr Fuel Chgs- Records&Property	\$462	\$476	\$476	\$442	\$457
65900.0344 Motor Fuel Chgs-Inv Section	\$37,437	\$38,542	\$38,542	\$37,171	\$38,465
65900.0345 Motor Fuel Chgs - Comm Section	\$658	\$677	\$677	\$662	\$685
66100.0000 Maint/Rep Equip		\$160	\$100	\$100	\$100
66100.0341 Maint/Rep Equip-Prof Svcs	\$350	\$460	\$425	\$460	\$460
66100.0342 Maint/Rep Equip-Neigh Svcs	\$207	\$600	\$500	\$600	\$600
66100.0343 Maint/Rep Equip-Records & Prop	\$153,265	\$169,528	\$210,000	\$203,059	\$211,485
66100.0344 Maint/Rep Equip-Inv Section	\$6,588	\$6,850	\$5,000	\$5,650	\$5,650
66100.0345 Maint/Rep Equip - Comm Section	\$15,405	\$26,870	\$26,750	\$27,470	\$27,470
66300.0345 Maint/Rep Radios - Comm Sectio	\$159,998	\$110,108	\$119,000	\$137,565	\$144,070
66600.0343 Printing-Records & Property	\$31,527	\$22,500	\$22,500	\$22,500	\$22,500
66900.0000 Telephone	-\$823				
67800.0341 Contract Svcs-Prof Svcs	\$66,158	\$51,516	\$55,816	\$50,016	\$55,816
67800.0342 Contract Svcs-Neigh Svcs	\$98,051	\$235,640	\$201,500	\$213,492	\$204,942
67800.0343 Contract Svcs-Records & Prop				\$2,000	\$2,000
67800.0344 Contract Svcs-Inv Section	\$70,309	\$488,637	\$125,000	\$126,911	\$128,821
67800.0345 Contract Svsc - Comm Section	\$9,312	\$8,425	\$13,000	\$13,500	\$13,500
68500.0342 Med Svc non-emp-Neigh Svcs	\$362	\$1,200	\$1,000	\$1,200	\$1,200
68600.0344 Special Invest-Inv Section	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
<b>SUBTOTAL</b>	<b>\$765,370</b>	<b>\$1,282,604</b>	<b>\$942,366</b>	<b>\$967,925</b>	<b>\$987,168</b>
<b>70000.0000 Commodities</b>					

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
70200.0000 Supplies	\$70	\$300	\$275	\$360	\$360
70200.0341 Supplies-Prof Svcs	\$11,465	\$8,569	\$6,882	\$6,567	\$6,882
70200.0342 Supplies-Neigh Svcs	\$13,970	\$10,602	\$10,750	\$12,102	\$12,102
70200.0343 Supplies-Records & Property	\$9,274	\$14,142	\$10,000	\$14,142	\$14,142
70200.0344 Supplies-Inv Section	\$14,922	\$7,538	\$8,500	\$11,533	\$8,538
70200.0345 Supplies - Comm Section	\$4,791	\$6,995	\$6,000	\$6,995	\$6,995
70800.0344 Lab Supplies-Inv Section	\$6,179	\$6,269	\$6,000	\$6,269	\$6,269
71400.0341 Train & Ref Mtrls-Prof Svcs	\$6,547	\$7,500	\$7,500	\$7,500	\$7,500
71400.0342 Train & Ref Mtrls-Neigh Svcs	\$111	\$600	\$200	\$600	\$600
71400.0343 Train&Ref Mtrls-Records&Prop	\$0	\$525	\$250	\$525	\$525
71400.0344 Train & Ref Mtrls-Inv Section	\$262	\$1,200	\$700	\$1,200	\$1,200
71400.0345 Train & Ref Mtrls-Comm Section	\$22	\$325	\$200	\$325	\$325
71800.0342 Bldg & Grd Mtrls-Neigh Svcs	\$4,442	\$7,300	\$7,100	\$7,300	\$7,300
73200.0341 Ammunition-Prof Svcs	\$48,465	\$37,448	\$41,123	\$40,598	\$41,123
<b>SUBTOTAL</b>	<b>\$120,521</b>	<b>\$109,313</b>	<b>\$105,480</b>	<b>\$116,016</b>	<b>\$113,861</b>
<b>75000.0000 Capital Outlay</b>					
76000.0342 Other Equip-Neigh Svcs	\$0	\$23,500	\$0	\$0	\$0
76000.0343 Other Equip-Records & Property	\$25,230	\$0	\$0	\$0	\$0
76000.0344 Other Equip-Inv Section	\$0	\$0	\$0	\$4,000	\$0
76000.0345 Other Equip - Comm Section	\$0	\$0	\$20,000	\$20,000	\$25,000
<b>SUBTOTAL</b>	<b>\$25,230</b>	<b>\$23,500</b>	<b>\$20,000</b>	<b>\$24,000</b>	<b>\$25,000</b>
10020300 PD - Specialized Se	\$8,688,960	\$9,618,992	\$9,197,385	\$9,716,560	\$9,500,491

<b>PD - Patrol Services ( 10020500)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0000 Regular Sal-Patrol Adm Section	\$630,933	\$892,165	\$667,118	\$950,812	\$950,812
60200.0106 Regular Salaries Prom	\$267,850	\$237,079	\$223,786	\$232,281	\$232,281
60200.0348 Regular Salaries-Traffic	\$1,421,619	\$1,723,131	\$1,485,300	\$1,838,331	\$1,838,331
60200.0349 Reg Salaries-Patrol Section	\$8,337,306	\$8,396,051	\$8,221,816	\$8,657,889	\$8,652,889
60400.0000 Salaries OT-Patrol Adm Section	\$6,078	\$15,000	\$14,000	\$15,000	\$15,000
60400.0005 Salaries OT-Extra Duty	\$138,188	\$150,000	\$80,000	\$75,000	\$75,000
60400.0348 Salaries OT-Traffic	\$140,119	\$55,000	\$112,246	\$55,000	\$55,000
60400.0349 Salaries OT-Patrol Section	\$338,383	\$209,851	\$354,200	\$208,941	\$208,941
60600.0000 Sal Temp-Patrol Adm Section	\$265	\$0	\$455	\$0	\$0
60600.0349 Salaries - Temp	\$0	\$0	\$198	\$0	\$0
61000.0000 Unif&Equip Allow-Patrol Adm Se	\$132,924	\$123,090	\$113,290	\$113,290	\$113,290
61000.0106 Unif & Equip Allow Prom	\$0	\$0	\$9,800	\$9,800	\$9,800
61000.0348 Unif & Equip-Traffic	\$6,538	\$6,720	\$6,720	\$6,720	\$6,720

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
61000.0349 Unif & Equip-Patrol Section	\$38,160	\$38,160	\$38,160	\$38,160	\$38,160
61200.0000 Milge Reimb-Patrol Adm Section		\$200	\$150	\$200	\$200
61400.0000 Mting Exp-Patrol Adm Section	\$1,877	\$2,800	\$2,400	\$2,800	\$2,800
61400.0348 Meeting Expense Traffic	\$709	\$800	\$600	\$800	\$800
61800.0000 Career Dev-Patrol Adm Section	\$31,326	\$32,745	\$32,700	\$32,745	\$32,745
<b>SUBTOTAL</b>	<b>\$11,492,277</b>	<b>\$11,882,792</b>	<b>\$11,362,939</b>	<b>\$12,237,769</b>	<b>\$12,232,769</b>
65000.0000 Contrl Svcs-Patrol Adm Sectio					
65100.0000 Prof Serv-Patrol Adm Section	\$2,472	\$1,480	\$1,450	\$1,480	\$1,480
65100.0713 Prof Serv-Pat Svcs	\$89,998	\$91,220	\$91,220	\$91,220	\$91,220
65800.0000 Fleet Rntl Chgs-Patrol Adm Sec	\$372,438	\$381,175	\$381,175	\$354,369	\$370,100
65800.0348 Fleet Rental Chgs-Traffic	\$34,486	\$35,295	\$35,295	\$40,653	\$42,457
65900.0000 Mtr Fuel Chgs-Patrol Adm Secti	\$352,181	\$362,585	\$362,585	\$342,285	\$354,197
65900.0348 Motor Fuel Chgs-Traffic	\$5,558	\$5,723	\$5,723	\$5,814	\$6,016
66100.0000 Maint/Rep Equip-Patrol Adm Sec	\$2,344	\$4,691	\$4,500	\$4,691	\$4,691
66100.0348 Maint/Rep Equip-Traffic	\$759	\$5,400	\$5,400	\$5,400	\$5,400
66100.0349 Maint/Rep Equip-Patrol Section	\$701	\$6,700	\$6,500	\$6,700	\$6,700
66900.0000 Telephone-Patrol Adm Section	\$3	\$0	\$0	\$0	\$0
67700.0000 Lease Pay Other-Patrol Adm Sec	\$19,500	\$20,000	\$19,500	\$20,000	\$20,000
67800.0000 Cntrct Svcs-Patrol Adm Section	\$3,759	\$5,000	\$4,500	\$5,000	\$5,000
68500.0000 Med Srvc Non Emp-Patrol Adm Se		\$500	\$200	\$500	\$500
68500.0349 Med Svc non-emp-Patrol Section	\$21,389	\$21,550	\$21,500	\$21,550	\$21,550
<b>SUBTOTAL</b>	<b>\$905,589</b>	<b>\$941,319</b>	<b>\$939,548</b>	<b>\$899,662</b>	<b>\$929,311</b>
70000.0000 Commodities-Patrol Adm Section					
70200.0000 Supplies-Patrol Adm Section	\$29,052	\$29,963	\$34,000	\$34,963	\$34,963
70200.0348 Supplies-Traffic	\$2,388	\$2,400	\$2,400	\$2,400	\$2,400
70200.0349 Supplies-Patrol Section	\$13,474	\$13,500	\$13,500	\$13,500	\$13,500
71400.0000 Train&Ref Mtrls- Patrol Adm Se	\$0	\$250	\$200	\$250	\$250
71400.0348 Train & Ref Mtrls-Traffic	\$479	\$460	\$450	\$460	\$460
<b>SUBTOTAL</b>	<b>\$45,393</b>	<b>\$46,573</b>	<b>\$50,550</b>	<b>\$51,573</b>	<b>\$51,573</b>

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
75000.0000 Cap Outlay-Patrol Adm Section					
75400.0000 Comp Soft/Hard-Patrol Adm Sect	\$6,720	\$3,800	\$3,800	\$0	\$0
76000.0000 Other Equip-Patol Adm Section	\$16,156	\$39,000	\$75,835	\$25,075	\$0
76000.0348 Other Equip-Traffic	\$37,735	\$24,200	\$123,000	\$21,000	\$9,000
76000.0349 Other Equip-Patrol Section	\$28,693	\$78,785	\$59,842	\$109,493	\$59,842
<b>SUBTOTAL</b>	<b>\$89,303</b>	<b>\$145,785</b>	<b>\$262,477</b>	<b>\$155,568</b>	<b>\$68,842</b>
10020500 PD - Patrol Service	\$12,532,561	\$13,016,469	\$12,615,514	\$13,344,572	\$13,282,495

<b>Investigative Services ( 51020300)</b>					
65000.0000 Contractual Services					
68600.0325 VIN Inspections	\$50	\$0	\$0	\$0	\$0
68600.0325 VIN Inspections	\$50	\$0	\$0	\$0	\$0
51020300 Investigative Servi	\$50	\$0	\$0	\$0	\$0
20 Police	\$21,949,845	\$23,374,333	\$22,572,659	\$23,845,174	\$23,567,297

**Department:Fire**

<b>Fire - Emergency Services ( 10025260)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$7,504,368	\$7,663,753	\$7,663,753	\$7,884,928	\$7,958,490
60200.0546 Regular Salaries EMS	\$2,478,543	\$3,042,612	\$3,042,612	\$3,046,469	\$3,046,469
60200.0547 Regular Salaries Fire Prev	\$463,007	\$560,493	\$560,493	\$604,653	\$584,983
60400.0000 Salaries Overtime	\$419,810	\$337,126	\$237,126	\$337,126	\$297,126
60400.0546 Salaries Overtime EMS	\$162,492	\$71,750	\$71,750	\$71,750	\$71,750
60400.0547 Salaries Overtime Fire Prev	\$3,329	\$3,190	\$5,000	\$3,190	\$5,000
60600.0000 Salaries Temp	\$6,262	\$0	\$3,500	\$0	\$0
61000.0000 Unif & Equip Allow	\$86,769	\$199,400	\$199,400	\$221,480	\$130,063
61000.0546 Unif & Equip Allow EMS	\$23,260	\$23,260	\$23,260	\$23,260	\$14,920
61000.0547 Unif & Equip Allow Fire Prev	\$4,560	\$5,560	\$5,560	\$5,560	\$6,620
61200.0000 Mileage Reimb	\$410	\$750	\$1,500	\$750	\$1,500
61400.0000 Meeting Expense	\$5,553	\$4,145	\$5,000	\$4,145	\$6,000
61800.0000 Career Dev	\$44,007	\$47,046	\$70,000	\$47,316	\$87,495
61800.0546 Career Dev EMS	\$7,057	\$12,800	\$17,000	\$32,800	\$32,800
61800.0547 Career Dev Fire Prev	\$14,906	\$15,325	\$18,000	\$16,325	\$36,325
<b>SUBTOTAL</b>	<b>\$11,224,333</b>	<b>\$11,987,210</b>	<b>\$11,923,954</b>	<b>\$12,299,752</b>	<b>\$12,279,541</b>
65000.0000 Contractual Services					
65100.0000 Prof Serv	\$51,979	\$48,815	\$51,000	\$48,815	\$57,290
65100.0546 Prof Serv EMS	\$10,456	\$12,505	\$12,505	\$12,505	\$14,255
65100.0547 Prof Serv Fire Prev	\$1,055	\$1,625	\$1,625	\$1,625	\$2,100
65800.0000 Fleet Rental Chgs	\$264,119	\$270,220	\$270,220	\$267,162	\$279,022
65800.0546 Fleet Rental Chgs EMS	\$48,732	\$49,875	\$49,875	\$64,583	\$67,449

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
65800.0547 Fleet Rental Chgs Fire Prev	\$6,294	\$6,442	\$6,442	\$5,211	\$5,443
65900.0000 Motor Fuel Chgs	\$83,356	\$85,819	\$85,819	\$85,819	\$88,806
65900.0546 Motor Fuel Chgs EMS	\$34,998	\$36,031	\$36,031	\$37,000	\$38,288
65900.0547 Motor Fuel Chgs Fire Prev	\$7,026	\$7,233	\$7,233	\$5,549	\$5,742
66000.0000 Equip Rental	\$6,146	\$9,600	\$15,000	\$17,100	\$27,500
66000.0450 Equip Rental - Cap Replace	\$343,904	\$385,651	\$385,651	\$439,133	\$439,133
66100.0000 Maint/Rep Equip	\$82,457	\$88,469	\$88,469	\$89,133	\$89,133
66300.0000 Maint/Rep Radios	\$26,357	\$32,096	\$32,096	\$36,764	\$38,378
66700.0000 Postage	\$1,419	\$2,895	\$2,000	\$2,000	\$2,000
66800.0000 Bank Charges	\$3,569	\$3,616	\$3,616	\$4,960	\$4,960
66900.0000 Telephone	\$56,467	\$65,961	\$70,961	\$77,309	\$77,713
66950.0000 PC Replacement Fee	\$33,759	\$34,634	\$34,634	\$34,634	\$34,634
67200.0000 Electricity & Gas	\$62,804	\$79,875	\$79,875	\$79,875	\$79,875
67600.0000 Spec Promo	\$17,812	\$13,950	\$14,250	\$13,950	\$14,250
67600.0547 Spec Promo Fire Prev	\$7,803	\$10,700	\$10,700	\$9,700	\$13,000
67800.0000 Contract Svcs	\$31,072	\$33,406	\$33,406	\$47,906	\$33,993
67800.0545 Contract Services (EMGrant)	\$9,110	\$10,000	\$10,000	\$10,000	\$10,000
67800.0546 Contract Svcs EMS	\$125,600	\$118,323	\$128,000	\$135,777	\$141,660
<b>SUBTOTAL</b>	<b>\$1,316,294</b>	<b>\$1,407,741</b>	<b>\$1,429,408</b>	<b>\$1,526,510</b>	<b>\$1,564,624</b>
<b>70000.0000 Commodities</b>					
70200.0000 Supplies	\$25,789	\$25,669	\$25,669	\$25,669	\$25,669
70200.0546 Supplies EMS	\$5,371	\$5,800	\$5,800	\$5,800	\$5,800
70200.0547 Supplies Fire Prev	\$4,080	\$3,440	\$3,440	\$3,440	\$3,440
70800.0546 Lab Sup EMS	\$112,732	\$129,500	\$130,000	\$137,885	\$142,000
71400.0000 Train & Ref Mtrls	\$11,656	\$11,800	\$11,800	\$11,800	\$13,600
71800.0000 Build & Grd Mtrls	\$5,484	\$10,000	\$10,000	\$10,000	\$10,000
73000.0000 Chemicals	\$10,896	\$10,000	\$10,000	\$10,000	\$10,000
73600.0000 Parts	\$6,897	\$7,530	\$7,530	\$7,530	\$7,530
<b>SUBTOTAL</b>	<b>\$182,905</b>	<b>\$203,739</b>	<b>\$204,239</b>	<b>\$212,124</b>	<b>\$218,039</b>
<b>75000.0000 Capital Outlay</b>					
75200.0000 Ofc Equip	\$19,694	\$19,000	\$19,000	\$19,000	\$19,000
75400.0000 Comp Soft/Hard	\$6,389	\$3,925	\$7,000	\$10,000	\$900
75600.0000 Vehicles	\$3,523	\$0	\$0	\$0	\$0
76000.0000 Other Equip	\$47,615	\$75,860	\$75,860	\$77,419	\$59,020
76000.0546 Other Equip EMS	\$34,863	\$34,950	\$34,950	\$25,800	\$9,800
76000.0547 Other Equip Fire Prev	\$2,580	\$0	\$0	\$0	\$0
<b>SUBTOTAL</b>	<b>\$114,664</b>	<b>\$133,735</b>	<b>\$136,810</b>	<b>\$132,219</b>	<b>\$88,720</b>
10025260 Fire - Emergency Se	\$12,838,195	\$13,732,425	\$13,694,411	\$14,170,605	\$14,150,924
25 Fire	\$12,838,195	\$13,732,425	\$13,694,411	\$14,170,605	\$14,150,924



	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Department:Community Development</b>					
<b>CD - Administration ( 10030050)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0000 Regular Salaries	\$373,733	\$504,211	\$381,677	\$507,253	\$502,033
60600.0000 Salaries Temp	\$4,067	\$1,600	\$1,600	\$1,600	\$1,600
61200.0000 Mileage Reimbursements	\$412	\$1,500	\$1,500	\$750	\$750
61400.0000 Meeting Expense	\$1,441	\$2,600	\$2,600	\$1,600	\$1,600
61800.0000 Career Dev	\$2,328	\$8,610	\$8,610	\$8,085	\$8,085
<b>SUBTOTAL</b>	<b>\$381,981</b>	<b>\$518,521</b>	<b>\$395,987</b>	<b>\$519,288</b>	<b>\$514,068</b>
<b>65000.0000 Contractual Services</b>					
65100.0000 Prof Serv	\$22,872	\$42,824	\$34,006	\$8,970	\$8,970
65800.0000 Fleet Rental Charges	\$4,823	\$4,840	\$4,840	\$4,167	\$4,352
65900.0000 Motor Fuel Charges	\$0	\$0	\$0	\$2,921	\$3,023
66100.0000 Maint/Rep Equip	\$14,794	\$18,623	\$15,000	\$84,485	\$87,285
66700.0000 Postage	\$6,530	\$8,500	\$8,500	\$8,500	\$8,500
66900.0000 Telephone	\$4,938	\$6,227	\$6,227	\$5,052	\$5,141
66950.0000 PC Replacement Fee	\$1,915	\$1,915	\$1,915	\$2,175	\$2,175
67800.0000 Contract Svcs	\$37,415	\$33,701	\$37,901	\$37,901	\$37,901
<b>SUBTOTAL</b>	<b>\$93,287</b>	<b>\$116,630</b>	<b>\$108,389</b>	<b>\$154,171</b>	<b>\$157,347</b>
<b>70000.0000 Commodities</b>					
70200.0000 Supplies	\$15,576	\$13,258	\$13,258	\$15,058	\$15,058
<b>SUBTOTAL</b>	<b>\$15,576</b>	<b>\$13,258</b>	<b>\$13,258</b>	<b>\$15,058</b>	<b>\$15,058</b>
<b>75000.0000 Capital Outlay</b>					
75200.0000 Office Equipment	\$6,019	\$5,782	\$400	\$0	\$0
75400.0000 Comp Soft/Hard	\$2,799	\$1,175	\$1,175	\$0	\$0
75400.0000 Comp Soft/Hard	\$8,817	\$6,957	\$1,575	\$0	\$0
10030050 CD - Administration	\$499,662	\$655,366	\$519,209	\$688,517	\$686,473

<b>CD - Planning ( 10030360)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0000 Regular Salaries	\$1,037,535	\$1,332,814	\$1,332,814	\$1,297,550	\$1,293,917
60400.0000 Salaries Overtime	\$270	\$1,500	\$800	\$1,500	\$1,500
60600.0000 Salaries Temp	\$0	\$26,000	\$5,500	\$15,600	\$15,600
61200.0000 Mileage Reimb	\$442	\$1,000	\$450	\$1,000	\$1,000
61400.0000 Meeting Expense	\$1,950	\$1,400	\$3,000	\$3,500	\$3,500
61800.0000 Career Dev	\$20,123	\$25,205	\$25,205	\$25,205	\$25,205
<b>SUBTOTAL</b>	<b>\$1,060,321</b>	<b>\$1,387,919</b>	<b>\$1,367,769</b>	<b>\$1,344,355</b>	<b>\$1,340,722</b>
<b>65000.0000 Contractual Services</b>					
65100.0000 Prof Serv	\$23,770	\$87,148	\$26,000	\$37,148	\$37,148
65800.0000 Fleet Rental Chgs	\$4,571	\$4,678	\$4,678	\$441	\$461
65900.0000 Motor Fuel Chgs	\$3,416	\$3,516	\$3,516	\$253	\$262
66600.0000 Printing	\$591	\$5,000	\$4,000	\$4,500	\$4,500
66900.0000 Telephone	\$2,482	\$3,300	\$3,300	\$4,340	\$4,340
66950.0000 PC Replacement Fee	\$3,420	\$3,420	\$3,420	\$4,513	\$4,513
67800.0000 Contract Svcs	\$917	\$14,452	\$14,452	\$91,707	\$241,707

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>SUBTOTAL</b>	\$39,167	\$121,514	\$59,366	\$142,902	\$292,931
70000.0000 Commodities					
70200.0000 Supplies	\$4,964	\$4,885	\$4,885	\$4,885	\$4,885
71400.0000 Train & Ref Mtrls	\$19	\$2,200	\$2,200	\$2,200	\$2,200
<b>SUBTOTAL</b>	\$4,983	\$7,085	\$7,085	\$7,085	\$7,085
75000.0000 Capital Outlay					
75200.0000 Ofc Equip	\$1,700	\$0	\$212	\$0	\$1,000
75400.0000 Comp Soft/Hard	\$12,609	\$4,486	\$4,486	\$0	\$1,200
<b>SUBTOTAL</b>	\$14,309	\$4,486	\$4,698		\$2,200
10030360 CD - Planning	\$1,118,780	\$1,521,004	\$1,438,918	\$1,494,342	\$1,642,938

<b>CD - Building ( 10030370)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$1,086,463	\$1,176,672	\$1,176,672	\$1,267,752	\$1,280,124
60200.0911 Regular Salaries PST	\$65,901	\$73,143	\$73,143	\$65,922	\$65,922
60400.0000 Salaries Overtime	\$22,233	\$19,600	\$30,000	\$30,000	\$30,000
60600.0000 Salaries Temp	\$14,927	\$13,000	\$13,000	\$48,000	\$48,000
61200.0000 Mileage Reimb	\$14	\$2,500	\$1,000	\$1,500	\$1,500
61400.0000 Meeting Expense	\$3,518	\$2,500	\$2,500	\$2,500	\$2,500
61800.0000 Career Dev	\$13,572	\$8,500	\$8,500	\$8,500	\$8,500
61800.0911 Career Dev PST	\$500	\$500	\$500	\$500	\$500
<b>SUBTOTAL</b>	\$1,207,129	\$1,296,415	\$1,305,315	\$1,424,674	\$1,437,046
65000.0000 Contractual Services					
65100.0000 Prof Serv	\$118,373	\$87,219	\$88,000	\$85,000	\$85,000
65800.0000 Fleet Rental Chgs	\$8,354	\$8,550	\$8,550	\$8,920	\$9,316
65900.0000 Motor Fuel Chgs	\$8,060	\$8,298	\$8,298	\$7,708	\$7,976
66100.0000 Maint/Rep Equip	\$32,548	\$37,993	\$37,993	\$7,281	\$7,281
66600.0000 Printing	\$0	\$725	\$500	\$500	\$500
66800.0000 Bank Charges	\$18,402	\$16,903	\$16,903	\$0	\$0
66900.0000 Telephone	\$9,325	\$8,580	\$8,580	\$8,400	\$8,400
66950.0000 PC Replacement Fee	\$5,770	\$5,770	\$5,770	\$6,235	\$6,235
66950.0911 PC Replacement Fee PST	\$140	\$140	\$140	\$165	\$165
67800.0000 Contract Svcs	\$0	\$781	\$781	\$15,000	\$15,000
<b>SUBTOTAL</b>	\$200,971	\$174,959	\$175,515	\$139,209	\$139,873
70000.0000 Commodities					
70200.0000 Supplies	\$6,653	\$6,370	\$6,370	\$6,370	\$6,370
70200.0911 Supplies PST	\$300	\$300	\$0	\$300	\$300
71400.0000 Train & Ref Mtrls	-\$347	\$3,200	\$3,200	\$3,200	\$3,200
71400.0911 Train & Ref Mtrls PST	\$500	\$500	\$0	\$500	\$500
<b>SUBTOTAL</b>	\$7,106	\$10,370	\$9,570	\$10,370	\$10,370
75000.0000 Capital Outlay					
75200.0000 Ofc Equip	\$103	\$2,000	\$2,000	\$0	\$0
75200.0000 Ofc Equip	\$103	\$2,000	\$2,000	\$0	\$0
10030370 CD - Building	\$1,415,309	\$1,483,744	\$1,492,400	\$1,574,253	\$1,587,289

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
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<b>CD - Engineering ( 10030380)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$1,199,723	\$1,370,191	\$1,243,188	\$1,560,297	\$1,576,550
60400.0000 Salaries Overtime	\$2,561	\$0	\$428	\$1,000	\$1,000
60600.0000 Salaries Temp	\$49,175	\$21,763	\$84,760	\$0	\$0
61000.0000 Unif & Equip Allow	\$271	\$400	\$400	\$780	\$400
61200.0000 Mileage Reimb	\$33	\$1,000	\$1,200	\$1,200	\$1,200
61400.0000 Meeting Expense	\$482	\$600	\$400	\$1,000	\$1,000
61800.0000 Career Dev	\$8,710	\$15,000	\$15,000	\$16,100	\$16,100
<b>SUBTOTAL</b>	<b>\$1,260,955</b>	<b>\$1,408,954</b>	<b>\$1,345,376</b>	<b>\$1,580,377</b>	<b>\$1,596,250</b>
65000.0000 Contractual Services					
65100.0000 Prof Serv	\$2,294	\$4,250	\$4,250	\$49,000	\$49,000
65800.0000 Fleet Rental Chgs	\$8,146	\$8,337	\$8,337	\$7,172	\$7,491
65900.0000 Motor Fuel Chgs	\$9,595	\$9,878	\$9,878	\$9,123	\$9,440
66200.0000 Maint/Rep Infra	\$262,877	\$290,396	\$270,312	\$226,978	\$227,578
66600.0000 Printing	\$407	\$500	\$500	\$500	\$500
66900.0000 Telephone	\$4,673	\$4,860	\$4,860	\$11,300	\$12,420
66950.0000 PC Replacement Fee	\$3,115	\$2,975	\$2,975	\$5,115	\$4,525
67200.0000 Electricity & Gas	\$24,625	\$24,120	\$24,120	\$24,896	\$25,577
67800.0000 Contract Svcs	\$27,627	\$27,946	\$27,946	\$35,900	\$30,900
<b>SUBTOTAL</b>	<b>\$343,357</b>	<b>\$373,262</b>	<b>\$353,178</b>	<b>\$369,984</b>	<b>\$367,431</b>
70000.0000 Commodities					
70200.0000 Supplies	\$9,294	\$3,800	\$4,900	\$7,400	\$4,900
<b>SUBTOTAL</b>	<b>\$9,294</b>	<b>\$3,800</b>	<b>\$4,900</b>	<b>\$7,400</b>	<b>\$4,900</b>
75000.0000 Capital Outlay					
75200.0000 Ofc Equip	\$13,514	\$1,100	\$1,100	\$2,000	\$1,200
75400.0000 Comp Soft/Hard	\$0	\$0	\$0	\$325	\$0
<b>SUBTOTAL</b>	<b>\$13,514</b>	<b>\$1,100</b>	<b>\$1,100</b>	<b>\$2,325</b>	<b>\$1,200</b>
10030380 CD - Engineering	\$1,627,120	\$1,787,116	\$1,704,554	\$1,960,086	\$1,969,781

<b>Storm Drainage - CD Engineerin ( 25030380)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$188,221	\$202,984	\$202,984	\$210,892	\$227,528
<b>SUBTOTAL</b>	<b>\$188,221</b>	<b>\$202,984</b>	<b>\$202,984</b>	<b>\$210,892</b>	<b>\$227,528</b>
25030380 Storm Drainage - CD	\$188,221	\$202,984	\$202,984	\$210,892	\$227,528

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>CDBG - Community Development ( 76030350)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$0	\$0	\$0	\$93,093	\$0
60200.0000 Regular Salaries	\$0	\$0	\$0	\$93,093	\$0
75000.0000 Capital Outlay					
76030350 CDBG - Community De	\$0	\$0	\$0	\$93,093	\$0
30 Community Development	\$4,849,093	\$5,650,214	\$5,358,065	\$6,129,914	\$6,226,377

**Department:Public Works & Utilities**

<b>PW - Street Maintenance ( 10035450)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$1,288,672	\$1,367,983	\$1,367,983	\$1,462,652	\$1,474,553
60400.0000 Salaries Overtime	\$106,761	\$70,000	\$150,000	\$51,000	\$60,000
60600.0000 Salaries Temp	\$38,060	\$63,360	\$63,360	\$19,360	\$16,003
61000.0000 Unif & Equip Allow	\$12,129	\$9,666	\$9,000	\$9,666	\$9,666
61400.0000 Meeting Expense	\$291	\$500	\$500	\$500	\$500
61800.0000 Career Dev	\$5,911	\$15,531	\$0	\$15,531	\$15,531
<b>SUBTOTAL</b>	<b>\$1,451,824</b>	<b>\$1,527,040</b>	<b>\$1,590,843</b>	<b>\$1,558,709</b>	<b>\$1,576,253</b>
65000.0000 Contractual Services					
65100.0000 Prof Serv	\$5,991	\$18,234	\$18,250	\$18,110	\$18,110
65800.0000 Fleet Rental Chgs	\$283,268	\$289,913	\$289,913	\$320,796	\$335,037
65900.0000 Motor Fuel Chgs	\$118,067	\$121,555	\$121,555	\$111,618	\$115,503
66000.0000 Equip Rental	\$0	\$2,000	\$2,000	\$32,000	\$32,000
66100.0000 Maint/Rep Equip	\$1,495	\$6,870	\$6,500	\$7,750	\$7,750
66200.0000 Maint/Rep Infra	\$0	\$0	\$0	\$0	\$8,000
66200.0232 Maint/Rep - Street Rehabilitat	\$3,267,969	\$3,749,825	\$3,749,825	\$3,998,104	\$4,107,370
66300.0000 Maint/Rep Radios	\$11,743	\$12,330	\$12,330	\$14,116	\$14,821
66600.0000 Printing	\$162	\$1,400	\$1,000	\$1,400	\$1,400
66700.0000 Postage	\$41	\$0	\$0	\$0	\$0
66900.0000 Telephone	\$13,295	\$15,967	\$15,967	\$27,567	\$20,007
66950.0000 PC Replacement Fee	\$3,599	\$3,599	\$3,599	\$4,050	\$4,050
67300.0000 Solid Waste Collect		\$47,840	\$47,840	\$177,840	\$177,840
67400.0000 Street Lights	\$2,034,616	\$2,382,938	\$2,382,938	\$2,382,938	\$2,414,032
67600.0000 Spec Promo	\$1,834	\$3,333	\$3,000	\$3,333	\$3,333
67700.0000 Lease Pymts to Others	\$58	\$176	\$160	\$160	\$160
67800.0000 Contract Svcs	\$15,626	\$22,532	\$22,000	\$27,394	\$14,892
67850.0000 Retainage	\$126,511	\$83,491	\$0	\$0	\$0
<b>SUBTOTAL</b>	<b>\$5,884,273</b>	<b>\$6,762,003</b>	<b>\$6,676,877</b>	<b>\$7,127,176</b>	<b>\$7,274,305</b>
70000.0000 Commodities					
70200.0000 Supplies	\$16,363	\$8,200	\$8,200	\$8,200	\$8,200
70400.0000 Food	\$4,242	\$6,800	\$6,800	\$6,800	\$6,800
72000.0000 Snow Removal Mtrls	\$460,243	\$339,000	\$339,000	\$349,169	\$359,644
72400.0000 Maint Const Mtrls	\$444,267	\$505,018	\$505,018	\$545,967	\$564,569
72600.0000 Signing Mtrls	\$51,759	\$53,150	\$53,000	\$53,150	\$53,150
73000.0000 Chemicals	\$4,707	\$6,520	\$6,500	\$6,520	\$6,520
73600.0000 Parts	\$19,044	\$40,956	\$40,000	\$43,600	\$43,600

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>SUBTOTAL</b>	\$1,000,625	\$959,644	\$958,518	\$1,013,406	\$1,042,483
75000.0000 Capital Outlay					
75200.0000 Ofc Equip	\$425	\$44	\$0	\$0	\$0
75400.0000 Comp Soft/Hard	\$163	\$0	\$0	\$0	\$0
75600.0000 Vehicles	\$6,000	\$10,000	\$0	\$0	\$0
75600.0000 Vehicles	\$6,588	\$10,044	\$0	\$0	\$0
10035450 PW - Street Mainten	\$8,343,310	\$9,258,731	\$9,226,238	\$9,699,291	\$9,893,041

<b>Water - Administration ( 20035050)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$279,832	\$280,037	\$262,538	\$311,560	\$294,781
61200.0000 Mileage Reimb	\$0	\$300	\$300	\$300	\$300
61400.0000 Meeting Expense	\$1,697	\$1,500	\$1,500	\$1,500	\$1,500
61800.0000 Career Dev	\$6,706	\$4,030	\$4,030	\$4,030	\$4,030
<b>SUBTOTAL</b>	\$288,235	\$285,867	\$268,368	\$317,390	\$300,611
65000.0000 Contractual Services					
65100.0000 Prof Serv	\$8,347	\$14,500	\$14,500	\$162,000	\$162,000
65800.0000 Fleet Rental Chgs	\$4,080	\$4,080	\$4,080	\$0	\$0
66100.0000 Maint/Rep Equip	\$770	\$972	\$972	\$450	\$450
66300.0000 Maint/Rep Radios	\$24,325	\$25,541	\$25,541	\$30,584	\$32,113
66700.0000 Postage	\$926	\$1,790	\$1,790	\$1,790	\$1,790
66900.0000 Telephone	\$9,028	\$13,418	\$13,418	\$14,190	\$14,397
66950.0000 PC Replacement Fee	\$805	\$805	\$805	\$1,070	\$1,070
<b>SUBTOTAL</b>	\$48,281	\$61,106	\$61,106	\$210,084	\$211,820
70000.0000 Commodities					
70200.0000 Supplies	\$1,797	\$3,000	\$3,000	\$5,500	\$5,500
<b>SUBTOTAL</b>	\$1,797	\$3,000	\$3,000	\$5,500	\$5,500
75000.0000 Capital Outlay					
20035050 Water - Administrat	\$338,313	\$349,973	\$332,474	\$532,974	\$517,931

<b>UPE - Utility Engineering ( 20035430)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$762,398	\$737,300	\$737,700	\$758,998	\$755,058
61000.0000 Unif & Equip Allow	\$1,047	\$500	\$750	\$1,720	\$1,720
61200.0000 Mileage Reimbursement	\$891	\$550	\$900	\$1,000	\$1,000
61400.0000 Meeting Expense	\$1,848	\$1,920	\$1,800	\$1,920	\$1,920
61800.0000 Career Development	\$10,737	\$9,800	\$9,440	\$9,800	\$9,800
<b>SUBTOTAL</b>	\$776,921	\$750,070	\$750,590	\$773,438	\$769,498
65000.0000 Contractual Services					
65100.0000 Professional Services	\$647	\$0	\$0	\$0	\$0
66900.0000 Telephone	\$3,375	\$3,720	\$3,720	\$3,660	\$3,660
66950.0000 PC Replacement Fee	\$1,780	\$1,120	\$1,120	\$1,850	\$1,850

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>SUBTOTAL</b>	\$5,802	\$4,840	\$4,840	\$5,510	\$5,510
70000.0000 Commodities					
70200.0000 Supplies	\$5,958	\$3,700	\$5,900	\$3,700	\$3,700
<b>SUBTOTAL</b>	\$5,958	\$3,700	\$5,900	\$3,700	\$3,700
75000.0000 Capital Outlay					
75200.0000 Office Equipment	\$0	\$0	\$0	\$750	\$0
75400.0000 Computer Software/Hardware	\$1,149	\$0	\$0	\$0	\$0
75400.0000 Computer Software/Hardware	\$1,149	\$0	\$0	\$750	\$0
20035430 UPE - Utility Engin	\$789,829	\$758,610	\$761,330	\$783,398	\$778,708

<b>Utility Ops-Water ( 20035470)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$765,232	\$867,673	\$846,119	\$924,542	\$959,646
60200.0402 Regular Salaries-Meter Shop	\$301,296	\$386,923	\$386,923	\$397,318	\$394,372
60200.0497 Regular Salaries-wtline replac	\$338,204	\$459,952	\$353,021	\$491,228	\$491,228
60200.0498 Regular Salaries-Inf Spt Svc	\$258,055	\$348,750	\$374,570	\$288,776	\$288,776
60400.0000 Salaries Overtime	\$68,891	\$38,600	\$37,442	\$38,600	\$68,600
60400.0402 Salaries OT - Meter Shop	\$46,987	\$29,500	\$36,419	\$37,545	\$54,545
60400.0497 Salaries Overtime wtrln Repl	\$55,139	\$35,400	\$26,578	\$27,400	\$55,400
60400.0498 Salaries Overtime-Inf Spt Svc	\$0	\$2,300	\$8,051	\$8,300	\$8,300
60600.0000 Salaries Temp	\$44,402	\$30,000	\$29,100	\$30,000	\$30,000
60600.0498 Salaries Temp-Inf Spt Svc	\$6,189	\$11,700	\$18,042	\$18,600	\$18,600
61000.0000 Unif & Equip Allow	\$21,703	\$16,800	\$11,634	\$12,510	\$13,110
61200.0498 Mileage Reimb-Inf Spt Svc	\$0	\$100	\$75	\$100	\$100
61800.0000 Career Dev	\$55,594	\$40,000	\$43,120	\$44,000	\$44,000
61800.0498 Career Dev-Inf Spt Svc	\$4,498	\$4,700	\$7,626	\$8,200	\$8,200
<b>SUBTOTAL</b>	\$1,966,189	\$2,272,398	\$2,178,720	\$2,327,119	\$2,434,877
65000.0000 Contractual Services					
65100.0000 Prof Serv	\$56,810	\$104,245	\$50,448	\$54,245	\$54,245
65800.0000 Fleet Rental Chgs	\$85,073	\$87,069	\$96,158	\$97,107	\$101,418
65800.0402 Fleet Rental Chgs - Meter shop	\$17,611	\$18,025	\$14,997	\$15,145	\$15,817
65800.0497 Fleet Rental Chgs-wtrln Replac	\$96,790	\$99,061	\$98,089	\$99,057	\$103,454
65900.0000 Motor Fuel Chgs	\$42,547	\$43,804	\$44,944	\$44,944	\$46,508
65900.0402 Motor Fuel Chgs - Meter Shop	\$19,867	\$20,454	\$16,272	\$16,272	\$16,838
65900.0497 Motor Fuel Chgs-wtrln replac	\$53,023	\$54,589	\$50,739	\$50,739	\$52,505
66000.0000 Equip Rental	\$0	\$1,000	\$1,000	\$1,000	\$1,000
66000.0497 Equip Rental-wtr line replace	\$0	\$5,000	\$5,000	\$5,000	\$5,000

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
66100.0000 Maint/Rep Equip	\$3,270	\$8,950	\$8,324	\$8,950	\$8,950
66100.0402 Maint/Repair Equip Meter shop	\$6,050	\$6,500	\$6,045	\$6,500	\$6,500
66100.0498 Maint/Rep Equip-Inf Spt Svc	\$2,377	\$2,550	\$2,500	\$2,550	\$2,550
66200.0000 Maint/Rep Infra	\$13,221	\$17,069	\$15,874	\$17,069	\$17,069
66600.0000 Printing	\$211	\$1,000	\$950	\$1,000	\$1,000
66600.0498 Printing-Inf Spt Svc	\$0	\$100	\$100	\$100	\$100
66700.0000 Postage	\$1,232	\$2,500	\$2,500	\$2,500	\$2,500
66900.0000 Telephone	\$6,058	\$6,680	\$6,874	\$7,160	\$7,160
66900.0498 Telephone-Inf Spt Svc	\$473	\$1,020	\$696	\$420	\$696
66950.0000 PC Replacement Fee	\$6,415	\$9,455	\$5,705	\$9,755	\$6,675
66950.0498 PC Replacement Fee-Inf Spt Svc	\$1,465	\$3,965	\$1,465	\$1,465	\$1,465
67000.0000 Outside Comp Chgs	\$8,427	\$12,849	\$12,464	\$4,790	\$4,790
67200.0000 Electricity & Gas	\$186,997	\$209,309	\$203,030	\$209,309	\$209,309
67700.0000 Lease Pymts to Others	\$661	\$4,000	\$4,000	\$4,000	\$4,000
67800.0000 Contract Svcs	\$213,864	\$164,818	\$259,055	\$286,613	\$295,815
67800.0497 Contract Svcs-Wtr line replace	\$364,976	\$665,530	\$720,685	\$734,930	\$709,480
67800.0498 Contract Svcs-Inf Spt Svc	\$0	\$0	\$61,380	\$66,000	\$66,000
<b>SUBTOTAL</b>	<b>\$1,187,417</b>	<b>\$1,549,542</b>	<b>\$1,689,292</b>	<b>\$1,746,620</b>	<b>\$1,740,844</b>
<b>70000.0000 Commodities</b>					
70200.0000 Supplies	\$26,260	\$40,500	\$15,500	\$15,500	\$15,500
70200.0498 Supplies-Inf Spt Svc	\$413	\$700	\$300	\$300	\$300
70400.0000 Food	\$4,320	\$5,250	\$1,250	\$1,250	\$1,250
72400.0000 Maint Const Mtrls	\$90,399	\$100,000	\$93,000	\$100,000	\$100,000
72400.0497 Maint Const Mtrls-Wtr line rep	\$30,674	\$65,500	\$67,890	\$73,000	\$58,000
72800.0000 Utility System Mtrls	\$85,385	\$90,100	\$99,510	\$107,000	\$92,000
72800.0023 Ut Sys Mtls Reclaim Svcs	\$8,890	\$10,000	\$9,300	\$10,000	\$10,000
72800.0497 Utility Sys Mtrls-Wtr line rep	\$207,332	\$292,370	\$276,554	\$276,170	\$276,170
73600.0000 Parts	\$8,547	\$31,460	\$29,258	\$31,460	\$31,460
73600.0402 Parts - Meter Shop	\$52,261	\$75,000	\$69,750	\$75,000	\$225,000
73600.0497 Parts-Wtr line replace	\$0	\$13,000	\$12,090	\$13,000	\$13,000
<b>SUBTOTAL</b>	<b>\$514,480</b>	<b>\$723,880</b>	<b>\$674,402</b>	<b>\$702,680</b>	<b>\$822,680</b>
<b>75000.0000 Capital Outlay</b>					
75400.0000 Comp Soft/Hard	\$163	\$4,225	\$4,225	\$1,300	\$0
75400.0498 Comp Soft/Hard-Inf Spt Svc	\$0	\$7,000	\$900	\$1,000	\$0
75600.0402 Vehicles - Meter shop	\$0	\$0	\$56,000	\$0	\$0
76000.0000 Other Equip	\$1,310	\$0	\$0	\$0	\$0
76000.0497 Other Equip-Wtrln Rep	\$0	\$4,000	\$4,000	\$4,000	\$4,000
76200.0402 Water Meters - Meter Shop	\$0	\$235,000	\$147,141	\$169,844	\$205,416
<b>SUBTOTAL</b>	<b>\$1,473</b>	<b>\$250,225</b>	<b>\$212,266</b>	<b>\$176,144</b>	<b>\$209,416</b>
20035470 Utility Ops-Water	\$3,669,559	\$4,796,045	\$4,754,680	\$4,952,563	\$5,207,817

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Utilities Planning/Engineering ( 20035480)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0000 Regular Salaries	\$739,794	\$865,188	\$865,188	\$867,830	\$881,024
60200.0943 Regular Salaries Wtr Qual	\$422,113	\$455,372	\$455,372	\$480,067	\$480,067
60400.0943 Salaries Overtime Wtr Qual	\$1,814	\$700	\$1,800	\$2,000	\$2,000
60600.0000 Salaries Temp	\$33,506	\$16,000	\$15,150	\$0	\$0
60600.0943 Salaries - Temp Wtr Qlty	\$13,099	\$0	\$12,100	\$0	\$0
61000.0000 Unif & Equip Allow	\$2,266	\$750	\$950	\$750	\$750
61000.0943 Unif & Equip Allow Wtr Qual	\$1,658	\$2,070	\$1,500	\$2,070	\$2,070
61200.0000 Mileage Reimb	\$1,285	\$1,500	\$1,300	\$1,500	\$1,500
61400.0000 Meeting Expense	\$1,756	\$2,040	\$2,536	\$1,700	\$1,700
61400.0943 Meeting Expense Wtr Qlty	\$347	\$400	\$368	\$400	\$400
61800.0000 Career Dev	\$9,933	\$11,510	\$13,100	\$15,000	\$15,000
61800.0943 Career Dev Wtr Qual	\$4,868	\$5,250	\$5,000	\$8,750	\$8,750
<b><i>SUBTOTAL</i></b>	<b>\$1,232,439</b>	<b>\$1,360,780</b>	<b>\$1,374,364</b>	<b>\$1,380,067</b>	<b>\$1,393,261</b>
<b>65000.0000 Contractual Services</b>					
65100.0000 Prof Serv	\$282,256	\$403,793	\$400,000	\$454,293	\$759,293
65100.0943 Prof Serv-Wtr Qual	\$97,169	\$130,706	\$157,000	\$248,706	\$283,706
65800.0000 Fleet Rental Chgs	\$5,663	\$5,796	\$5,796	\$5,821	\$6,079
65900.0000 Motor Fuel Chgs	\$5,645	\$5,811	\$5,811	\$5,136	\$5,314
66100.0943 Maint/Rep Equip Wtr Qual	\$5,407	\$9,524	\$25,000	\$29,524	\$29,524
66200.0000 Maint/Rep Infra	\$138,402	\$143,065	\$142,000	\$154,065	\$154,065
66400.0000 Ditch Assess	\$738,682	\$768,715	\$774,000	\$787,493	\$823,905
66900.0000 Telephone	\$3,616	\$4,470	\$4,756	\$5,460	\$5,460
66900.0943 Telephone Wtr Qual	\$2,638	\$1,720	\$3,850	\$5,000	\$5,000
66950.0000 PC Replacement Fee	\$2,823	\$2,823	\$2,823	\$3,678	\$3,678
66950.0943 PC Replacement Fee	\$1,955	\$1,955	\$1,955	\$1,970	\$1,970
67000.0000 Outside Computer Charges	\$8,011	\$8,059	\$7,700	\$0	\$0
67500.0000 City Memberships	\$52,712	\$54,132	\$54,922	\$55,022	\$55,022
67700.0000 Lease Pay to Others	\$3,393,914	\$3,591,750	\$3,607,308	\$4,016,315	\$4,491,494
67800.0000 Contract Svcs	\$4,054	\$5,301	\$4,750	\$13,001	\$13,001
<b><i>SUBTOTAL</i></b>	<b>\$4,742,946</b>	<b>\$5,137,620</b>	<b>\$5,197,671</b>	<b>\$5,785,484</b>	<b>\$6,637,511</b>
<b>70000.0000 Commodities</b>					
70200.0000 Supplies	\$7,785	\$11,405	\$11,576	\$11,405	\$11,405
70200.0943 Supplies Wtr Qual	\$22,364	\$11,000	\$10,900	\$11,000	\$11,000
70800.0943 Lab Sup Wtr Qual	\$21,030	\$14,420	\$15,000	\$14,420	\$14,420
71400.0943 Train & Ref Mtrls Wtr Qual	\$427	\$550	\$530	\$550	\$550
<b><i>SUBTOTAL</i></b>	<b>\$51,606</b>	<b>\$37,375</b>	<b>\$38,006</b>	<b>\$37,375</b>	<b>\$37,375</b>
<b>75000.0000 Capital Outlay</b>					
75200.0000 Ofc Equip	\$0	\$0	\$0	\$880	\$0
75400.0000 Comp Soft/Hard	\$1,874	\$0	\$0	\$0	\$0
75400.0943 Comp Soft/Hard Wtr Qual	\$254	\$1,500	\$0	\$0	\$0
76000.0943 Other Equipment	\$168	\$0	\$0	\$0	\$0
76000.0943 Other Equipment	\$2,296	\$1,500	\$0	\$880	\$0
20035480 Utilities Planning/	\$6,029,286	\$6,537,275	\$6,610,041	\$7,203,806	\$8,068,147



	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Utility Ops-Water Plants ( 20035490)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0000 Regular Salaries	\$1,016,248	\$1,155,207	\$1,155,207	\$1,245,967	\$1,275,712
60200.0023 Regular Salaries Rec Svc	\$50,572	\$51,606	\$0	\$52,638	\$52,638
60400.0000 Salaries Overtime	\$65,854	\$50,000	\$0	\$50,000	\$50,000
60400.0023 Salaries Overtime Rec Svc	\$238	\$5,000	\$0	\$5,000	\$5,000
60600.0000 Salaries Temp	\$18,831	\$8,800	\$7,760	\$8,800	\$8,800
60600.0023 Salaries Temp-Reclaim	\$0	\$0	\$5,820	\$6,000	\$6,000
61000.0000 Unif & Equip Allow	\$5,248	\$7,000	\$6,510	\$7,000	\$7,000
61000.0023 Unif & Equip Allow Rec Svc	\$393	\$630	\$611	\$630	\$630
61400.0000 Meeting Expense	\$622	\$400	\$380	\$400	\$400
61800.0000 Career Dev	\$8,049	\$9,500	\$8,835	\$9,500	\$9,500
61800.0023 Career Dev-Rec Svc	\$0	\$1,500	\$1,250	\$1,500	\$1,500
<b>SUBTOTAL</b>	<b>\$1,166,056</b>	<b>\$1,289,643</b>	<b>\$1,186,373</b>	<b>\$1,387,435</b>	<b>\$1,417,180</b>
<b>65000.0000 Contractual Services</b>					
65100.0000 Prof Serv	\$63,421	\$83,000	\$77,190	\$83,000	\$83,000
65100.0023 Prof Serv Reclaimed Serv	\$477	\$5,000	\$5,000	\$5,000	\$5,000
65100.0083 Prof Serv NWTF	\$6,979	\$8,500	\$7,905	\$8,500	\$8,500
65800.0000 Fleet Rental Chgs	\$7,667	\$7,846	\$7,846	\$9,006	\$9,405
65900.0000 Motor Fuel Chgs	\$8,523	\$8,775	\$8,134	\$8,747	\$9,052
66100.0000 Maint/Rep Equip	\$3,378	\$13,000	\$12,960	\$13,000	\$13,000
66200.0000 Maint/Rep Infra	\$66,321	\$63,000	\$59,220	\$66,984	\$66,984
66200.0023 Maint/Repair Infra Reclam Svcs	\$5,232	\$10,000	\$10,000	\$10,000	\$10,000
66200.0083 Maint/Rep Infra NWTF	\$7,475	\$4,000	\$3,600	\$4,000	\$4,000
66900.0000 Telephone	\$3,516	\$2,460	\$3,180	\$3,180	\$3,180
66900.0943 Telephone - Wtr Qlty	\$648	\$0	\$0	\$0	\$0
66950.0000 PC Replacement Fee	\$4,615	\$4,615	\$4,615	\$4,615	\$4,615
67200.0000 Electricity & Gas	\$385,599	\$601,603	\$567,759	\$610,494	\$610,494
67200.0023 Electricity & Gas Rec Svc	\$179,148	\$250,933	\$240,896	\$250,933	\$250,933
67200.0083 Elec & Gas NWTF	\$207,278	\$296,291	\$279,141	\$300,152	\$300,152
67800.0000 Contract Svcs	\$27,039	\$53,120	\$87,652	\$103,120	\$103,120
67800.0023 Contractual Svc - Reclaim Plt	\$634	\$10,300	\$9,579	\$10,300	\$10,300
<b>SUBTOTAL</b>	<b>\$977,950</b>	<b>\$1,422,443</b>	<b>\$1,384,677</b>	<b>\$1,491,031</b>	<b>\$1,491,735</b>
<b>70000.0000 Commodities</b>					
70200.0000 Supplies	\$8,489	\$9,500	\$8,930	\$9,500	\$9,500
70200.0023 Supplies Rec Svc	\$4,047	\$4,200	\$3,906	\$4,200	\$4,200
70200.0083 Supplies NWTF	\$623	\$3,500	\$3,350	\$3,500	\$3,500
70800.0000 Lab Sup	\$9,398	\$11,500	\$10,925	\$11,500	\$11,500
71400.0000 Train & Ref Mtrls	\$372	\$500	\$360	\$500	\$500
71800.0000 Build & Grd Mtrls	\$2,625	\$5,000	\$4,700	\$5,000	\$5,000
71800.0023 Build & Grd Mtrls Rec Svc	\$787	\$5,000	\$4,800	\$5,000	\$5,000
71800.0083 Build & Grd Mtrls NWTF	\$1,390	\$3,000	\$2,650	\$3,000	\$3,000
72800.0000 Utility System Mtrls	\$4,221	\$8,000	\$7,200	\$8,000	\$8,000
72800.0083 Utility System Mtrls NWTF	\$1,536	\$4,000	\$3,600	\$4,000	\$4,000
73000.0000 Chemicals	\$521,509	\$670,740	\$686,169	\$702,682	\$737,816
73000.0023 Chemicals Rec Svc	\$40,879	\$62,800	\$61,324	\$65,940	\$69,236
73000.0083 Chemicals NWTF	\$509	\$134,005	\$137,395	\$140,706	\$147,737
73600.0000 Parts	\$41,038	\$35,000	\$25,575	\$35,000	\$35,000
73600.0023 Parts Rec Svc	\$20,246	\$27,500	\$25,850	\$27,500	\$27,500
73600.0083 Parts-NWTF	\$18,002	\$18,000	\$16,740	\$18,000	\$18,000

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
74000.0000 Fuel	\$0	\$4,000	\$3,840	\$4,000	\$4,000
74000.0023 Fuel Rec Svc	\$0	\$5,500	\$5,225	\$5,500	\$5,500
74100.0000 Lubricants	\$0	\$1,000	\$960	\$1,000	\$1,000
74100.0023 Lubricants Rec Svc	\$0	\$2,500	\$2,200	\$2,500	\$2,500
<b>SUBTOTAL</b>	<b>\$675,669</b>	<b>\$1,015,245</b>	<b>\$1,015,699</b>	<b>\$1,057,028</b>	<b>\$1,102,489</b>
<b>75000.0000 Capital Outlay</b>					
75600.0000 Vehicles	\$0	\$0	\$15,000	\$0	\$0
75600.0000 Vehicles	\$0	\$0	\$15,000	\$0	\$0
20035490 Utility Ops-Water P	\$2,819,675	\$3,727,331	\$3,601,749	\$3,935,494	\$4,011,404

<b>Utility Ops-Wastewater ( 21035470)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0000 Regular Salaries	\$597,513	\$504,580	\$474,580	\$697,948	\$729,070
60400.0000 Salaries Overtime	\$59,614	\$37,821	\$44,839	\$46,226	\$46,226
60600.0000 Salaries Temp	\$656	\$0	\$18,220	\$18,220	\$18,220
61000.0000 Unif & Equip Allow	\$1,052	\$4,995	\$5,678	\$6,105	\$6,105
61400.0000 Meeting Expense	\$26	\$0	\$0	\$0	\$0
61800.0000 Career Dev	\$5,690	\$7,865	\$13,619	\$14,040	\$14,040
<b>SUBTOTAL</b>	<b>\$664,551</b>	<b>\$555,261</b>	<b>\$556,936</b>	<b>\$782,539</b>	<b>\$813,661</b>
<b>65000.0000 Contractual Services</b>					
65100.0000 Prof Serv	\$19,844	\$12,935	\$20,399	\$21,935	\$21,935
65800.0000 Fleet Rental Chgs	\$10,766	\$11,018	\$8,468	\$9,196	\$9,604
65900.0000 Motor Fuel Chgs	\$14,485	\$14,913	\$8,321	\$8,321	\$8,610
66100.0000 Maint/Rep Equip	\$5,287	\$11,148	\$12,622	\$13,148	\$15,148
66200.0000 Maint/Rep Infra	\$9,438	\$14,500	\$13,920	\$14,500	\$14,500
66600.0000 Printing	\$390	\$1,000	\$960	\$1,000	\$1,000
66900.0000 Telephone	\$2,760	\$2,950	\$3,331	\$3,470	\$3,470
66950.0000 PC Replacement Fee	\$2,505	\$1,480	\$1,480	\$5,710	\$2,685
67200.0000 Electricity & Gas	\$17,775	\$19,605	\$18,232	\$19,605	\$19,605
67700.0000 Lease Pymts to Others	\$0	\$41,500	\$0	\$0	\$0
67800.0000 Contract Svcs	\$70,498	\$125,200	\$160,512	\$168,700	\$168,700
<b>SUBTOTAL</b>	<b>\$153,749</b>	<b>\$256,249</b>	<b>\$248,245</b>	<b>\$265,585</b>	<b>\$265,257</b>
<b>70000.0000 Commodities</b>					
70200.0000 Supplies	\$3,314	\$6,500	\$7,680	\$8,000	\$9,500
70400.0000 Food	\$223	\$1,000	\$1,000	\$1,000	\$1,000
72400.0000 Maint Const Mtrls	\$6,078	\$4,000	\$6,370	\$6,500	\$6,500
72800.0000 Utility System Mtrls	\$26,518	\$15,000	\$43,200	\$45,000	\$45,000
73000.0000 Chemicals	\$1,232	\$2,500	\$4,700	\$5,000	\$5,000
73600.0000 Parts	\$23,359	\$23,000	\$23,000	\$23,000	\$23,000
<b>SUBTOTAL</b>	<b>\$60,723</b>	<b>\$52,000</b>	<b>\$85,950</b>	<b>\$88,500</b>	<b>\$90,000</b>
<b>75000.0000 Capital Outlay</b>					
75400.0000 Comp Soft/Hard	\$331	\$0	\$3,050	\$650	\$0
76000.0000 Other Equip	\$0	\$2,000	\$2,000	\$25,000	\$0
76000.0000 Other Equip	\$331	\$2,000	\$5,050	\$25,650	\$0
21035470 Utility Ops-Wastewa	\$879,354	\$865,510	\$896,181	\$1,162,274	\$1,168,918

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>UPE - WW Lab ( 21035480)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0943 Regular Salaries Wtr Qual	\$289,625	\$303,894	\$303,894	\$313,453	\$310,953
60400.0943 Salaries Overtime Wtr Qual	\$26	\$1,050	\$1,314	\$1,050	\$1,050
61000.0943 Unif & Equip Allow Wtr Qual	\$1,993	\$2,120	\$2,240	\$2,120	\$2,120
61800.0943 Career Dev Wtr Qual	\$3,638	\$5,650	\$3,700	\$4,500	\$4,500
<b>SUBTOTAL</b>	<b>\$295,282</b>	<b>\$312,714</b>	<b>\$311,148</b>	<b>\$321,123</b>	<b>\$318,623</b>
<b>65000.0000 Contractual Services</b>					
65100.0943 Prof Serv Wtr Qual	\$33,887	\$33,601	\$35,000	\$36,201	\$36,201
66200.0943 Maint/Repair Infra Wtr Quality	\$5,076	\$4,850	\$3,779	\$4,850	\$4,850
66900.0943 Telephone Wtr Quality	\$0	\$654	\$1,680	\$1,680	\$1,680
66950.0943 PC Replacement Fee Wtr Quality	\$560	\$560	\$560	\$560	\$650
<b>SUBTOTAL</b>	<b>\$39,523</b>	<b>\$39,665</b>	<b>\$41,019</b>	<b>\$43,291</b>	<b>\$43,381</b>
<b>70000.0000 Commodities</b>					
70200.0943 Supplies Wtr Qual	\$987	\$1,500	\$1,500	\$1,500	\$1,500
70800.0943 Lab Sup Wtr Qual	\$34,041	\$35,000	\$34,650	\$38,501	\$38,501
<b>SUBTOTAL</b>	<b>\$35,027</b>	<b>\$36,500</b>	<b>\$36,150</b>	<b>\$40,001</b>	<b>\$40,001</b>
<b>75000.0000 Capital Outlay</b>					
21035480 UPE - WW Lab	\$369,833	\$388,879	\$388,317	\$404,415	\$402,005

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Utility Ops-Wastewater Plants ( 21035490)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0000 Regular Salaries	\$954,067	\$1,045,925	\$1,045,209	\$1,138,634	\$1,067,385
60200.0401 Regular Salaries Biosolids	\$176,247	\$175,347	\$175,347	\$179,560	\$179,560
60400.0000 Salaries Overtime	\$44,767	\$47,000	\$49,000	\$50,000	\$50,000
60400.0401 Salaries Overtime Biosolids	\$184	\$5,775	\$5,602	\$5,775	\$5,775
60600.0000 Salaries Temp	\$7,231	\$5,740	\$5,880	\$6,600	\$6,600
61000.0000 Unif & Equip Allow	\$7,075	\$10,005	\$9,305	\$10,385	\$10,385
61000.0401 Uniform & Equip Allow Biosolid	\$1,437	\$1,665	\$1,565	\$1,665	\$1,665
61400.0000 Meeting Expense	\$291	\$600	\$600	\$600	\$600
61800.0000 Career Dev	\$9,987	\$16,940	\$16,347	\$17,390	\$17,390
61800.0401 Career Dev Biosolids	\$809	\$1,250	\$1,250	\$1,250	\$1,250
<b>SUBTOTAL</b>	<b>\$1,202,097</b>	<b>\$1,310,247</b>	<b>\$1,310,105</b>	<b>\$1,411,859</b>	<b>\$1,340,610</b>
<b>65000.0000 Contractual Services</b>					
65100.0000 Prof Serv	\$1,977	\$4,990	\$4,790	\$4,990	\$4,990
65100.0401 Prof Serv Biosolids	\$1,967	\$7,000	\$7,000	\$7,000	\$7,000
65800.0000 Fleet Rental Chgs	\$5,059	\$5,178	\$5,178	\$7,012	\$7,323
65800.0401 Fleet Rental Chgs Biosolids	\$59,629	\$61,028	\$60,000	\$69,472	\$72,556
65900.0000 Motor Fuel Chgs	\$5,583	\$5,747	\$5,386	\$5,386	\$5,573
65900.0401 Motor Fuel Chgs Biosolids	\$70,262	\$72,338	\$72,338	\$64,092	\$66,322

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
66200.0000 Maint/Rep Infra	\$36,771	\$59,900	\$56,050	\$59,900	\$59,900
66500.0512 Special Assess MWRD Capital	\$63,360	\$212,561	\$139,500	\$150,000	\$150,000
66500.0513 Special Assess MWRD Regular	\$2,669,577	\$2,814,516	\$2,877,077	\$3,039,577	\$3,039,577
66900.0000 Telephone	\$5,594	\$5,933	\$5,900	\$5,933	\$5,933
66950.0000 PC Replacement Fee	\$2,930	\$2,930	\$2,930	\$2,930	\$2,930
67200.0000 Electricity & Gas	\$522,666	\$628,898	\$591,164	\$628,898	\$628,898
67200.0401 Electricity & Gas Biosolids	\$602	\$3,300	\$3,069	\$3,300	\$3,300
67300.0000 Solid Waste Collection	\$12,225	\$19,877	\$18,877	\$19,877	\$19,877
67500.0000 City Memberships	\$920	\$2,500	\$2,500	\$2,500	\$2,500
67800.0000 Contract Svcs	\$46,353	\$61,998	\$62,078	\$62,078	\$62,078
67800.0401 Contract Svcs Biosolids	\$142,799	\$121,080	\$117,448	\$171,000	\$171,000
<b>SUBTOTAL</b>	<b>\$3,648,273</b>	<b>\$4,089,774</b>	<b>\$4,031,285</b>	<b>\$4,303,945</b>	<b>\$4,309,757</b>
<b>70000.0000 Commodities</b>					
70200.0000 Supplies	\$13,888	\$14,750	\$13,940	\$14,750	\$14,750
71800.0000 Build & Grd Mtrls	\$9,644	\$10,000	\$10,000	\$10,000	\$10,000
73000.0000 Chemicals	\$43,758	\$66,759	\$67,670	\$69,299	\$72,764
73600.0000 Parts	\$74,469	\$107,900	\$100,347	\$107,900	\$107,900
74000.0000 Fuel	\$1,718	\$15,000	\$13,950	\$15,000	\$15,000
74100.0000 Lubricants	\$124	\$9,000	\$8,500	\$9,000	\$9,000
<b>SUBTOTAL</b>	<b>\$143,600</b>	<b>\$223,409</b>	<b>\$214,407</b>	<b>\$225,949</b>	<b>\$229,414</b>
<b>75000.0000 Capital Outlay</b>					
76000.0000 Other Equipment	\$0	\$0	\$0	\$10,000	\$0
<b>SUBTOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$0</b>
21035490 Utility Ops-Wastewa	\$4,993,970	\$5,623,430	\$5,555,797	\$5,951,753	\$5,879,781

<b>SD -PW&amp;U Street Maintenance ( 25035450)</b>					
60010.0000 Personnel Services					
65000.0000 Contractual Services					
67300.0000 Solid Waste Collect	\$1,235	\$1,821	\$1,800	\$2,000	\$2,000
67800.0000 Contract Svcs	\$218,942	\$339,563	\$339,563	\$339,029	\$353,946
<b>SUBTOTAL</b>	<b>\$220,177</b>	<b>\$341,384</b>	<b>\$341,363</b>	<b>\$341,029</b>	<b>\$355,946</b>
<b>70000.0000 Commodities</b>					
70200.0000 Supplies	\$10,179	\$10,179	\$10,000	\$10,000	\$10,000
<b>SUBTOTAL</b>	<b>\$10,179</b>	<b>\$10,179</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>
25035450 SD -PW&U Street Mai	\$230,355	\$351,563	\$351,363	\$351,029	\$365,946
35 Public Works & Utilities	\$28,463,484	\$32,657,347	\$33,011,858	\$34,976,997	\$36,293,698

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>Department:Parks, Recreation &amp; Libraries</b>					
<b>PR&amp;L - Administration ( 10050050)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0000 Regular Salaries	\$700,339	\$787,018	\$767,018	\$1,043,166	\$1,043,166
60400.0000 Salaries Overtime	\$548	\$1,000	\$1,000	\$0	\$0
60400.0509 Salaries OT - Mktg/Outreach	\$0	\$0	\$0	\$1,000	\$1,000
60600.0000 Salaries Temp	\$22,501	\$0	\$0	\$0	\$0
61200.0000 Mileage Reimb	\$1,289	\$1,100	\$1,100	\$1,100	\$1,100
61400.0000 Meeting Expense	\$10,944	\$10,500	\$10,500	\$10,000	\$10,000
61400.0509 Meeting Exp - Mktg/Outreach	\$0	\$0	\$0	\$500	\$500
61600.0000 Employee Recruitment	\$20,755	\$0	\$0	\$0	\$0
61800.0000 Career Dev	\$41,563	\$46,610	\$46,610	\$46,610	\$46,610
<b>SUBTOTAL</b>	<b>\$797,940</b>	<b>\$846,228</b>	<b>\$826,228</b>	<b>\$1,102,376</b>	<b>\$1,102,376</b>
<b>65000.0000 Contractual Services</b>					
65800.0000 Fleet Rental Chgs	\$4,080	\$4,080	\$4,080	\$0	\$0
66100.0000 Maint/Rep Equip	\$9,268	\$4,926	\$5,187	\$1,893	\$1,893
66600.0000 Printing	\$51,734	\$51,435	\$51,435	\$0	\$0
66600.0509 Printing - Mktg/Outreach	\$0	\$0	\$0	\$51,435	\$51,435
66700.0000 Postage	\$37,657	\$40,099	\$40,099	\$7,099	\$7,099
66700.0509 Postage - Mktg/Outreach				\$33,000	\$33,000
66900.0000 Telephone	\$1,893	\$3,428	\$3,428	\$3,476	\$3,492
66950.0000 PC Replacement Fee	\$2,195	\$2,615	\$2,615	\$3,605	\$3,605
67600.0000 Spec Promo	\$112,405	\$114,634	\$114,634	\$20,000	\$20,000
67600.0509 Spec Promo-Mktg/Outreach	\$0	\$0	\$0	\$95,000	\$95,000
67800.0000 Contract Svcs	\$17,913	\$21,336	\$21,336	\$21,336	\$21,336
67800.0509 Contract Svcs-Mktg/Outreach	\$0	\$0	\$0	\$146,514	\$146,514
<b>SUBTOTAL</b>	<b>\$237,146</b>	<b>\$242,553</b>	<b>\$242,814</b>	<b>\$383,358</b>	<b>\$383,374</b>
<b>70000.0000 Commodities</b>					
70200.0000 Supplies	\$26,325	\$18,100	\$18,100	\$18,100	\$18,100
70200.0509 Supplies-Mktg/Outreach	\$0	\$0	\$0	\$5,334	\$5,334
<b>SUBTOTAL</b>	<b>\$26,325</b>	<b>\$18,100</b>	<b>\$18,100</b>	<b>\$23,434</b>	<b>\$23,434</b>
<b>75000.0000 Capital Outlay</b>					
75200.0000 Office Equipment	\$435	\$0	\$0	\$0	\$0
75400.0000 Comp Soft/Hard	\$337	\$366	\$3,658	\$0	\$0
75400.0000 Comp Soft/Hard	\$772	\$366	\$3,658	\$0	\$0
10050050 PR&L - Administrati	\$1,062,183	\$1,107,247	\$1,090,800	\$1,509,168	\$1,509,184

<b>PR&amp;L - Park Services ( 10050550)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0000 Regular Salaries	\$978,285	\$920,948	\$920,948	\$1,125,603	\$1,128,103
60200.0106 Regular Salaries Prom	\$101,290	\$101,897	\$101,897	\$100,196	\$100,196
60400.0000 Salaries Overtime	\$100,441	\$77,436	\$76,900	\$91,701	\$91,701
60400.0106 Salaries Overtime Prom	\$1,757	\$2,200	\$2,200	\$2,200	\$2,200
60600.0000 Salaries Temp	\$309,336	\$300,900	\$300,900	\$300,900	\$300,900

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
60600.0106 Salaries Temp Prom	\$6,266	\$6,300	\$5,900	\$6,300	\$6,300
61000.0000 Unif & Equip Allow	\$10,919	\$9,500	\$12,000	\$11,020	\$11,020
61000.0106 Unif & Equip Allow Prom	\$637	\$520	\$400	\$520	\$520
61400.0000 Meeting Expense	\$4,357	\$1,480	\$4,400	\$2,080	\$2,080
61800.0000 Career Dev	\$14,181	\$0	\$7,000	\$0	\$0
61800.0920 Career Dev-City Park	\$2,876	\$0	\$200	\$0	\$0
<b>SUBTOTAL</b>	<b>\$1,530,344</b>	<b>\$1,421,181</b>	<b>\$1,432,745</b>	<b>\$1,640,520</b>	<b>\$1,643,020</b>
<b>65000.0000 Contractual Services</b>					
65100.0000 Prof Serv	\$65,998	\$73,900	\$84,600	\$75,550	\$75,550
65800.0000 Fleet Rental Chgs	\$105,981	\$108,467	\$108,467	\$161,292	\$168,453
65900.0000 Motor Fuel Chgs	\$109,948	\$111,586	\$110,000	\$128,902	\$133,388
66000.0000 Equip Rental	\$1,843	\$3,000	\$2,000	\$3,000	\$3,000
66000.0920 Equip Rental-City Park	\$838	\$938	\$900	\$900	\$900
66100.0000 Maint/Rep Equip	\$25,028	\$24,668	\$24,688	\$24,532	\$24,532
66100.0106 Maint/Rep Equip Prom	\$637	\$1,500	\$800	\$1,500	\$1,500
66200.0000 Maint/Rep Infra	\$109,931	\$136,395	\$130,000	\$136,395	\$136,395
66300.0000 Maint/Repair Radios	\$12,404	\$17,320	\$17,320	\$21,174	\$22,232
66900.0000 Telephone	\$15,229	\$14,630	\$14,630	\$12,428	\$13,131
66900.0106 Telephone Prom	\$840	\$840	\$840	\$455	\$455
66950.0000 PC Replacement Fee	\$2,620	\$2,620	\$2,620	\$5,315	\$5,315
67100.0000 Wtr & Sewer	\$1,131,408	\$1,183,138	\$1,209,600	\$1,190,138	\$1,190,138
67100.0709 Wtr & Sewer Little League	\$18,472	\$18,720	\$18,720	\$18,720	\$18,720
67200.0000 Electricity & Gas	\$155,384	\$166,000	\$158,000	\$166,000	\$166,000
67200.0106 Electricy & Gas Prom	\$21,169	\$24,216	\$24,216	\$24,216	\$24,216
67300.0000 Solid Waste Collect	\$5,369	\$14,000	\$12,500	\$7,000	\$7,000
67300.0106 Solid Waste Collect Prom	\$1,446	\$1,200	\$1,500	\$1,200	\$1,200
67700.0000 Lease Pymts to Others	\$139,597	\$122,470	\$122,470	\$114,994	\$114,994
67800.0000 Contract Svcs	\$2,918	\$49,412	\$56,912	\$59,912	\$59,912
67800.0106 Contract Svcs Prom	\$7,300	\$33,200	\$24,000	\$33,200	\$33,200
67800.0920 Contract Svc-City Park	\$9,941	\$20,000	\$18,000	\$20,000	\$20,000
<b>SUBTOTAL</b>	<b>\$1,944,302</b>	<b>\$2,128,220</b>	<b>\$2,142,783</b>	<b>\$2,206,823</b>	<b>\$2,220,231</b>
<b>70000.0000 Commodities</b>					
70200.0000 Supplies	\$443	\$10,030	\$10,030	\$11,722	\$11,722
70200.0106 Supplies Prom	\$814	\$2,000	\$1,200	\$2,000	\$2,000
71000.0000 Landscape Sup	\$59,817	\$79,866	\$79,866	\$79,866	\$79,866
71000.0106 Landscape Sup Prom	\$2,269	\$3,500	\$2,750	\$3,500	\$3,500
71000.0920 Landscape Sup City Park Maint	\$21,579	\$24,242	\$20,000	\$24,242	\$24,242
71800.0000 Build & Grd Mtrls	\$29,695	\$34,365	\$34,365	\$35,281	\$35,281
71800.0106 Build & Grd Mtrls Prom	\$596	\$750	\$700	\$750	\$750
71800.0920 Build & Grd Mtrls-City Park	\$8,384	\$10,000	\$8,800	\$10,000	\$10,000
72000.0000 Snow Removal Mtrls	\$2,103	\$4,000	\$4,000	\$4,106	\$4,106
72000.0106 Snow Removal Mtrls Prom		\$1,200	\$1,200	\$1,200	\$1,200
72200.0000 Irrigation Mtrls	\$12,027	\$22,675	\$22,675	\$22,675	\$22,675
72200.0920 Irrigation Mtrls-City Park	\$3,244	\$6,000	\$5,500	\$6,000	\$6,000
72200.0969 Irrigation Mtrls ROW	\$5,405	\$10,000	\$10,000	\$10,000	\$10,000
72400.0969 Maint Const Mtrls ROW	\$351	\$1,000	\$1,000	\$1,000	\$1,000
72600.0000 Signing Mtrls	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
73000.0000 Chemicals	\$3,482	\$8,000	\$8,000	\$8,000	\$8,000
73000.0106 Chemicals Prom	\$402	\$1,000	\$1,000	\$400	\$400
73000.0920 Chemicals-City Park	\$0	\$1,000	\$1,000	\$1,000	\$1,000
73000.0969 Chemicals ROW	\$0	\$3,000	\$3,000	\$3,000	\$3,000
73600.0000 Parts	-\$14,569	\$18,500	\$18,500	\$20,000	\$20,000

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
73600.0106 Parts Prom	\$405	\$1,700	\$1,500	\$1,700	\$1,700
73600.0969 Parts ROW	\$5,065	\$6,000	\$6,000	\$6,000	\$6,000
<b>SUBTOTAL</b>	<b>\$147,511</b>	<b>\$254,828</b>	<b>\$247,086</b>	<b>\$258,442</b>	<b>\$258,442</b>
75000.0000 Capital Outlay					
76000.0000 Other Equip	\$634,692	\$69,000	\$69,000	\$69,000	\$12,000
<b>SUBTOTAL</b>	<b>\$634,692</b>	<b>\$69,000</b>	<b>\$69,000</b>	<b>\$69,000</b>	<b>\$12,000</b>
10050550 PR&L - Park Service	\$4,256,849	\$3,873,229	\$3,891,614	\$4,174,785	\$4,133,693

<b>PR&amp;L - Library Services ( 10050620)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0000 Regular Salaries	\$1,962,750	\$2,130,127	\$2,130,127	\$2,141,767	\$2,144,267
60600.0000 Salaries Temp	\$100,093	\$26,844	\$26,844	\$26,844	\$26,844
61200.0000 Mileage Reimb	\$33	\$2,500	\$500	\$500	\$500
61400.0000 Meeting Expense	\$1,485	\$3,700	\$2,500	\$2,500	\$2,500
61800.0000 Career Dev	\$807	\$0	\$0	\$0	\$0
64200.0000 Cash Over/Short	-\$25	\$0	\$89	\$0	\$0
<b>SUBTOTAL</b>	<b>\$2,065,143</b>	<b>\$2,163,171</b>	<b>\$2,160,060</b>	<b>\$2,171,611</b>	<b>\$2,174,111</b>
<b>65000.0000 Contractual Services</b>					
66100.0000 Maint/Rep Equip	\$66,393	\$88,400	\$88,400	\$93,730	\$93,730
66700.0000 Postage	\$3,784	\$5,542	\$5,000	\$5,542	\$5,542
66800.0000 Bank Charges	\$3,482	\$3,877	\$3,877	\$3,675	\$3,859
66900.0000 Telephone	\$5,677	\$5,750	\$6,230	\$5,604	\$5,711
66950.0000 PC Replacement Fee	\$19,538	\$19,305	\$19,305	\$20,760	\$20,760
67200.0000 Electricity & Gas	\$34,442	\$40,886	\$49,086	\$49,086	\$49,086
67800.0000 Contract Svcs	\$324,845	\$258,851	\$258,851	\$248,463	\$248,463
<b>SUBTOTAL</b>	<b>\$458,160</b>	<b>\$422,611</b>	<b>\$430,749</b>	<b>\$426,860</b>	<b>\$427,151</b>
<b>70000.0000 Commodities</b>					
70200.0000 Supplies	\$43,120	\$67,656	\$49,156	\$49,645	\$49,645
70600.0000 Electronic Info Resources	\$62,353	\$70,466	\$70,466	\$70,466	\$70,466
71600.0000 Library Mtrls	\$264,344	\$271,800	\$271,800	\$271,800	\$271,800
71700.0000 Library eMaterials	\$83,557	\$75,350	\$75,350	\$50,350	\$50,350
<b>SUBTOTAL</b>	<b>\$453,374</b>	<b>\$485,272</b>	<b>\$466,772</b>	<b>\$442,261</b>	<b>\$442,261</b>
<b>75000.0000 Capital Outlay</b>					
75400.0000 Comp Soft/Hard	\$16,370	\$489	\$500	\$0	\$23,900
<b>SUBTOTAL</b>	<b>\$16,370</b>	<b>\$489</b>	<b>\$500</b>	<b>\$0</b>	<b>\$23,900</b>
10050620 PR&L - Library Serv	\$2,993,047	\$3,071,543	\$3,058,081	\$3,040,732	\$3,067,423

<b>PR&amp;L - Standley Lake ( 10050660)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0000 Regular Salaries	\$235,654	\$244,383	\$244,383	\$308,527	\$308,527
60400.0000 Salaries Overtime	\$458	\$1,500	\$3,000	\$1,500	\$1,500

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
60600.0000 Salaries Temp	\$162,382	\$86,541	\$120,000	\$161,541	\$161,541
61000.0000 Unif & Equip Allow	\$5,046	\$5,300	\$5,300	\$5,300	\$5,300
61400.0000 Meeting Expense	\$22	\$300	\$300	\$300	\$300
<b>SUBTOTAL</b>	<b>\$403,563</b>	<b>\$338,024</b>	<b>\$372,983</b>	<b>\$477,168</b>	<b>\$477,168</b>
<b>65000.0000 Contractual Services</b>					
65800.0000 Fleet Rental Chgs	\$13,290	\$13,602	\$13,602	\$12,678	\$13,241
65900.0000 Motor Fuel Chgs	\$18,225	\$18,763	\$18,763	\$18,750	\$19,403
66100.0000 Maint/Rep Equip	\$1,919	\$1,960	\$2,124	\$2,124	\$2,124
66200.0000 Maint/Rep Infra	\$2,345	\$12,345	\$12,345	\$12,345	\$12,345
66600.0000 Printing	\$4,935	\$2,500	\$5,250	\$2,500	\$2,500
66800.0000 Bank Charges	\$5,348	\$1,411	\$5,500	\$5,955	\$6,244
66900.0000 Telephone	\$1,762	\$1,362	\$1,800	\$1,362	\$1,162
66950.0000 PC Replacement Fee	\$1,810	\$835	\$835	\$835	\$835
67100.0000 Water & Sewer	\$8,832	\$4,680	\$9,000	\$4,680	\$4,680
67200.0000 Electricity & Gas	\$6,708	\$4,500	\$7,000	\$4,500	\$4,500
67300.0000 Solid Waste Collect	\$2,166	\$3,000	\$3,000	\$3,000	\$3,000
67800.0000 Contract Svcs	\$31,678	\$39,749	\$39,749	\$39,716	\$39,762
<b>SUBTOTAL</b>	<b>\$99,018</b>	<b>\$104,707</b>	<b>\$118,968</b>	<b>\$108,445</b>	<b>\$109,796</b>
<b>70000.0000 Commodities</b>					
70200.0000 Supplies	\$6,616	\$9,091	\$9,091	\$9,091	\$9,091
71800.0000 Build & Grd Mtrls	\$19,894	\$10,000	\$10,000	\$10,000	\$10,000
72600.0000 Signing Mtrls	\$1,196	\$3,000	\$3,000	\$3,000	\$3,000
<b>SUBTOTAL</b>	<b>\$27,706</b>	<b>\$22,091</b>	<b>\$22,091</b>	<b>\$22,091</b>	<b>\$22,091</b>
<b>75000.0000 Capital Outlay</b>					
10050660 PR&L - Standley Lak	\$530,287	\$464,822	\$514,042	\$607,704	\$609,055

<b>PR&amp;L - Design Development ( 10050690)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0000 Regular Salaries	\$309,875	\$312,927	\$312,927	\$0	\$0
60400.0000 Salaries Overtime	\$16,673	\$14,265	\$14,265	\$0	\$0
61000.0000 Unif & Equip Allow	\$1,097	\$1,520	\$1,849	\$0	\$0
61200.0000 Mileage Reimb	\$127	\$300	\$300	\$0	\$0
61400.0000 Meeting Expense	\$8	\$300	\$300	\$0	\$0
61800.0000 Career Dev	\$75		\$720	\$0	\$0
61800.0000 Career Dev	\$327,855	\$329,312	\$330,361	\$0	\$0



	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
65000.0000 Contractual Services					
65100.0000 Prof Serv	\$1,553	\$1,650	\$1,650	\$0	\$0
65800.0000 Fleet Rental Chgs	\$29,058	\$29,739	\$29,739	\$0	\$0
65900.0000 Motor Fuel Charges	\$19,896	\$20,484	\$20,484	\$0	\$0
66900.0000 Telephone	\$1,764	\$1,344	\$1,344	\$0	\$0
66950.0000 PC Replacement Fee	\$1,500	\$1,500	\$1,500	\$0	\$0
66950.0000 PC Replacement Fee	\$53,772	\$54,717	\$54,717	\$0	\$0
70000.0000 Commodities					
70200.0000 Supplies	\$2,721	\$4,995	\$0	\$0	\$0
70200.0000 Supplies	\$2,721	\$4,995	\$0	\$0	\$0
75000.0000 Capital Outlay					
75400.0000 Comp Soft/Hard	\$196	\$0	\$0	\$0	\$0
75400.0000 Comp Soft/Hard	\$196	\$0	\$0	\$0	\$0
10050690 PR&L - Design Devel	\$384,543	\$389,024	\$385,078	\$0	\$0

<b>PR&amp;L - Recreation Facilities ( 10050720)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$77,740	\$142,834	\$142,834	\$152,008	\$152,008
60200.0017 Regular MAC	\$0	\$0	\$0	\$355,057	\$355,057
60200.0505 Regular Salaries Fitness	\$70,997	\$72,240	\$72,240	\$13,142	\$13,142
60200.0511 Regular Salaries Aquatics	\$540,301	\$628,347	\$520,000	\$660,305	\$660,305
60200.0860 Regular Salaries City Park	\$473,231	\$485,806	\$485,806	\$482,829	\$482,829
60200.0861 Regular Salaries Cty Prk Fit	\$361,189	\$342,154	\$342,154	\$343,113	\$343,113
60200.0963 Regular Salaries Swim & Fit	\$206,072	\$261,656	\$261,656	\$282,852	\$285,352
60200.0965 Regular Salaries Cntrysd	\$25	\$0	\$0	\$0	\$0
60200.0967 Regular Salaries West View	\$329,752	\$374,487	\$374,487	\$355,911	\$355,911
60400.0511 Salaries Overtime Aquatics	\$8,204	\$0	\$7,300	\$18,500	\$18,500
60400.0860 Salaries Overtime City Park	\$2,398	\$2,835	\$2,835	\$2,835	\$2,835
60400.0861 Salaries Overtime Cty Prk Fit	\$70	\$865	\$865	\$865	\$865
60400.0963 Salaries Overtime Swim & Fit	\$272	\$580	\$580	\$580	\$580
60400.0967 Salaries Overtime West View	\$39	\$560	\$560	\$560	\$560
60600.0000 Salaries Temp	\$89	\$0	\$326	\$0	\$0
60600.0505 Salaries Temp Fitness	\$283,525	\$275,257	\$245,257	\$245,257	\$245,257
60600.0511 Salaries Temp Aquatics	\$452,453	\$405,235	\$405,235	\$405,235	\$405,235
60600.0860 Salaries Temp City Park	\$106,649	\$144,192	\$144,192	\$116,521	\$116,521
60600.0861 Salaries Temp Cty Prk Fit	\$87,541	\$61,885	\$61,885	\$59,555	\$59,555
60600.0963 Salaries Temp Swim & Fit	\$70,984	\$9,071	\$32,695	\$27,321	\$27,071
60600.0965 Salaries Temp Cntrysd	\$2,816	\$0	\$0	\$22,000	\$22,000
60600.0967 Salaries Temp West View	\$65,815	\$19,548	\$19,548	\$19,548	\$19,548
61000.0000 Unif & Equip Allow	\$2,866	\$4,237	\$4,237	\$4,237	\$4,237
61000.0511 Unif & Equip Allow Aquatics	\$4,136	\$1,494	\$0	\$1,494	\$1,494
61200.0000 Mileage Reimb	\$3,261	\$3,397	\$0	\$3,397	\$3,397
61800.0000 Career Dev	\$85	\$0	\$0	\$0	\$0
64200.0000 Cash Over/Short	\$198	\$0	\$54	\$0	\$0
<b>SUBTOTAL</b>	<b>\$3,150,709</b>	<b>\$3,236,680</b>	<b>\$3,124,746</b>	<b>\$3,573,122</b>	<b>\$3,575,372</b>

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
65000.0000 Contractual Services					
65100.0511 Prof Serv Aquatics	\$14,897	\$15,000	\$15,000	\$15,000	\$15,000
66000.0860 Equip Rental City Park	\$406	\$500	\$500	\$500	\$500
66000.0861 Equip Rental Cty Prk Fit	\$295	\$500	\$500	\$500	\$500
66000.0963 Equip Rental Swim & Fit	\$811	\$1,000	\$1,000	\$1,000	\$1,000
66000.0965 Equip Rental Cntrysd	\$0	\$0	\$1,500	\$0	\$0
66000.0967 Equip Rental West View	\$346	\$1,000	\$1,000	\$1,000	\$1,000
66100.0860 Maint/Rep Equip City Park	\$4,650	\$7,046	\$7,046	\$7,229	\$7,229
66100.0861 Maint/Rep Equip Cty Prk Fit	\$7,959	\$5,407	\$5,407	\$5,391	\$5,391
66100.0963 Maint/Rep Equip Swim & Fit	\$9,775	\$7,750	\$7,750	\$7,750	\$7,750
66100.0965 Maint/Rep Equip Cntrysd	\$1,107	\$1,500	\$0	\$1,500	\$1,500
66100.0967 Maint/Rep Equip West View	\$308	\$389	\$389	\$2,282	\$2,282
66200.0860 Maint/Rep Infra City Park	\$2,003	\$3,548	\$3,548	\$3,548	\$3,548
66200.0861 Maint/Rep Infra Cty Prk Fit	\$460	\$985	\$985	\$985	\$985
66200.0963 Maint/Rep Infra Swim & Fit	\$1,225	\$1,300	\$1,300	\$1,300	\$1,300
66200.0967 Maint/Rep Infra West View	\$549	\$2,000	\$2,000	\$2,000	\$2,000
66800.0860 Bank Chgs-City Park	\$21,726	\$26,387	\$26,387	\$24,462	\$25,248
66800.0861 Bank Chgs-City Park Fitness	\$9,692	\$12,422	\$12,422	\$10,804	\$10,987
66800.0963 Bank Chgs-Swim & Fitness Ctr	\$5,336	\$6,183	\$6,183	\$5,816	\$5,816
66800.0967 Bank Chgs-West View Rec Ctr	\$5,587	\$6,217	\$6,217	\$6,188	\$6,245
66900.0000 Telephone	\$2,332	\$1,800	\$1,800	\$1,800	\$1,800
66900.0860 Telephone City Park	\$3,011	\$3,953	\$3,953	\$4,630	\$4,722
66900.0861 Telephone Cty Prk Fit	\$3,550	\$2,961	\$2,961	\$3,911	\$4,028
66900.0963 Telephone Swim & Fit	\$1,931	\$2,541	\$2,541	\$3,230	\$3,307
66900.0967 Telephone West View	\$3,608	\$3,904	\$3,904	\$4,121	\$4,226
66950.0860 PC Replacement Fee	\$1,960	\$1,960	\$1,960	\$2,145	\$2,145
66950.0861 PC Replacement Fee	\$1,260	\$1,260	\$1,260	\$1,485	\$1,485
66950.0963 PC Replacement Fee	\$980	\$980	\$980	\$165	\$165
66950.0967 PC Replacement Fee	\$980	\$980	\$980	\$990	\$990
67100.0860 Wtr & Sewer City Park	\$53,741	\$59,199	\$59,199	\$59,199	\$59,199
67100.0861 Wtr & Sewer Cty Prk Fit	\$8,211	\$11,789	\$11,789	\$11,789	\$11,789
67100.0963 Wtr & Sewer Swim & Fit	\$30,649	\$36,121	\$36,121	\$36,121	\$36,121
67100.0965 Wtr & Sewer Cntrysd	\$4,624	\$4,781	\$4,781	\$4,781	\$4,781
67100.0967 Wtr & Sewer West View	\$4,441	\$6,913	\$6,913	\$6,913	\$6,913
67200.0860 Electricity & Gas City Park	\$268,502	\$292,699	\$292,699	\$292,699	\$292,699
67200.0861 Electricity & Gas Cty Prk Fit	\$82,653	\$100,593	\$100,593	\$100,593	\$100,593
67200.0963 Electricity & Gas Swim & Fit	\$114,644	\$177,217	\$147,217	\$151,667	\$151,667
67200.0965 Electricity & Gas Cntrysd	\$16,442	\$20,000	\$20,000	\$20,000	\$20,000
67200.0967 Electricity & Gas West View	\$30,997	\$42,604	\$42,604	\$41,604	\$41,604
67800.0505 Contract Svcs Fitness	\$755	\$0	\$0	\$1,000	\$1,000
67800.0511 Contract Svcs Aquatics	\$9,402	\$10,500	\$10,500	\$10,500	\$10,500
67800.0860 Contract Svcs City Park	\$38,762	\$42,847	\$42,847	\$42,027	\$42,128
67800.0861 Contract Svcs Cty Prk Fit	\$5,322	\$5,450	\$5,450	\$5,450	\$5,450
67800.0963 Contract Svcs Swim & Fit	\$45,625	\$44,986	\$44,986	\$45,153	\$45,228
67800.0965 Contract Svcs Cntrysd	\$195	\$195	\$195	\$1,033	\$1,058
67800.0967 Contract Svcs West View	\$42,448	\$45,926	\$45,926	\$45,293	\$45,368
<b>SUBTOTAL</b>	<b>\$864,153</b>	<b>\$1,021,293</b>	<b>\$991,293</b>	<b>\$995,554</b>	<b>\$997,247</b>

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
<b>70000.0000 Commodities</b>					
70200.0505 Supplies Fitness	\$8,994	\$8,675	\$8,675	\$9,675	\$9,675
70200.0511 Supplies Aquatics	\$13,416	\$12,600	\$15,980	\$12,600	\$12,600
70200.0860 Supplies City Park	\$26,270	\$26,490	\$26,490	\$26,490	\$26,490
70200.0861 Supplies Cty Prk Fit	\$11,547	\$14,132	\$14,132	\$14,132	\$14,132
70200.0963 Supplies Swim & Fit	\$20,755	\$22,857	\$22,857	\$22,857	\$22,857
70200.0965 Supplies Cntrysd	\$1,426	\$3,895	\$3,895	\$3,895	\$3,895
70200.0967 Supplies West View	\$21,696	\$21,937	\$21,937	\$14,437	\$21,937
71800.0860 Build & Grd Mtrls City Park	\$2,132	\$3,780	\$3,780	\$3,780	\$3,780
71800.0861 Build & Grd Mtrls Cty Prk Fit	\$522	\$1,390	\$1,390	\$1,390	\$1,390
71800.0963 Build & Grd Mtrls Swim & Fit	\$2,273	\$2,300	\$2,300	\$2,300	\$2,300
71800.0967 Build & Grd Mtrls West View	\$4,563	\$5,276	\$5,276	\$5,276	\$5,276
73000.0511 Chemicals Aquatics	\$63,089	\$63,100	\$63,100	\$63,100	\$63,100
73400.0860 Merch for Resale City Park	\$12,144	\$11,500	\$11,500	\$11,500	\$11,500
73400.0861 Merch for Resale Cty Prk Fit	\$1,310	\$3,000	\$3,000	\$3,000	\$3,000
73400.0963 Merch for Resale Swim & Fit	\$6,893	\$8,906	\$8,906	\$8,906	\$8,906
73400.0967 Merch for Resale West View	\$1,604	\$2,500	\$2,500	\$2,500	\$2,500
73600.0511 Parts Aquatics	\$7,648	\$7,823	\$7,823	\$7,823	\$7,823
<b>SUBTOTAL</b>	<b>\$206,283</b>	<b>\$220,161</b>	<b>\$223,541</b>	<b>\$213,661</b>	<b>\$221,161</b>
<b>75000.0000 Capital Outlay</b>					
10050720 PR&L - Recreation F	\$4,221,145	\$4,478,134	\$4,339,580	\$4,782,337	\$4,793,780

<b>PR&amp;L - Recreation Programs ( 10050760)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0000 Regular Salaries	\$536,233	\$564,221	\$564,221	\$195,803	\$182,803
60200.0017 Regular MAC	\$329,926	\$357,574	\$357,574	\$17,271	\$17,271
60200.0035 Regular Salaries Sports Ctr	\$31,062	\$32,332	\$32,332	-\$21,628	-\$21,628
60200.0504 Salaries - Adult Sports	\$0	\$0	\$0	\$110,902	\$110,902
60200.0505 Regular Salaries Fitness	\$0	\$0	\$0	\$73,444	\$73,444
60200.0507 Salaries - Youth Sports	\$0	\$0	\$0	\$55,451	\$55,451
60200.0508 Salaries - Preschool	\$0	\$0	\$0	\$78,337	\$78,337
60200.0529 Salaries- Youth Activities	\$0	\$0	\$0	\$77,950	\$77,950
60200.0532 Regular Salaries Arts	\$18,934	\$19,075	\$19,075	\$24,457	\$24,457
60400.0000 Salaries Overtime	\$5,823	\$0	\$0	\$0	\$0
60400.0035 Salaries-Overtime	\$664	\$2,613	\$2,613	\$0	\$0
60400.0504 Salaries OT-Adult Sports	\$102	\$0	\$470	\$0	\$0
60400.0508 Salaries Overtime - Preschool	\$0	\$0	\$235	\$0	\$0
60400.0529 Salaries OT- Youth Activities	\$825	\$0	\$603	\$1,640	\$1,640
60400.0532 Salaries Overtime Arts	\$54	\$0	\$0	\$0	\$0
60600.0000 Salaries - Temporary	\$5,155	\$0	\$338	\$150,000	\$150,000
60600.0017 Salaries MAC	\$78,153	\$54,039	\$69,039	\$65,583	\$65,583
60600.0035 Salaries Temp Sports Center	\$38,528	\$37,000	\$37,000	\$39,613	\$39,613
60600.0503 Salaries Temp Adult Act	\$15,572	\$1,201	\$5,233	\$12,201	\$12,201

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
60600.0504 Salaries Temp Adult Sports	\$68,431	\$68,820	\$68,820	\$69,419	\$69,419
60600.0507 Salaries Temp Youth Sports	\$10,904	\$25,000	\$25,000	\$16,500	\$16,500
60600.0508 Salaries Temp Preschool	\$130,441	\$153,300	\$153,300	\$160,660	\$160,660
60600.0529 Salaries Temp Youth Act	\$418,000	\$381,077	\$381,077	\$443,197	\$443,197
60600.0532 Salaries Temp Arts	\$34,575	\$32,000	\$32,000	\$32,000	\$32,000
60600.0533 Salaries Temp Spec Event	\$2,453		\$3,493	\$5,665	\$5,665
61200.0000 Mileage Reimb	\$1,825	\$1,034	\$1,034	\$1,534	\$1,534
61400.0000 Meeting Expense	\$120	\$0	\$149	\$0	\$0
61800.0000 Career Dev	\$425	\$0	\$0	\$0	\$0
<b>SUBTOTAL</b>	<b>\$1,728,202</b>	<b>\$1,729,286</b>	<b>\$1,753,607</b>	<b>\$1,609,999</b>	<b>\$1,596,999</b>
<b>65000.0000 Contractual Services</b>					
65100.0035 Prof Serv Sports Center	\$60,204	\$65,000	\$65,000	\$65,000	\$65,000
65100.0504 Prof Serv Adult Sports	\$60,535	\$68,694	\$68,694	\$68,694	\$68,694
65800.0000 Fleet Rental Chgs	\$12,224	\$12,511	\$12,511	\$10,282	\$10,739
65900.0000 Motor Fuel Chgs	\$6,431	\$6,621	\$6,621	\$7,988	\$8,266
66100.0000 Maint/Rep Equip	\$23,162	\$27,592	\$27,592	\$26,000	\$26,000
66100.0017 Maint/Rep Equip	\$108	\$136	\$136	\$224	\$224
66100.0035 Maint/Rep Equip Sports Ctr	\$712	\$2,266	\$2,266	\$2,266	\$2,266
66700.0017 Postage MAC	\$315	\$11,544	\$11,544	\$0	\$0
66800.0000 Bank Charges	\$20,232	\$19,527	\$19,527	\$23,528	\$25,452
66800.0017 Bank Charges MAC	\$2,800	\$3,573	\$3,573	\$3,109	\$3,109
66800.0035 Bank Charges Sports Center	\$6,903	\$8,059	\$8,426	\$6,900	\$6,900
66900.0000 Telephone	\$3,218	\$694	\$0	\$439	\$452
66900.0017 Telephone MAC	\$2,765	\$2,747	\$2,747	\$3,522	\$3,615
66900.0035 Telephone Sports Center	\$835	\$1,700	\$0	\$1,782	\$970
66950.0000 PC Replacement Fee	\$2,730	\$2,730	\$2,730	\$5,300	\$5,300
66950.0017 PC Replacement Fee MAC	\$980	\$980	\$980	\$660	\$660
66950.0035 PC Replacement Fee	\$560	\$560	\$560	\$560	\$560
67100.0017 Wtr & Sewer MAC	\$15,094	\$10,406	\$10,406	\$10,406	\$10,406
67100.0035 Wtr & Sewer Sports Center	\$5,505	\$5,500	\$0	\$5,500	\$5,500
67200.0017 Electricity & Gas MAC	\$45,160	\$55,084	\$55,084	\$50,084	\$50,084
67200.0035 Electricity & Gas Sports Ctr	\$19,090	\$20,000	\$20,000	\$20,000	\$20,000
67600.0528 Spec Prom Yth Scholarship	\$18,116	\$0	\$0	\$0	\$0
67800.0017 Contract Svcs MAC	\$156,435	\$155,588	\$155,588	\$155,560	\$155,635
67800.0035 Contract Svcs Sports Ctr	\$37,970	\$50,467	\$50,467	\$45,588	\$45,634
67800.0503 Contract Svcs Adult Act	\$87	\$16,000	\$16,000	\$0	\$0
67800.0504 Contract Svcs Adult Sports	\$0	\$840	\$840	\$840	\$840
67800.0507 Contract Svcs Youth Sports	\$5,801	\$7,500	\$7,500	\$3,000	\$3,000
67800.0508 Contract Svcs Preschool	\$12,332	\$13,800	\$13,800	\$15,800	\$15,800
67800.0527 Contract Svcs Athletic F	\$195	\$195	\$195	\$195	\$195
67800.0529 Contract Svcs Youth Act	\$75,350	\$65,370	\$65,370	\$82,931	\$83,931
67800.0532 Contract Svcs Arts	\$20,989	\$18,509	\$18,509	\$23,693	\$23,693
67800.0533 Contract Svcs Spec Event	\$22,450	\$133,450	\$133,450	\$0	\$0
67800.0536 Contract Svcs Bike Share	\$0	\$69,000	\$69,000	\$0	\$0
67800.0564 Contract Svcs Westy Faire	\$8,231	\$0	\$0	\$0	\$0
<b>SUBTOTAL</b>	<b>\$647,518</b>	<b>\$856,643</b>	<b>\$849,116</b>	<b>\$639,851</b>	<b>\$642,925</b>
<b>70000.0000 Commodities</b>					
70200.0000 Supplies	\$1,615	\$1,800	\$1,800	\$3,300	\$3,300
70200.0017 Supplies MAC	\$18,408	\$18,479	\$18,479	\$20,479	\$20,479
70200.0564 Supplies Westy Faire	\$3,774	\$0	\$0	\$0	\$0
71200.0017 Rec Supplies MAC	\$45,802	\$44,371	\$44,371	\$47,371	\$47,371
71200.0035 Rec Supplies Sports Ctr	\$13,405	\$15,000	\$15,000	\$15,000	\$15,000
71200.0503 Rec Supplies Adult Act	\$696	\$2,500	\$2,500	\$1,000	\$1,000

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
71200.0504 Rec Supplies Adult Sports	\$26,377	\$27,910	\$27,910	\$27,910	\$27,910
71200.0507 Rec Supplies Youth Sports	\$25,076	\$24,000	\$24,000	\$24,000	\$24,000
71200.0508 Rec Supplies Preschool	\$8,648	\$8,755	\$8,755	\$8,755	\$8,755
71200.0527 Rec Supplies Athletic F	\$245	\$500	\$598	\$297	\$297
71200.0529 Rec Supplies Youth Act	\$140,216	\$150,876	\$150,876	\$129,071	\$129,071
71200.0532 Rec Supplies Arts	\$11,488	\$11,988	\$11,988	\$12,988	\$12,988
71200.0533 Rec Supplies Spec Event	\$12,024	\$18,398	\$18,398	\$0	\$0
71800.0000 Build & Grd Mtrls	\$8,059	\$10,122	\$10,122	\$10,122	\$10,122
71800.0017 Build & Grd Mtrls MAC	\$4,055	\$3,751	\$3,751	\$3,751	\$3,751
71800.0035 Build & Grd Mtrls Sports Ctr	\$2,777	\$1,500	\$1,500	\$1,500	\$1,500
73400.0035 Merch for Resale Sports Center	\$0	\$2,500	\$0	\$9,000	\$9,000
<b><i>SUBTOTAL</i></b>	<b>\$322,667</b>	<b>\$342,450</b>	<b>\$340,048</b>	<b>\$314,544</b>	<b>\$314,544</b>
75000.0000 Capital Outlay					
10050760 PR&L - Recreation P	\$2,698,387	\$2,928,379	\$2,942,771	\$2,564,394	\$2,554,468

<b>PR&amp;L Standley Lake ( 20050660)</b>					
60010.0000 Personnel Services					
60400.0000 Salaries Overtime	\$336	\$0	\$0	\$0	\$0
60600.0000 Temp Salaries	\$142,757	\$138,878	\$138,878	\$118,046	\$118,046
61000.0000 Uniforms	\$0	\$1,500	\$1,500	\$1,500	\$1,500
<b><i>SUBTOTAL</i></b>	<b>\$143,092</b>	<b>\$140,378</b>	<b>\$140,378</b>	<b>\$119,546</b>	<b>\$119,546</b>
65000.0000 Contractual Services					
65800.0000 Fleet Rental	\$39	\$39	\$0	\$0	\$0
66100.0000 Maint/Rep Equip	\$67	\$2,000	\$2,000	\$2,000	\$2,000
66200.0000 Maint/Rep Infra	\$0	\$2,000	\$2,000	\$2,000	\$2,000
66950.0000 PC Replacement Fee	\$550	\$550	\$550	\$500	\$500
67200.0000 Elec and Gas	\$210	\$1,000	\$1,000	\$1,000	\$1,000
<b><i>SUBTOTAL</i></b>	<b>\$866</b>	<b>\$5,589</b>	<b>\$5,550</b>	<b>\$5,500</b>	<b>\$5,500</b>
70000.0000 Commodities					
70200.0000 Supplies	\$3,735	\$4,500	\$4,500	\$4,500	\$4,500
71800.0000 Build and Grounds Materials	\$0	\$2,000	\$2,000	\$2,000	\$2,000
<b><i>SUBTOTAL</i></b>	<b>\$3,735</b>	<b>\$6,500</b>	<b>\$6,500</b>	<b>\$6,500</b>	<b>\$6,500</b>
75000.0000 Capital Outlay					
20050660 PR&L Standley Lake	\$147,693	\$152,467	\$152,428	\$131,546	\$131,546

<b>Legacy Ridge - Facilities ( 22050720)</b>					
60010.0000 Personnel Services					
60200.0000 Regular Salaries	\$251,882	\$284,746	\$284,746	\$291,604	\$291,604
60200.0249 Regular Salaries Club Ops	\$169,053	\$182,178	\$182,178	\$190,476	\$190,476
60400.0000 Salaries Overtime	\$94	\$0	\$300	\$0	\$0
60400.0249 Salaries Overtime Club Ops	\$155	\$0	\$0	\$0	\$0

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
60600.0000 Salaries Temp	\$97,472	\$99,886	\$99,866	\$99,886	\$99,866
60600.0011 Salaries - Temp Instructors	\$14,237	\$13,000	\$16,000	\$18,000	\$18,000
60600.0249 Salaries Temp Club Ops	\$109,118	\$117,128	\$117,128	\$154,628	\$154,628
61000.0000 Unif & Equip Allow	\$640	\$500	\$500	\$500	\$500
61000.0249 Unif & Equip Allow Club Ops	\$2,613	\$2,500	\$2,900	\$3,500	\$3,500
61200.0249 Mileage Reimb Club Ops	\$0	\$1,000	\$1,300	\$1,500	\$1,500
61400.0000 Meeting Expense	\$70	\$300	\$300	\$300	\$300
61400.0249 Meeting Expense Club Ops	\$453	\$1,000	\$1,000	\$1,000	\$1,000
61800.0000 Career Dev	\$4,305	\$1,800	\$5,000	\$5,100	\$5,100
61800.0249 Career Dev Club Ops	\$1,966	\$1,800	\$2,800	\$5,100	\$5,100
64200.0249 Cash Over/Short	\$4	\$0	\$0	\$0	\$0
<b>SUBTOTAL</b>	<b>\$652,062</b>	<b>\$705,838</b>	<b>\$714,018</b>	<b>\$771,594</b>	<b>\$771,574</b>
<b>65000.0000 Contractual Services</b>					
65100.0000 Prof Serv	\$2,741	\$4,000	\$4,000	\$4,000	\$4,000
65100.0249 Prof Serv Club Ops	\$24,538	\$27,544	\$27,544	\$33,583	\$33,740
65900.0000 Motor Fuel Chgs	\$18,229	\$21,000	\$21,000	\$21,000	\$21,000
66000.0000 Equip Rental	\$628	\$1,500	\$1,500	\$1,500	\$1,500
66000.0249 Equip Rental Club Ops	\$2,450	\$2,500	\$2,500	\$2,500	\$2,500
66100.0249 Maint/Rep Equip Club Ops	\$10,876	\$5,011	\$9,000	\$5,086	\$5,086
66200.0000 Maint/Rep Infra	\$1,743	\$1,000	\$1,000	\$1,000	\$1,000
66300.0000 Maint/Repair Radios	\$2,046	\$2,046	\$2,046	\$2,046	\$2,046
66800.0249 Bank Chgs-Club Operations	\$29,926	\$28,980	\$28,980	\$34,178	\$34,178
66900.0000 Telephone	\$360	\$240	\$540	\$540	\$540
66900.0249 Telephone Club Ops	\$6,052	\$6,584	\$7,124	\$8,102	\$8,329
66950.0000 PC Replacement Fee	\$1,120	\$1,120	\$1,120	\$1,320	\$1,320
67100.0000 Wtr & Sewer	\$103,057	\$98,000	\$120,081	\$130,110	\$139,550
67100.0249 Wtr & Sewer Club Ops	\$4,146	\$3,200	\$3,200	\$3,200	\$3,200
67200.0000 Electricity & Gas	\$36,168	\$38,538	\$37,000	\$38,538	\$38,538
67200.0249 Electricity & Gas Club Ops	\$37,560	\$51,700	\$45,000	\$51,700	\$51,700
67300.0000 Solid Waste Collect	\$1,579	\$1,500	\$1,300	\$1,500	\$1,500
67300.0249 Solid Waste Collect Club Ops	\$0	\$700	\$700	\$700	\$700
67600.0249 Spec Promo Club Ops	\$8,534	\$10,000	\$10,000	\$10,000	\$10,000
67700.0000 Lease Pay to Others	\$8,305	\$94,659	\$94,659	\$94,659	\$94,659
67700.0249 Lease Pay to Others Club Ops	\$2,849	\$65,466	\$65,466	\$68,067	\$70,844
67800.0000 Contract Svcs	\$250	\$1,195	\$1,195	\$1,195	\$1,000
<b>SUBTOTAL</b>	<b>\$303,156</b>	<b>\$466,483</b>	<b>\$484,955</b>	<b>\$514,524</b>	<b>\$526,930</b>
<b>70000.0000 Commodities</b>					
70200.0000 Supplies	\$14,145	\$14,453	\$15,000	\$14,500	\$14,500
70200.0249 Supplies Club Ops	\$16,392	\$30,053	\$29,353	\$29,353	\$29,353
71000.0000 Landscape Sup	\$43,983	\$45,000	\$48,050	\$45,000	\$45,000
72200.0000 Irrigation Mtrls	\$19,064	\$18,000	\$18,000	\$18,000	\$18,000
73000.0000 Chemicals	\$10,739	\$10,000	\$10,000	\$10,000	\$10,000
73400.0249 Merch for Resale Club Ops	\$167,450	\$165,900	\$155,000	\$145,900	\$145,900
73600.0000 Parts	\$27,628	\$27,000	\$27,000	\$27,000	\$27,000
73600.0249 Parts Club Ops	\$1,744	\$0	\$0	\$0	\$0
<b>SUBTOTAL</b>	<b>\$301,146</b>	<b>\$310,406</b>	<b>\$302,403</b>	<b>\$289,753</b>	<b>\$289,753</b>
<b>75000.0000 Capital Outlay</b>					
75200.0249 Ofc Equip Club Ops	\$165	\$0	\$556	\$0	\$0
75600.0000 Vehicles	\$0	\$0	\$0	\$32,000	\$0

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
76000.0000 Other Equip	\$3,072	\$3,000	\$3,000	\$3,000	\$3,000
76000.0249 Other Equip Club Ops	\$1,590	\$0	\$0	\$0	\$0
<b>SUBTOTAL</b>	<b>\$4,827</b>	<b>\$3,000</b>	<b>\$3,556</b>	<b>\$35,000</b>	<b>\$3,000</b>
78000.0000 Debt Service					
79000.0000 Other Expenditures					
22050720 Legacy Ridge - Faci	\$1,261,190	\$1,485,727	\$1,504,932	\$1,610,871	\$1,591,257
Plus Legacy Central Charges	\$446,289	\$342,433	\$343,923	\$199,635	\$224,801
Legacy CIP	\$72,082	\$100,000	\$100,000	\$550,000	\$0
TOTAL Legacy Ridge Fund	\$1,779,561	\$1,928,160	\$1,948,855	\$2,360,506	\$1,816,058

<b>Heritage - Facilities ( 23050720)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0000 Regular Salaries	\$282,924	\$274,701	\$274,701	\$276,639	\$276,639
60200.0249 Regular Salaries Club Ops	\$198,118	\$205,064	\$205,064	\$209,793	\$209,793
60400.0000 Salaries Overtime	\$333	\$0	\$200	\$0	\$0
60400.0249 Salaries Overtime Club Ops	\$70	\$0	\$200	\$0	\$0
60600.0000 Salaries Temp	\$89,017	\$115,417	\$100,417	\$103,417	\$103,417
60600.0011 Salaries Temp Golf Instrs	\$5,733	\$10,000	\$10,000	\$10,000	\$10,000
60600.0249 Salaries Temp Club Ops	\$103,040	\$108,251	\$110,000	\$157,751	\$157,751
61000.0000 Unif & Equip Allow	\$1,171	\$500	\$500	\$500	\$500
61000.0249 Unif & Equip Allow Club Ops	\$675	\$2,500	\$2,500	\$3,500	\$3,500
61200.0249 Mileage Reimb Club Ops	\$621	\$1,000	\$1,000	\$1,500	\$1,500
61400.0000 Meeting Expense	\$98	\$300	\$300	\$300	\$300
61400.0249 Meeting Expense Club Ops	\$771	\$1,000	\$1,000	\$1,000	\$1,000
61800.0000 Career Dev	\$5,148	\$4,300	\$4,367	\$5,000	\$5,000
61800.0249 Career Dev Club Ops	\$1,174	\$1,800	\$4,000	\$5,400	\$5,400
64200.0000 Cash Over/Short	-\$80	\$0	\$0	\$0	\$0
<b>SUBTOTAL</b>	<b>\$688,813</b>	<b>\$724,833</b>	<b>\$714,249</b>	<b>\$774,800</b>	<b>\$774,800</b>
<b>65000.0000 Contractual Services</b>					
65100.0000 Prof Serv	\$5,317	\$4,000	\$3,900	\$4,000	\$4,000
65100.0249 Prof Serv Club Ops	\$23,742	\$24,213	\$24,213	\$30,252	\$30,409
65900.0000 Motor Fuel Chgs	\$17,612	\$20,000	\$16,000	\$20,000	\$20,000
66000.0000 Equip Rental	\$44	\$1,000	\$600	\$1,000	\$1,000
66000.0249 Equip Rental Club Ops	\$0	\$500	\$500	\$500	\$500
66100.0000 Maint/Rep Equip	\$1,811	\$2,276	\$1,600	\$2,276	\$2,276
66100.0249 Maint/Rep Equip Club Ops	\$8,654	\$5,157	\$10,000	\$10,390	\$10,390
66200.0000 Maint/Rep Infra	\$1,050	\$1,000	\$1,000	\$1,000	\$1,000
66300.0000 Maint/Repair Radios	\$2,046	\$2,046	\$2,046	\$2,046	\$2,046
66800.0249 Bank Chgs-Club Operations	\$28,001	\$26,971	\$26,971	\$31,956	\$34,128
66900.0000 Telephone	\$22	\$240	\$315	\$540	\$540
66900.0249 Telephone Club Ops	\$6,391	\$6,675	\$6,675	\$8,467	\$8,705
66950.0000 PC Replacement Fee	\$1,120	\$1,120	\$1,120	\$1,320	\$1,320
67100.0000 Wtr & Sewer	\$107,468	\$135,253	\$119,246	\$146,790	\$146,790
67100.0249 Wtr & Sewer Club Ops	\$4,514	\$3,675	\$3,675	\$3,675	\$3,675
67200.0000 Electricity & Gas	\$57,560	\$46,176	\$57,000	\$46,176	\$46,176
67200.0249 Electricity & Gas Club Ops	\$49,821	\$57,750	\$54,000	\$57,750	\$57,750
67300.0000 Solid Waste Collect	\$768	\$1,300	\$880	\$1,300	\$1,300
67300.0249 Solid Waste Collect Club Ops	\$0	\$900	\$900	\$900	\$900
67600.0249 Spec Promo Club Ops	\$9,450	\$10,000	\$10,000	\$10,000	\$10,000
67700.0000 Lease Pay to Others	\$8,644	\$98,522	\$98,522	\$98,522	\$98,522

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
67700.0249 Lease Pay to Others Club Ops	\$2,849	\$63,690	\$63,690	\$66,291	\$68,873
67700.0273 Lease Pay-2010 Refunding	\$130,838	\$495,800	\$495,800	\$495,800	\$495,200
67800.0000 Contract Svcs	\$195	\$750	\$300	\$750	\$750
67800.0249 Contract Svcs Club Ops	\$825	\$1,695	\$1,695	\$1,695	\$1,695
<b>SUBTOTAL</b>	<b>\$468,742</b>	<b>\$1,010,709</b>	<b>\$1,000,648</b>	<b>\$1,043,396</b>	<b>\$1,047,945</b>
<b>70000.0000 Commodities</b>					
70200.0000 Supplies	\$8,124	\$11,462	\$12,362	\$12,000	\$12,000
70200.0249 Supplies Club Ops	\$27,797	\$25,812	\$25,812	\$25,812	\$25,812
71000.0000 Landscape Sup	\$49,866	\$52,700	\$51,000	\$52,700	\$52,700
71800.0000 Build & Grd Mtrls	\$0	\$1,900	\$500	\$1,900	\$1,900
71800.0249 Build & Grd Mtrls Club Ops	\$143	\$1,000	\$1,000	\$1,000	\$1,000
72200.0000 Irrigation Mtrls	\$18,432	\$16,800	\$17,000	\$17,600	\$17,600
73000.0000 Chemicals	\$4,810	\$7,200	\$8,000	\$8,000	\$8,000
73400.0249 Merch for Resale Club Ops	\$107,003	\$110,000	\$110,000	\$110,000	\$110,000
73600.0000 Parts	\$26,954	\$28,000	\$30,000	\$28,000	\$28,000
<b>SUBTOTAL</b>	<b>\$243,128</b>	<b>\$254,874</b>	<b>\$255,674</b>	<b>\$257,012</b>	<b>\$257,012</b>
<b>75000.0000 Capital Outlay</b>					
75200.0000 Ofc Equip	\$165	\$0	\$0	\$0	\$0
76000.0000 Other Equip	\$5,076	\$3,080	\$3,100	\$3,100	\$3,100
76000.0249 Other Equip Club Ops	\$1,590	\$0	\$0	\$0	\$0
<b>SUBTOTAL</b>	<b>\$6,831</b>	<b>\$3,080</b>	<b>\$3,100</b>	<b>\$3,100</b>	<b>\$3,100</b>
<b>78000.0000 Debt Service</b>					
78400.0000 Int Pay	-\$2,423	\$0	\$0	\$0	\$0
78400.0000 Int Pay	-\$2,423	\$0	\$0	\$0	\$0
<b>79000.0000 Other Expenditures</b>					
23050720 Heritage - Faciliti	\$1,405,091	\$1,993,496	\$1,973,671	\$2,078,308	\$2,082,857
Plus Heritage Central Charges	\$443,609	\$91,383	\$93,783	\$98,291	\$123,903
Heritage CIP	\$58,126	\$245,000	\$245,000	\$100,000	\$0
<b>TOTAL Heritage Fund</b>	<b>\$1,906,826</b>	<b>\$2,329,879</b>	<b>\$2,312,454</b>	<b>\$2,276,599</b>	<b>\$2,206,760</b>

<b>Storm Drainage - PRL Park Serv ( 25050550)</b>					
<b>65000.0000 Contractual Services</b>					
65100.0000 Professional Services	\$26,366	\$30,000	\$30,000	\$0	\$0
66200.0000 Maint/Repair Infrastructure	\$131,381	\$170,000	\$170,000	\$250,000	\$250,000
<b>SUBTOTAL</b>	<b>\$157,747</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$250,000</b>	<b>\$250,000</b>
<b>70000.0000 Commodities</b>					
25050550 Storm Drainage - PR	\$157,747	\$200,000	\$200,000	\$250,000	\$250,000

<b>POST - Park Services ( 54050550)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0000 Regular Salaries	\$219,110	\$689,528	\$689,528	\$742,468	\$907,970
60200.0542 Regular Salary-Park Svcs	\$0	\$0	\$0	\$199,506	\$268,421
60400.0000 Salaries Overtime	\$6,761	\$23,235	\$23,235	\$23,235	\$23,235
60600.0000 Salaries-Temporary	\$33,888	\$107,578	\$107,578	\$150,000	\$150,000
61000.0000 Unif & Equip Allow	\$1,129	\$3,840	\$3,840	\$2,160	\$2,160



	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
61000.0542 Unif & Equip-Park Svcs	\$0	\$0	\$0	\$1,680	\$1,680
61200.0000 Mileage Reimb	\$992	\$800	\$250	\$500	\$500
61400.0000 Meeting Expense	\$2,801	\$5,500	\$5,500	\$5,500	\$5,500
61800.0000 Career Development	\$4,425	\$8,800	\$8,800	\$8,800	\$8,800
<b>SUBTOTAL</b>	<b>\$269,105</b>	<b>\$839,281</b>	<b>\$838,731</b>	<b>\$1,133,849</b>	<b>\$1,368,266</b>
<b>65000.0000 Contractual Services</b>					
65100.0000 Prof Serv	\$90,131	\$140,000	\$140,000	\$140,000	\$140,000
65400.0000 Legal & Admin		\$1,000	\$1,000	\$0	\$0
66000.0000 Equip Rental	\$2,431	\$3,000	\$3,000	\$3,000	\$3,000
66100.0000 Maint/Rep Equip	\$152	\$192	\$192	\$365	\$365
66900.0000 Telephone	\$1,365	\$1,960	\$1,960	\$780	\$780
66900.0542 Telephone - Park Svcs	\$0	\$0	\$0	\$480	\$480
66950.0000 PC Replacement Fee	\$1,650	\$1,545	\$1,603	\$3,575	\$1,070
66950.0542 PC Replacement-Park Svcs	\$0	\$0	\$0	\$1,165	\$305
67800.0000 Contract Svcs	\$2,755	\$4,000	\$4,000	\$4,000	\$4,000
<b>SUBTOTAL</b>	<b>\$98,484</b>	<b>\$151,697</b>	<b>\$151,755</b>	<b>\$153,365</b>	<b>\$150,000</b>
<b>70000.0000 Commodities</b>					
70200.0000 Supplies	\$15,517	\$14,170	\$9,170	\$6,000	\$6,000
70200.0542 Supplies - Park Svcs	\$0	\$0	\$0	\$3,170	\$3,170
71800.0000 Build & Grd Mtrls	\$38,990	\$53,303	\$48,303	\$48,303	\$48,303
72400.0000 Maint Const Mtrls	\$20,331	\$31,782	\$31,782	\$31,782	\$31,782
72600.0000 Signing Mtrls	\$3,495	\$17,500	\$17,500	\$17,500	\$17,500
<b>SUBTOTAL</b>	<b>\$78,332</b>	<b>\$116,755</b>	<b>\$106,755</b>	<b>\$106,755</b>	<b>\$106,755</b>
<b>75000.0000 Capital Outlay</b>					
75400.0000 Comp Soft/Hard	\$254	\$325	\$325	\$1,300	\$0
76400.0000 Construction	\$38,372	\$146,402	\$156,402	\$160,000	\$160,000
76600.0000 Land Purchases	\$921,003	\$0	\$0	\$0	\$0
<b>SUBTOTAL</b>	<b>\$959,629</b>	<b>\$146,727</b>	<b>\$156,727</b>	<b>\$161,300</b>	<b>\$160,000</b>
54050550 POST - Park Service	\$1,405,550	\$1,254,460	\$1,253,968	\$1,555,269	\$1,785,021
50 Parks, Recreation & Librar	\$20,523,710	\$21,398,528	\$21,662,039	\$22,305,114	\$22,508,284

**Department:Information Technology**

<b>Water - Information Technology ( 20060230)</b>					
<b>60010.0000 Personnel Services</b>					
60200.0000 Regular Salaries	\$2,362,665	\$2,742,103	\$2,742,103	\$2,869,758	\$2,934,419
60200.0911 Regular Salaries PST	\$85,902	\$91,812	\$91,812	\$94,468	\$94,468
60400.0000 Salaries Overtime	\$0	\$2,000	\$2,000	\$2,000	\$2,000
61200.0000 Mileage Reimb	\$4,544	\$3,010	\$4,500	\$4,700	\$4,700
61400.0000 Meeting Expense	\$1,205	\$2,500	\$2,500	\$2,000	\$2,000
61800.0000 Career Dev	\$45,985	\$43,300	\$43,300	\$45,800	\$45,000
61800.0707 Career Dev Tele	\$500	\$3,400	\$3,400	\$3,400	\$3,400
<b>SUBTOTAL</b>	<b>\$2,500,800</b>	<b>\$2,888,125</b>	<b>\$2,889,615</b>	<b>\$3,022,126</b>	<b>\$3,085,987</b>
<b>65000.0000 Contractual Services</b>					
65100.0000 Prof Serv	\$75,964	\$83,656	\$83,656	\$93,303	\$82,503
65100.0707 Prof Serv Tele	\$27,338	\$36,232	\$36,232	\$45,032	\$45,032
65100.0911 Prof Serv PST	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000

	2015 Actual	2016 Amended	2016 Estimated	2017 Adopted	2018 Adopted
65800.0000 Fleet Rental Chgs	\$4,191	\$4,194	\$4,194	\$0	\$0
65900.0000 Motor Fuel Chgs	\$69	\$71	\$71	\$0	\$0
66100.0000 Maint/Rep Equip	\$121,377	\$188,921	\$188,921	\$231,829	\$259,378
66100.0707 Maint/Rep Equip Tele	\$85,826	\$118,093	\$118,093	\$112,306	\$133,276
66700.0000 Postage	\$70	\$100	\$100	\$100	\$100
66900.0000 Telephone	\$24,394	\$28,545	\$28,545	\$29,993	\$30,094
66950.0000 PC Replacement Fee	\$33,510	\$31,560	\$31,560	\$46,415	\$43,820
<b><i>SUBTOTAL</i></b>	<b>\$385,739</b>	<b>\$504,372</b>	<b>\$504,372</b>	<b>\$571,978</b>	<b>\$607,203</b>
70000.0000 Commodities					
70200.0000 Supplies	\$22,914	\$28,800	\$27,310	\$28,800	\$28,800
71400.0000 Train & Ref Mtrls	\$828	\$7,600	\$7,600	\$6,100	\$6,100
<b><i>SUBTOTAL</i></b>	<b>\$23,742</b>	<b>\$36,400</b>	<b>\$34,910</b>	<b>\$34,900</b>	<b>\$34,900</b>
75000.0000 Capital Outlay					
75200.0000 Ofc Equip	\$8,336	\$5,000	\$0	\$10,000	\$4,800
75400.0000 Comp Soft/Hard	\$90,595	\$155,325	\$160,325	\$170,150	\$202,000
75400.0707 Comp Soft/Hard Tele	\$17,891	\$30,000	\$30,000	\$30,000	\$63,500
<b><i>SUBTOTAL</i></b>	<b>\$116,822</b>	<b>\$190,325</b>	<b>\$190,325</b>	<b>\$210,150</b>	<b>\$270,300</b>
20060230 Water - Information	\$3,027,103	\$3,619,222	\$3,619,222	\$3,839,154	\$3,998,390
60 Information Technology	\$3,027,103	\$3,619,222	\$3,619,222	\$3,839,154	\$3,998,390



**Accommodations Tax** - The City Accommodations Tax applies to charges for rooms or accommodations in the City. The tax generally applies only to hotels and motels. Accommodations Tax must be collected on charges for sleeping rooms, meeting rooms, display rooms, banquet rooms, or other special rooms. Per Council policy, this revenue is dedicated to park capital improvements via the Community Enhancement Program. Community Enhancement Program funds are used for design, construction and maintenance of City entryway signs, medians, rights of way, neighborhood enhancements, art work and special projects.

**Admissions Tax** - A flat percentage of the charge paid by the customer for admission to places or events, such as movie theaters and bowling alleys.

**Adjusted (or Amended)**- Adjusted, as used in the department and division summaries within the budget document, represents the budget including any mid-year financial changes. Mid-year adjustments that increase a department's budget are approved by City Council via the adoption of a supplemental appropriation ordinance. Other mid-year adjustments within a department's budget may be made via budget revisions, moving funds from one or more accounts within a division or department to another account within that division or department.

**Adopted** - Adopted, as used in the department and division summaries within the budget document, represents the budget as approved by the City Council.

**Assessed Valuation** - A governmental entity evaluates the value/price of real estate or other property as a basis for levying taxes. An assessed valuation represents the appraised value less any exemptions.

**Attributable Share** - A portion of the open space funds collected in Adams and Jefferson Counties that is automatically dispersed to the City by the Counties for use on open space programs.

**Bonds** - Bonds are a method utilized by governments to finance large capital projects. These certificates of debt guarantee repayment of a specified principal amount on a certain date (maturity date) plus interest. Various types of bonds are utilized depending on the source of revenue to be used for repayment.

**Budget** - A budget is a financial plan of operation. It encompasses an estimate of revenues and then an allocation of expenditures within available revenues. A budget traditionally serves as a financial plan for a single fiscal year. In practice, the term "budget" is used two ways: it designates the financial plan presented for adoption ("proposed") or the final plan approved ("adopted").

**Building Permit Revenue** - Building Permit Revenue is revenue collected through the issuance of permits for building construction projects, including permits for such things as electrical, plumbing, mechanical, fire protection, and sign permits. The revenue is typically a one-time revenue and is earmarked for one-time expenses such as projects in the General Capital Improvement Program.

**Business Tax** - A tax levied by the City on businesses that use the public right-of-ways.

**Capital Improvement Program (CIP)** - A comprehensive five-year program that projects the financing and construction of major durable and fixed assets, such as streets, buildings, parks, water and sewer lines. The first two years of the CIP are the capital budgets for the respective adopted two-year budget.

**Capital Outlay** - Those items such as equipment, machinery, vehicles, or furniture included in the operating budget and necessary for the delivery of services.

**Capital Projects** - Those major construction improvements such as parks, bridges, fire stations, water lines, etc., included in the Capital Improvement Program.

**Capital Project Reserve Fund (CPR)** - This fund is used to pay for new or replacement capital assets and emergency repairs for Utility infrastructure.

**Carryover** - The fund balance as of January 1 represents the projected amount of funds that are available to be carried forward and appropriated in the next fiscal year budget.

**Certificate of Participation (COP)** - A proportionate interest in the right to receive certain revenues derived under a lease agreement between a lessor and the government as lessee.

**Commodities** - Commodities are consumable goods such as office supplies, small tools, fuel, etc., used by the City.

**Community Development Block Grant (CDBG) Funds** - CDBG funds are received annually from the U.S. Department of Housing and Urban Development (HUD). The funds are restricted to community development projects that benefit low and moderate income residents in the City and help to eliminate blight conditions. Projects funded with CDBG funds have included affordable housing development, a home rehabilitation loan program, commercial revitalization, economic development, and infrastructure improvements.

**Community Enhancement Program (CEP)** - The CEP is a program funded by the Accommodations Tax. CEP funds the design and construction of projects that enhance the City of Westminster, such as gateway signage, medians, rights of way, neighborhood enhancements, art work and special projects.

**Conservation Trust Fund** - Accounts for lottery proceeds received from the State of Colorado. Spending is restricted to the development or improvement of City parks and recreation facilities and may be utilized on library facilities. The City's share is determined by population data and the existence of special recreational districts.

**Contingencies** - These funds are set aside as a reserve for unanticipated expenditures.

**Contractual Services** - This term designates those services acquired on a fee basis or a fixed-time contract basis from outside sources.

**Debt Service Fund** - A fund established to account for the financial resources used for the payment of long-term, non-utility debt (i.e., principal, interest, and related costs).

**Department** - A department is a component of the overall City organization. Often including multiple divisions, it is headed by a director and has an established specific and unique set of goals and objectives to provide services to the citizen and organization (e.g., Police, Fire, etc.).

**Development Fees** - Charges for specific services related to development activity including building permits, right-of-way permits and plan check fees.

**Division** - An organizational sub-unit of a department. Each division has a unique set of goals and objectives functioning within the department.

**Enterprise Fund** - A fund established to account for City operations that are financed and operated in a manner that is self-sustaining. The intent is that the costs (expenses, including depreciation) of providing goods and services on a continuing basis be financed or recovered through user charges (e.g., Utility Fund).

**Estimated** - As used throughout the budget document, this term represents an anticipated current year end expenditure or revenue.

**Expenditures** - The use of financial resources for the operations of the City. Each expenditure results in a decrease in net financial resources. They include such items as employee salaries, operating supplies and capital outlays.

**Fines & Forfeitures** - This category of revenue includes those fines remitted to the City by the courts for violation of City ordinances. It also includes Library fines and Animal Control violations' fines.

**Fleet Maintenance Fund** - The Fleet Maintenance Fund is an internal service fund that accounts for all costs associated with maintaining the City's fleet of vehicles, including police cars, fire trucks, ambulances and tandem dump trucks. Each department or division utilizing the Fleet Division's services is charged with fleet rental and motor fuel charges, which are transferred to the Fleet Maintenance Fund.

**Full Time Equivalent (FTE)** - A personnel position financed for the equivalent of 40 hours per week for 52 weeks. For example, a 0.5 FTE could work 20 hours per week for 52 weeks or 40 hours per week for 26 weeks.

**Fund** - Each individual fund is a separate accounting entity having its own assets, liabilities, revenues and expenditures. City financial resources are allocated to and accounted for in individual funds based on legal or administrative restrictions or requirements.

**Fund Balance** - The net difference between expenditures and revenues at the end of the fiscal year.



**General Capital Improvement Fund (GCIF)** - The fund used for all capital improvement projects, with the exception of utility system improvements that are budgeted in the Utility Enterprise Fund.

**General Capital Outlay Replacement Fund (GCORF)** - The fund used to finance the replacement of the General Fund's fleet of vehicles, the City's computers and non-Utility Fund copier machines.

**General Fund** - The fund used to account for all financial resources not specifically earmarked for other purposes. The General Fund is the primary operating fund for the City of Westminster.

**General Reserve Fund** - The fund used for unusual, emergency and unanticipated one-time expenditures. City Council authorization is required to utilize these funds.

**General Fund Stabilization Reserve (GFSR)** - This reserve is intended to level the ebbs and flows of revenue collections, particularly the sales and use tax revenues, and smooth out any peaks or valleys that may result from the unpredictable nature of this primary revenue source.

**Golf Course Enterprise Fund** - The fund used for the operation and maintenance of the City of Westminster's two championship golf courses: Legacy Ridge and The Heritage.

**Grant** - A contribution by one government unit or funding source to another. The contribution is usually made to aid in the support of a specified function, e.g., crime reduction, but can be for general purposes. Despite specific guidelines to be adhered, grants are financial gifts and do not require repayment.

**Highway Users Tax Fund (HUTF)** - State collected, locally shared revenue distributed monthly among state, counties, and municipalities. HUTF revenues are derived from a motor fuel tax and various motor vehicle registration, title, and license fees and taxes.

**Infrastructure Fee** - Implemented in 2007, a \$6.00 per month charge for all residences and businesses. The fee is applied to street light and concrete replacement expenses.

**Interest Income** - Interest income is the amount of

revenue earned on investments and cash deposits. The guidelines for generating this source of revenue are found in the investment policies of the City.

**Intergovernmental Revenue** - Revenues levied by one government but shared on a predetermined basis with another government or class of governments (grants, loans, vehicle/highway tax, etc.).

**Lease Purchase** - A means of financing used by the City for the acquisition of major pieces of equipment through a financial institution.

**License Revenue** - A fee for conducting business within the City of Westminster. This fee is typically levied on beer or liquor, construction, and a variety of other regulated businesses.

**Meter Service Fee** - A fee for maintaining the meter, reading the meter, periodically billing the account, and processing payments.

**Mill Levy** - A figure established by the City and used to calculate property tax. A mill is one-tenth of a cent; thus, each mill represents \$1 of taxes for each \$1,000 of assessed value. (2015 and 2016 mill levy = 3.65)

**Object Code** - A numerical, five-digit code assigned to a specific type of receipt or expenditure used in the City's accounting system.

**Operating Budget** - The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled.

**Park Development Fees (PDF)** - A fee levied by the City on the valuation of a new development. PDF revenues are derived from developers who pay a certain percentage on the valuation of their new development. PDF fees are used for new park development.

**Parks, Open Space and Trails (POST) Bonds** - POST Bonds are bonds issued upon voter approval for the acquisition, development, enhancement and construction of parks, open space and trails. Bond proceeds are often used in conjunction with Open Space Sales and Use Tax funds.

**Parks, Open Space and Trails (POST) Fund** - Initiated in 1985, accounts for revenues from the

City's 0.25% parks, open space and trails sales and use tax. Provides resources for the acquisition, development and maintenance of parks, open space, trails and recreation facilities.

**Pay-As-You-Go Projects** - Capital improvement projects whose funding source is derived from City revenue sources rather than through the sale of voter approved bonds or other types of debt financing.

**Payment In Lieu of Use Tax** - A payments from the City's Utility Fund to the City's Sales and Use Tax, Public Safety Tax, and Parks, Open Space and Trails (POST) Funds. These payments are related to use taxes that must be paid on materials used by contractors on projects for all institutions, including governmental.

**Performance Measure** - A performance measure is an indicator that quantifies a department's or a division's effectiveness and efficiency in meeting stated service delivery goals. Performance measures are used to improve decision making through the objective measurement of performance.

**Personal Property Tax** - Tax on items of personal property such as household furniture, jewelry, etc., levied by local or state governments.

**Personnel Services** - Compensation for direct labor of persons in the employment of the City; salaries and wages paid to employees for full-time, part-time, and temporary work, including overtime and similar compensation.

**Property and Liability Fund** - The fund that serves as the City's property and liability self-insurance funding mechanism. Monies are set aside to pay insurance premiums and claim expenses.

**Property Tax** - A tax levied by the City on the assessed valuation of all taxable property located within the City calculated using the mill levy.

**Proposed** - Proposed, as used throughout the budget document, refers to the budget presented to City Council prior to their adoption of the document (e.g., 2015 Proposed Budget).

**Rate Stabilization Reserve Fund (RSR)** - This fund is intended to normalize water and wastewater revenues in the Utility Fund in low demand years and to level operating revenues to maintain rates in low revenue years.

**Recreation Charges** - A category of revenue that is a part of the General Fund Revenues. These charges are revenues generated by the operation of recreation facilities and programs, including Standley Lake operations and park rentals. Recreation Charges do not include golf course revenues as golf courses are enterprise operations and are managed via a separate fund.

**Reserve** - An account that sets aside a portion of a fund's balance for some future use. These funds are not available for appropriation or expenditure except when qualifying events occur.

**Revenue Bonds** - Bonds payable from a specific source of revenue and do not pledge the full faith and credit of the issuer.

**Sales Tax** - A tax levied by the City on retail sales of tangible personal property and some services. Westminster's total sales and use tax rate (3.85%) is comprised of three components: General (3.00%); Parks, Open Space and Trails (0.25%); and Public Safety (0.60%).

**Sales and Use Tax Fund** - Accounts for revenue from the City's 3.00% general sales and use tax, along with the 0.60% public safety sales and use tax. Once this revenue is collected, it is transferred to other funds.

**Special Improvement District (SID)** - A district created in accordance with C.R.S. Section 31-25-501 *et seq.*, providing for the construction or installation of local improvements, the issuance of special assessment bonds and the assessment of costs. Special improvement districts are established and operated within a defined geographic area in order to provide services that are of greater benefit to a certain group of citizens than to others.

**SPIRIT** - An acronym representing the City's organizational values of Service, Pride, Integrity, Responsibility, Innovation and Teamwork.

**Strategic Plan** - A plan developed by City Council identifying the City's underlying principles on which decisions should be based and associated goals to be achieved.

**Stormwater Drainage Fee** - A fee assessed against a property to support stormwater drainage programs



and services. The fee is often based on the “demand” a property places on the drainage system, as measured by runoff amount, impervious area or land use characteristics.

**Stormwater Drainage Fund** - A sub-fund of the Utility Enterprise Fund that provides resources for the operation and maintenance of the City’s drainage systems.

**Transfer Payments** - The transfer of money from one fund to another.

**Urban Renewal Area** - A designated area with boundaries established for the purpose of eliminating blighted areas within the City. This designation makes the area eligible for various funding and allows for development or redevelopment.

**Use Tax** - A tax levied by the City on the retail purchase price of tangible personal property and some services purchased outside the City, but stored, used or consumed within the City.

**Utility Enterprise Fund** - The fund used to account for all financial resources derived from the provision of water and wastewater services. These funds are earmarked for the maintenance and addition of facilities pertaining to the City’s water and wastewater operations and includes stormwater, operating costs and capital improvements.

**Westminster Economic Development Authority (WEDA)** - WEDA was created by City Council in 1987 to provide a mechanism for promoting redevelopment and development in the City. The Authority operates independently of the general City operations, having its own budget and board of directors. WEDA uses revenues generated through tax increments within the City’s Urban Renewal Area to facilitate new development activity.

**Westminster Economic Development Authority Fund** - The fund accounts for monies utilized for urban renewal activity in designated urban renewal areas.

**Workers’ Compensation Fund** - The Workers’ Compensation Fund is a fund that serves as

the City’s workers’ compensation self-insurance funding mechanism. Monies are set aside to pay for excess insurance premiums, surety bond premiums and medical expenses experienced by City employees when they are injured.



WESTMINSTER

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WESTMINSTER





# WESTMINSTER

COLORADO

## CITY VISION: 2016

Westminster is the next Urban Center of the Colorado Front Range. It is a vibrant, inclusive, creative, and well-connected city. People choose Westminster because it is a dynamic community with distinct neighborhoods, quality educational opportunities, and a resilient local economy that includes: a spectrum of jobs; diverse, integrated housing; and shopping, cultural, entertainment, and restaurant options. It embraces the outdoors and is one of the most sustainable cities in America.





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[www.CityofWestminster.us/Budget](http://www.CityofWestminster.us/Budget)