



WESTMINSTER

2022

City of Westminster

**ADOPTED
BUDGET**



WESTMINSTER

2022 Adopted Budget

Budget for Fiscal Year:

January 1, 2022 to December 31, 2022

City Council

Anita Seitz	Mayor
David DeMott	Mayor Pro Tem
Rich Seymour	Councillor
Kathryn Skulley	Councillor
Lindsey Smith	Councillor
Jon Voelz	Councillor

City Staff

- Jody Andrews, Acting City Manager •
- Barbara Opie, Deputy City Manager •
- Larry Dorr, Deputy City Manager/Chief Financial Officer •
- David Frankel, City Attorney • Jason Lantagne, Municipal Judge •
- Dave Downing, Community Development Director •
- Tammy Hitchens, Finance Director • Doug Hall, Fire Chief •
- Matthew Booco, General Services Director • Dee Martin, Human Resources Director •
- Emily Littlejohn, Information Technology Director •
- Lance Johnson, Interim Parks, Recreation and Libraries Director •
- Norm Haubert, Interim Police Chief • Max Kirschbaum, Public Works and Utilities Director •

Policy & Budget Department Staff

- Chris Lindsey, Assistant City Manager •
- Theresa Booco, Policy & Budget Analyst •
- Fred Kellam, Policy & Budget Analyst •
- Mikeal Parlow, Policy & Budget Analyst •
- John Prejzner, Policy & Budget Analyst •

Thank You!

The City Manager's Office and the Policy & Budget Department 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!

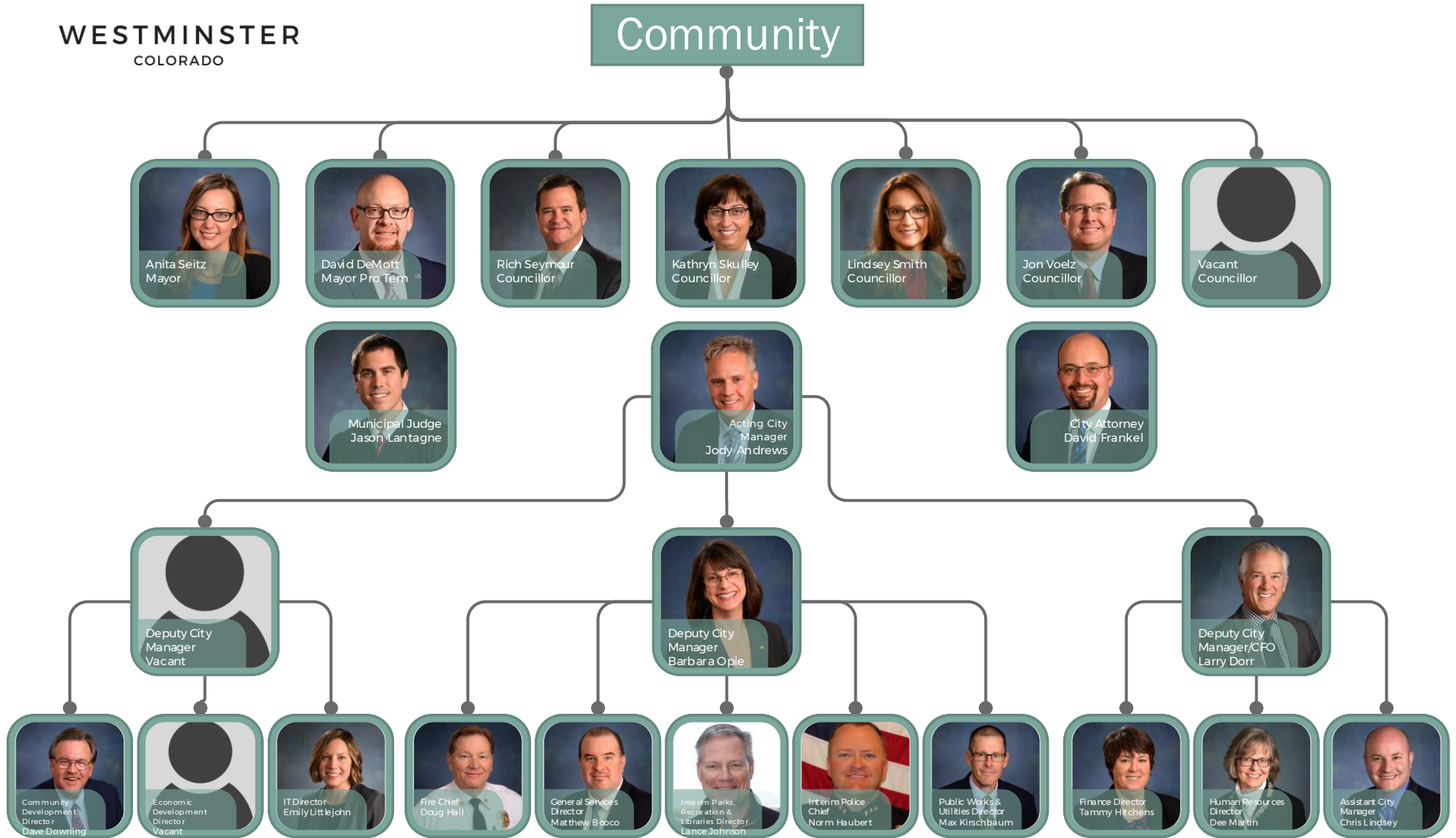
Cover Design:

- Lauren Gladu, Innovation and Communication Division •



WESTMINSTER
COLORADO

CITY ORGANIZATIONAL CHART





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Westminster
Colorado**

For the Fiscal Year Beginning

January 01, 2021

Christopher P. Morill

Executive Director



Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Westminster, Colorado, for its Annual Budget for the fiscal year beginning January 01, 2021. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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

HOW TO USE THIS DOCUMENT

The City of Westminster's budget document reflects the Adopted 2022 Budget. The fiscal year for Westminster commences January 1 and ends on December 31 of the same year.

This budget document is organized into ten primary sections. These sections are the Budget Message, Community Profile, Budget Process, Operating Budget Summary, Revenues & Expenditures Summary, Budget by Department, Budget by Fund, Capital Improvement Program, Staffing, and Glossary.

Budget Message

The budget message is the City Manager's letter of transmittal to the City Council for the budget. The Budget Message 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 year.

Budget by Fund

This section provides an overview of budgeted funds other than the General or Utility Funds that are identified in the Revenues & Expenditures Summary Section. Most of the funds in this section are supported by revenues that are dedicated or restricted for a specific purpose.

Budget by Department

This section provides the reader information about all City departments and divisions and their operating budgets. Overviews, achievements and objectives for the next year are presented on a departmental level. Each division has an overview, achievements, and objectives for the next year.

Capital Improvement Program (CIP)

This section includes a listing of the projects approved for 2022 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.

Debt Service

This section includes debt obligations of the City, including bonded and other indebtedness of the City.

Staffing

The staffing section includes a summary chart of personnel changes by department for the upcoming year. In addition, it lists all positions, by department and division, authorized by the City Council for the upcoming year. The 2022 column represents the authorized staffing levels.

Glossary

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

Adopted 2022 Budget
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BUDGET MESSAGE

In 2020 and 2021, the City of Westminster took measured, timely, and courageous actions to fight a public health emergency, avert a financial collapse, and respond to the unprecedented needs of the Westminster community. Along with years of responsible fiscal planning, a timely injection of federal stimulus funds, and some belt tightening, the City ensured that it could continue to serve its residents and businesses.

The City deferred spending, froze hiring, and asked hundreds of employees to perform new public service roles so it could avoid furloughs, pay cuts, and layoffs during an unprecedented public health emergency. Through these challenges, the City learned innumerable lessons from this past year, and the City is stronger and more resilient than ever. **The 2022 budget builds upon the progress made as a city over the past year.**

This budget supports Westminster residents and businesses, allowing the community to continue recovery and move forward together. It directly benefits residents and businesses. This budget also implements the City's Strategic Plan and Vision.

While the City has traditionally followed a biennial budget schedule, City Council adopted a one-year budget to provide the financial flexibility needed to respond to the economic challenges presented by the pandemic. This 2022 budget is the second year of what would have been the biennial budget.

Award-Winning Budget Built on Best Practices

Westminster's council-manager form of government is consistently recognized for excellence in management and delivery of full services to businesses and residents.

The City was awarded the **Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA)** for its 2021 Budget. This award is the highest form of recognition in governmental budgeting and reflects the City's commitment to meeting the highest principles of sound fiscal planning and excellent communication.

In order to receive the award, the City had to satisfy nationally recognized guidelines for effective budget presentation. According to the GFOA, the City's budget document excels as a policy document, financial plan, operations guide, and communication tool.

The 2022 Budget builds upon this achievement by increasing transparency with projections; continuing the implementation of cost allocation to assign administrative expenses to all funds, and returning to a five-year capital planning model after a one-year hiatus due to COVID-19.

In support of transparency, the budget also moves employee benefit costs to departmental budgets to better reflect the true cost of services. Employer benefit costs are currently budgeted at the fund level (general fund, water fund, etc.) while salaries have been budgeted at the business unit level. This shift of costs from the Central Charges

account in each fund to the business units is budget neutral and does not result in additional expenditures. However, it is important to note that when comparing the 2022 budget for individual business units and departments to previous years, the budget amounts will appear significantly higher.

Strategic Plan

Westminster City Council recently adopted an updated Strategic Plan to deliver on its long-range vision for a safe and inclusive Westminster.

City Council regularly reviews its vision for the future, and through the Strategic Plan, defines the City's vision, mission, core values, and goals.

The Strategic Plan was developed to reinforce long-term planning for day-to-day operations and services, as well as capital programs which include road construction, water distribution and sewer maintenance, and other long-term projects.

Vision: We are a thriving community of safe neighborhoods and beautiful open space that is sustainable and inclusive.

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)

Guiding Principles:

- Collaboration, Partnership and Unity
- Stewardship and Sustainability (fiscal, social, environmental - triple bottom line)
- Transparency
- Diversity, Equity, Inclusion and Opportunity for all
- Innovation
- Cause-driven holistic solutions



Foster And Maintain A Beautiful, Desirable, Safe, And Environmentally Responsible City.



Cultivate A Thriving, Inclusive, And Engaged Community Through Access To Opportunity And A Resilient And Diverse Economy.



Provide Visionary, Effective, And Collaborative Government.



Advance The City's Long-Term Sustainability To Provide Ongoing Excellence In City Services And A Well-Planned Community That Meets The Needs Of Residents Now And In The Future.

Budget Guiding Principles

Last year these guiding principles were set forward for Staff as they developed the budget in response to the pandemic:

- Align with the City's vision, mission, and strategic plan;
- Meet all the legal requirements of the City's Charter and Municipal Code as well as state and federal legal requirements;
- Ensure the continued safety of the community to receive timely responses to public safety needs;
- Support residents' needs for employment, access to housing options, and services;
- Provide access for the community to affordable means of recreation, socialization, engagement with open space and parks, and self-actualization to exercise, socialize and thrive;
- Ensure clean and safe drinking water and reliable sewer services;
- Ensure that the City's business processes are sustainable, secure, accurate, transparent, and accessible to all in support of the necessary administration of the City;
- Provide adequate funding for capital equipment and infrastructure maintenance;
- Keep promises and commitments to partners whenever possible or communicate and agree with them to discontinue those projects and programs;
- Maintain a safe and reliable multi-modal transportation system;
- Treat all City employees equitably, value their work, and make compensation and benefit recommendations that are sustainable and market-driven across all job classifications;
- Support businesses with adequate infrastructure, regulatory efficiency, and a skilled workforce.

City Staff have endeavored to make decisions that most effectively and efficiently meet the stated guiding principles. The final authority rests with the City Council and Staff will implement that policy with fidelity.

Economic Recovery Remains Strong for 2021

Since the 2021 budget was adopted in November 2020, the revenue streams that support general governmental activities have shown strong improvement, driven by strong sales and use tax growth. Per the [July Financial Report](#) and regarding the 3.0% general sales and use tax:

- On a year-to-date cash basis, net sales and use tax, after economic development agreements (EDA) and urban renewal authority (URA) payments, is up by 14.2% from 2020. To provide a comparison, the July 2020 Financial Report indicated the City was down 6.7% from 2019.
- Sales tax receipts from retail activity, net of EDA and URA payments, are up 15.1% from 2020. This comparative figure does not include use tax receipts or audit and enforcement recovery amounts. The July 2020 Financial Report indicated the City was down 3.3% from 2019.
- On a year-to-date basis, across the top 25 shopping centers in the city, total sales and use tax receipts are up 14.0% compared to 2020. The July 2020 Financial Report indicated the City was down 6.0% from 2019.

Ensuring High-Quality Service for Residents with Limited Staff

Based on City Council's review of the City's financial state conducted in May and June 2021, City Council approved a supplemental budget appropriation to:

- Maintain a customer service-focused organization;
- Meet the challenges of a post-COVID world; and
- Provide the resources necessary to achieve strategic plan outcomes.

These were accomplished by:

- Reinstating reductions related to library, parks, recreation center, and pool hours and operations;
- Releasing the additional vacancy savings budgeted in the Parks, Recreation, and Libraries 2021 budget;
- Reinstating unbudgeted positions;
- Reinstating employee development;
- Improving employee recruitment by amending the City's pension plan; and
- Addressing additional, organization-wide priorities.

Staff continues to implement these priorities while continuing to provide outstanding services to Westminster residents and businesses.

Potential Challenges Related to COVID-19

As revenues are forecast for 2022, there are concerns with the following items below and their potential impact on the City's general revenue streams:

- The increasing prevalence of the Delta variant across the state;
- The impact of enhanced unemployment benefits ending on September 4, 2021.
- End of state eviction protections on August 31;
- End of federal moratorium on evictions; and
- Global supply chain interruptions that could impact holiday retail shopping expectations.

The City's fourth quarter 2021 sales tax returns and financial statements will provide a more accurate forecast of 2022 revenue streams.

Clean, Safe Drinking Water for Future Generations

The 2022 Budget reflects City Council's decision to not increase water and wastewater rates for 2022. There remains concern regarding the City's water and wastewater utilities' ability to account for the increased cost of infrastructure maintenance and improvements.

Recruiting and Retaining Top Talent

The City continues to facilitate the total compensation philosophy that includes three foundational elements: market-based, competitive pay, well-rounded benefits, and a quality work environment. All three of these elements are required in order to ensure a stable and quality workforce equipped to sustainably serve the community.

In order to respond to a competitive labor market that is impacting the City's ability to recruit and retain top talent, the budget includes a 3% market adjustment to the pay ranges in the Non-Exempt General, Exempt, and Department/Division Manager Pay Plans as well as identified classifications within the Hourly Pay Plan. The Non-Exempt Police Sworn pay plan receives a 4% market adjustment to the pay ranges. Also included is a 3% merit pool for exempt employees. Additionally, as per the Firefighter Collective Bargaining Agreement, Non-Exempt Fire Commissioned staff will receive a 2% increase effective January 3, 2022 followed by a 1.5% increase effective July 4, 2022.

The Hourly and Seasonal Pay Plan has been overhauled to make employment with the City more attractive in a very competitive labor market. The lowest pay grade will now begin at \$15 per hour instead of \$12.32 per hour. This change is intended to provide competitive wages for critical support positions in the City's Parks, Recreation, and Library programs and facilities. Moving forward, Staff will recommend that this pay plan receive the same market adjustments as other pay plans.

With respect to the City's benefits programs, healthy reserves are built into the employee medical and dental fund to mitigate the increase of insurance costs from 3% to 1% for City employees. As part of the 2021 budget amendment, the City made changes to its 401 (a) defined contribution retirement plan in order to be competitive in the market. Beginning in 2022, the employer contribution increases from 10.25% to 11.25%.

Staff received actuarial study regarding an expansion of the current retiree health benefit (also known as a "Medigap") and recommended to City Council on September 20, 2021, that

the current retiree health benefit be expanded to provide a market-based employer contribution towards an eligible retiree's City-provided health insurance premium. While the existing retiree health benefit (no employer contribution) will remain, the Medigap program will have stricter employee tenure and eligibility requirements. With City Council's concurrence, the cost of the new Medigap program was added to the 2022 budget.

Additional Roles Focused on Strategic Plan

The 2022 Budget includes new staffing in order to improve community service delivery and enhance public safety.

Fiscal Responsibility and Good Governance

- Bringing the parking management program in house to save taxpayer dollars which will also reduce the need to subsidize with general tax revenues;
- Supports the implementation of governmental accounting standards and financial compliance;
- Supports the fleets and maintenance of critical assets, keeping snow plows, fire trucks, parks and open space vehicles, and others in service;
- Enable enhanced, accessible Council meetings (conversion of existing temporary staff to permanent);
- Connect services to customers of all ages who are experiencing homelessness (conversion of existing temporary staff to permanent); and
- Provide programs and growth of the game initiatives that increase revenue at Walnut Creek Golf Preserve and Legacy Ridge Golf Course (conversion of existing temporary staff to permanent).

Public Safety

- Allow faster review of plans and development proposals to ensure increased public safety;
- Create a police special events team; and
- Enable the use of data to better focus enforcement efforts.

Community Engagement and Technology Enhancements

- Improve customer service and efficiencies for public and private event permitting, support historic preservation board and public art administration;
- Protect sensitive customer data and information by providing redundancy and critical backup support around data and systems security;
- Increase data transparency efforts including an online portal for residents; and
- Improve platforms such as Sales Tax with which residents and businesses interact.

Sustainability Embedded Throughout

Being a key element of the City's vision statement, sustainability is embedded in the City's ethos. As such, sustainability often does not show up as line items in the City's budget. Many of the City's efforts are undertaken by Staff as part of their daily efforts, and many involve outside agencies and partners delivering programs and services to residents and businesses that directly benefit those community members. Examples of this include partnership programs with Xcel energy that yield direct financial savings to Westminster residents and businesses through energy conservation and incentives.

The City does take a more hands-on role on some key change initiatives, an example from earlier budgets being the community engagement and consultation efforts that have resulted in the City's first Sustainability Plan.

Because the City is using the embedded model for sustainability throughout the organization, the aspiration is for every employee to be a sustainability champion. The City is developing over time toward this aspiration. The City's sustainability office is very modestly sized. In the current budget, there is continued funding for the existing Chief Sustainability Officer and the existing Sustainability Intern. For reference, the Sustainability Intern has been developing and implementing the City's SAGE program for businesses that has been very popular and is yielding direct financial benefits to the participating businesses. The majority of the Sustainability Office's 2022 CIP funding is for SAGE business grants that directly benefit Westminster businesses. There is also funding in the Downtown Westminster budget for support to help the City's development partners achieve LEED Silver certification in all their buildings, install bicycle racks, and other local Downtown initiatives including pursuing state grants for sustainability efforts.

In terms of services to residents, examples of current efforts include a household hazardous waste collection service and the enhancement of citywide recycling drop-off locations.

Elsewhere in the budget there are very important efforts contributing to achieving the City's sustainability vision, including the significant capital works in the City's Transportation and Mobility Plan recently adopted by City Council such as the pedestrian, bicycle and motor vehicle network upgrades. The City's stormwater program also represents a significant investment in the safe, sustainable and resilient management of Westminster's built environment. Other citywide efforts include water conservation in the Parks, Recreation and Libraries department to introduce less water intensive landscaping, and the citywide Environmental Management System that helps the City achieve international best practices for environmental compliance in all operations.

The theme for the City's Federal American Rescue Plan Act funds is for water conservation, Parks water efficiency and City fleet electrification.

Transition of the City's Recycling Sites

The City sponsors and manages dispersed, unmonitored recycling drop-off locations throughout the City. Over the past several years, the current service model has experienced challenges operationally due to the increased amounts of materials dropped off at the locations, and the amount of site clean-up required on a daily basis.

Staff continues to evaluate options to improve the service delivery for the recycling program that meets the needs and desires of the community. While not limited to one final service delivery method, one of the key outcomes for the program may result in a centralized recycling facility being established that would assist the City with operational efficiency for the program, and increase effectiveness in sorting of materials and monitoring the site. The budget includes funding to allow the City to test and explore various innovative options as the City moves towards implementing a centralized recycling site, such as use of mobile recycling options for the community. Use of these innovative options during the transition to a centralized recycling site will be monitored

and evaluated to help inform future decisions about whether or not to use a hybrid model on a permanent basis.

Improving the City's Streets and the Roadway Improvement Fee

In order to ensure that Westminster continues to have high-quality streets, approximately \$10 million is needed annually to maintain and preserve the current condition of the city's roadways. On average, Westminster budgets approximately \$4.9 million per year on roadway maintenance and rehabilitation. This data-driven assessment was developed by the City's pavement management system which assesses and monitors 1,135 lane miles of Westminster roadways.

Under the 2022 fiscal year budget, properties will be charged a \$6 monthly Roadway Improvement Fee for each unit or dwelling beginning January 1, 2022. Currently, property owners are charged \$6 per month based on the number of water meters serving the property.

High-Quality Service While Maintaining Low Property Taxes

The City's property tax mill levy continues to be one of the lowest among Front Range cities and the lowest amongst comparison cities. The property tax mill levy rate of 3.65 mills is maintained in the 2022 Budget at the 1993 level. In fact, some of the cities that Westminster benchmarks against utilize special districts to provide some of the services that Westminster offers such as libraries, fire and EMS, and parks and recreation. Westminster continues to be proud of its ability to keep tax levels low while providing residents with valuable city services.

2022 Budget is the Beginning

This budget is the beginning of the City's work to ensure Westminster residents and businesses continue to receive high-quality services. It is anticipated that this budget will continue to change as more information is collected and insights are gained into the projected revenues for 2022.

Additionally, City Council has placed eight items on the November 2021 ballot, many of which will have financial implications. Since the outcome of the ballot measures is unknown at this time, the 2022 budget does not include appropriations to implement the initiatives. Staff will return to City Council with necessary policy and budget changes related to approved ballot measures.

City Council 2021 -2022 Strategic Plan

Vision: We are a thriving community of safe neighborhoods and beautiful open space that is sustainable and inclusive.

Guiding Principles

- Collaboration, Partnership and Unity
- Stewardship and Sustainability (fiscal, social, environmental – triple bottom line)
- Transparency
- Diversity, Equity, Inclusion and Opportunity for all
- Innovation
- Cause-driven holistic solutions



Goal 1: Foster and maintain a beautiful, desirable, safe, and environmentally responsible City.

Objective 1A: Continue to expand outreach to connect better with the community

Objective 1B: Preserve, expand and enhance trails and open spaces and provide geographic equity and connectivity to neighborhoods throughout the city

Objective 1C: Advance innovative parks and recreation opportunities with emphasis on geographic equity

Objective 1D: Work to bring resilience and triple bottom line practices to code, programs, capital infrastructure, and governmental functions



Goal 2: Cultivate a thriving, inclusive, and engaged community through access to opportunity and a resilient and diverse economy.

Objective 2A: Work with local and regional partners to create a workforce development strategy for Westminster

Objective 2B: Develop and lead placemaking strategies that expand cultural connections, opportunities and improve access to the arts

Objective 2C: Continue to implement the strategies for Westminster's key economic areas

Objective 2D: Support neighborhoods in Westminster and help them work together, as neighbors, to grow the sense of place and community in their neighborhoods.

Objective 2E: Promote and provide opportunities for community education and civic engagement



Goal 3: Provide visionary, effective, and collaborative government.

Objective 3A: Develop within the City Manager's Office an annual program of specific department business process improvement reviews

Objective 3B: Expand governmental and non-governmental collaborative partnerships and tap into existing collective resources wherever possible to meet community needs and goals

Objective 3C: Address homelessness, mental health needs, and environmental concerns at their source and with needed immediate interventions through partnership efforts

Objective 3D: 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

Objective 3E: Promote the organizational culture of Service, Pride, Integrity, Responsibility, Innovation and Teamwork (SPIRIT)



Goal 4: Advance the City's long-term sustainability to provide ongoing excellence in City services and a well-planned community that meets the needs of residents now and in the future.

Objective 4A: Identify and implement innovative approaches to diversify the city's revenues

Objective 4B: Build and maintain infrastructure prioritizing resilience, resource efficiency and stewardship of the City's investments

Objective 4C: Enhance access to opportunity through improved connections and multi-modal mobility solutions and alternatives

Objective 4D: Develop a mix of housing and retail to meet the diverse needs of the entire community

Adopted May 24, 2021

BUDGET 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 December 31.

The voters approved a charter amendment in November 2000 that allows City Council to adopt a two-year budget. For budget years 2003-2020, the City prepared two-year, biennial budgets. Under this process, a two-year budget was initially adopted in the even-numbered years, with a shortened "mid-year" process that occurred during the odd-numbered years to allow for amendments to be made to the second year of the adopted budget. Because of uncertainties caused by the COVID-19 outbreak in 2020, the City reverted back to a one-year budget process beginning in fiscal year 2021 and continued this for fiscal year 2022.

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 planning process.

As a means to involve public participation in the budget process, City Council encourages community input through various means that included the following:

- Public Meetings & Hearing - Two public meetings and one public hearing is held throughout budget preparation at Council meetings provide the community a channel to present issues for budget consideration, such as traffic signals, safety concerns, and road improvements.
- Community Survey - Completed every two years (in even numbered years), the survey is sent directly to 4,000 households requesting responses to resident satisfaction with City services and specific policy direction.
- Council Outreach Meetings - These forums offer residents an opportunity to meet with Councillors and Staff to become informed about neighborhood issues and to provide input to the City.
- Other Communication Mediums - Throughout the year, Council and Staff receive requests or concerns from citizens via telephone calls, e-mails, Facebook, Access Westminster, and other contacts, which are centralized in the City Manager's Office for response.

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

Other Plans Used in the Budget Process

While the City's strategic plan is one core tool to inform budget decisions, the City also

uses other plans during budget development, which have different perspectives than the strategic plan.

Major plans used in the budget process include the City's Comprehensive Plan and major plans with specific focus areas. Examples of major plans, other than the strategic plan, include the Parks, Recreation & Libraries Plan, Water Supply Plan Sustainability Plan, and Transportation & Mobility Plan.

Updates to existing plans, and creation of new plans are being made through intentional efforts to coordinate planning efforts and ensure goal alignment between the plans.

Budget Development Calendar

The budget process spans the majority of the year. The following summarizes the 2022 Budget development schedule.

- April 20, 2021 – City Manager Budget Retreat
- May 23, 2021 – City Council Budget Retreat
- May 24, 2021 – Budget Process Opened to Departments
- September 2, 2021 - Release of Proposed 2022 Budget
- September 13, 2021 - Public Hearing on the Proposed 2022 Budget
- September 27, 2021 - Public Hearing on the Proposed 2022 Budget
- October 11, 2021 – Pay Plan Adoption and First Reading of Councillor's Bills Adopting 2022 Budget and Appropriating Funds for the 2022 Budget
- October 25, 2021 - Second Reading of Councillor's Bills Adopting 2022 Budget and Appropriating Funds for the 2022 Budget



WESTMINSTER

FINANCIAL POLICIES

FINANCIAL POLICIES

Legal Requirements

The City of Westminster's City Council and Staff adheres to the following legal requirements pursuant to the City Charter:

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.)

Budget Basis

Budgets are prepared on a modified accrual basis. Obligations of the City are budgeted as expenditures and estimated revenues are recognized as actual revenues when they are measurable and available; for this purpose, measurable indicates the level of revenues can be determined and available means the revenues are collected either during the current fiscal period (i.e. calendar year), or soon enough thereafter to be used to pay liabilities for the current fiscal period. The City of Westminster considers revenues to be available to pay liabilities if they are received up to 45 days after the end of the fiscal year.

The Annual Comprehensive Financial Report (ACFR) represents the City's financial information pursuant to Generally Accepted Accounting Principles (GAAP) and are also described as general purpose audited financial statements. Similar to the budget, the ACFR uses the modified accrual basis of accounting for reporting in the governmental funds, a basis of accounting that uses a current financial resources measurement. In contrast to the budget, the ACFR reports activities in proprietary

funds using the accrual basis of accounting, or the economic resources measurement focus.

Further described elsewhere in this document, the ACFR includes more funds that what are shown in the budget. These include risk management self-insurance funds, fiduciary funds, and funds representing component units, or legally-separate entities for which the City is financially accountable, including authorities and general improvement districts.

Lapsing of Appropriations

All operating budget appropriations lapse at the end of each fiscal year. In contrast, appropriations for capital projects within the capital improvement plan are continuing in nature and do not automatically lapse. At the end of each year, all capital projects are reviewed by management to determine which projects are ready to close. Remaining balances from closed projects are typically “unappropriated”, and in limited circumstances, remaining project balances may be transferred to other projects with appropriate authorizations.

Methods for Amending the Budget

The adopted budget may be revised throughout the fiscal year through various methods. All budget adjustments that move appropriations between departments or budgeted funds, or result in a net change in appropriations, require authorization by City Council. Pursuant to City policy, City Council authorization is also required when moving appropriations between capital projects where such an adjustment would represent a change in the use of funds.

Routine Budget Revisions

Budgets within operating line item accounts within a department and fund may be transferred throughout the year by management, often without a requirement for City Council authorization.

Supplemental Appropriation Budget Adjustments

City Council routinely authorizes budget adjustments through a formal supplemental appropriation process on a quarterly basis, where multiple budget adjustment authorizations are requested at one time. Supplemental appropriations to the budget are considered budget adjustments made to the Adopted or Amended budget. Stand-alone supplemental appropriation requests may also be submitted to City Council for authorization throughout the year depending on the circumstance.

Carryover Appropriation Budget Adjustments

Appropriation of prior-year carryover also amends the adopted budget, which is also considered a supplemental appropriation. Carryover is generated when actual revenues exceed budgeted revenues and when actual expenditures are less than budgeted expenditures during a fiscal year. Carryover may also include a component of fund balance that was never appropriated for expenditure. Carryover generated in the prior year is calculated in May in coordination with the annual financial statement audit. In general, it is the City’s practice to limit the appropriation of prior-year carryover into the current year budget to those needs that are considered critical or

time-sensitive, then utilize remaining carryover funds in the next formal budget process.

Mid-Cycle Budget Amendment

In years that involve a two-year or biennial budget, the City performs a formal mid-cycle review of the original adopted budget for purposes of amending the second year of the biennial budget. This process allows for budgetary flexibility with the two-year budget and is a shortened version of the full biennial budget.

Reserve Policies

- General Fund Stabilization Reserve (GFSR) – Adopted by City Council on March 8, 2010.
- Utility Capital Project Reserve (CPR) – Amended by City Council on January 24, 2011.
- Utility Revenue Stabilization Reserve (RSR) – Amended by City Council on January 24, 2011.

Additional Financial Policies

- Accounts Receivable Processing Administrative Memo
- Budgeting and Receipting of City Funds Administrative Memo
- Business Expenses and Fringe Benefits Affecting Taxable Income Policy
- Business Meals Policy
- Capital Improvement Project Management Process Administrative Memo
- Capital Improvement Projects Administrative Memo
- Capital Projects Review Team Administrative Memo
- Capitalization Policy for Fixed Assets Administrative Memo
- Car Allowance Policy
- Cash Handling Policy Administrative Memo
- Debt Policy – Adopted by City Council on October 24, 2011.
- Gift Certificate Policy
- Grant Administration Policy Administrative Memo
- Investment Policy – Adopted by City Council on January 28, 2013.
- Mileage Reimbursement Policy
- Purchasing Card Policy Administrative Memo
- Purchasing Procedures: Authorization for Expenditures, Budget Revisions, Contracts, Change Orders, & Refunds Administrative Memo
- Purchasing Procedures: Guidelines for Formal Bids and Requests for Proposals Administrative Memo
- Travel Policy
- Unclaimed Intangible Property Administration for Checks Policy



WESTMINSTER

BUDGET BY FUND

BUDGET BY FUND

Most funds within the City's control and reported in the City's general-purpose audited financial statements are required to have an appropriation, however, not all funds subject to appropriation are reflected in this budget document.

Examples of funds that are not appropriated through the City's standard budget process or minimally referenced in this document include:

- Funds for legally-separate entities that are within the City's control. Budgets for these funds are adopted by board resolution for the respective entity, and the members of City Council generally serve in ex-officio capacities as the board members of these entities. Examples of these entities include the Westminster Economic Development Authority, general improvement districts, the Westminster Building Authority and the Westminster Housing Authority.
- Risk management funds. The City's risk management funds include Property & Liability, Worker's Compensation and Medical & Dental self-insurance funds. Pursuant to Colorado law, appropriations are not required for eligible public entity insurance pools, and therefore these funds are not appropriated. While payments out of other funds and into the risk management funds require an appropriation, the risk management funds themselves are not appropriated.
- Fiduciary funds. The City's fiduciary funds include pension trust funds for the City's 401(a) general employee defined contribution retirement plan and the volunteer firefighters defined benefit retirement plan. These funds are not included in the budget as they are held in trust on behalf of others and unavailable to support City programs.
- Funds appropriated only by supplemental appropriation, rather than appropriation through the original budget. These funds include the Community Development Block Grant (CDBG) Fund and the Investigation Recoveries Fund. CDBG funds are not appropriated until after the award amount becomes known. Asset forfeiture revenues of the Investigation Recoveries Fund may only be budgeted after receipt due to federal regulations; additionally, state law requires that any expenditure of asset forfeiture funds must be approved by a committee on the disposition of forfeited funds.

CITY FUND STRUCTURE

The following table presents City funds according to Generally Accepted Accounting Principles (GAAP) classifications. Indented and italicized funds immediately following the General and Utility Funds are appropriated separately in the budget, but are combined into the General and Utility Funds within the City's general-purpose audited financial statements. The table includes all funds that require an appropriation, plus self-insurance funds. The table excludes funds representing legally-separate entities, including authorities and general improvement districts, and fiduciary funds that are reported in the City's general-purpose audited financial statements.

Governmental Funds (Funds primarily supported by taxes, grants, and similar)			
Fund	Sub-Classification	Major or Non-Major?	Subject to Appropriation?
General Fund	N/A	Major	Yes
<i>Sales & Use Tax Fund</i>	N/A	N/A	Yes
<i>General Reserve Fund</i>	N/A	N/A	Yes
<i>General Fund Stabilization Reserve Fund</i>	N/A	N/A	Yes
Parks, Open Space & Trails Fund	Special Revenue Fund	Non-Major	Yes
Conservation Trust Fund	Special Revenue Fund	Non-Major	Yes
Community Development Block Grant Fund	Special Revenue Fund	Non-Major	Yes (1)
Investigation Recoveries Fund	Special Revenue Fund	Non-Major	Yes (1)
General Capital Improvement Fund	Capital Projects	Major	Yes
Debt Service Fund	Debt Service	Non-Major	Yes
Proprietary Funds (Funds that receive significant revenue from fees and charges)			
Fund	Sub-Classification	Major or Non-Major	Subject to Appropriation?
Utility Fund	Enterprise	Major	Yes
<i>Water Fund</i>	Enterprise	N/A	Yes
<i>Wastewater Fund</i>	Enterprise	N/A	Yes
<i>Storm Drainage Fund</i>	Enterprise	N/A	Yes
<i>Utility Rate Stabilization Reserve Fund</i>	Enterprise	N/A	Yes
<i>Utility Capital Reserve Fund</i>	Enterprise	N/A	Yes
Golf Fund	Enterprise	Non-Major	Yes
Parking Management Fund	Enterprise	Non-Major	Yes
General Capital Outlay Replacement Fund	Internal Service	Non-Major	Yes
Fleet Maintenance Fund	Internal Service	Non-Major	Yes
Property & Liability Self-Insurance Fund	Internal Service	Non-Major	No
Worker's Compensation Self-Insurance Fund	Internal Service	Non-Major	No
Medical & Dental Self-Insurance Fund	Internal Service	Non-Major	No

(1) These funds only appropriated by supplemental appropriation, rather than included in the original budget.

CITY DEPARTMENT AND FUND RELATIONSHIPS⁽¹⁾

The following table identifies all City funds where each department may have an appropriation. While the table only includes City Funds (excluding authorities and general improvement districts), it should be noted that the Economic Development Department also manages capital projects budgeted in the Westminster Economic Development Authority Fund, for the development of Downtown Westminster.

Department	Operating Budget	Capital Budget
City Attorney's Office	General Fund	General Capital Improvement Fund
City Council	General Fund	N/A
City Manager's Office	General Fund	General Capital Improvement Fund
Community Development	General Fund Utility Fund (Storm Drainage)	General Capital Improvement Fund Utility Fund (Storm Drainage)
Economic Development	General Fund Community Development Block Grant Fund (2)	General Capital Improvement Fund
Finance	General Fund Utility Fund (Water)	General Capital Improvement Utility Fund (Water)
Fire	General Fund	General Capital Improvement Fund
General Services	General Fund Fleet Maintenance Fund	General Capital Improvement Fund Conservation Trust Fund Parks, Open Space & Trails Fund Golf Fund
Human Resources	General Fund	General Capital Improvement Fund
Information Technology	General Fund	General Capital Improvement Fund
General Government (Non Department-Specific)	Each budgeted fund contains "Central Charges" accounts for general purposes, such as interfund transfers, debt service, and staff benefit costs for that fund.	General Capital Outlay Replacement Fund
Parks, Recreation & Libraries	General Fund Parks, Open Space & Trails Fund Golf Fund Utility Fund (Storm Drainage)	General Capital Improvement Fund Conservation Trust Fund Parks, Open Space & Trails Fund Golf Fund
Police	General Fund Investigation Recoveries Fund (2)	General Capital Improvement Fund
Policy & Budget	General	General Capital Improvement Fund
Public Works & Utilities	General Fund Utility Fund (Water) Utility Fund (Wastewater)	General Capital Improvement Fund Utility Fund (Water) Utility Fund (Wastewater)

(1) Only includes City funds that require an appropriation; excludes funds representing legally-separate entities, such as the Westminster Economic Development Authority and general improvement districts.

(2) Indicates City funds only budgeted by supplemental appropriation and not included in the original budget.

The following table provides a high-level summary of each budgeted fund that receives appropriations through the original budget.

Budget Summary by Fund - 2022 Adopted Budget

Fund	Beginning		Estimated		Ending	
	Available		Estimated		Available	
	Fund Balance +	Revenues =	Total Sources -	Total Uses =	Fund Balance	
General	\$10,107,094 +	\$161,051,842 =	\$171,158,935 -	\$165,827,738 =	\$5,331,197	
Sales & Use Tax	\$7,650,016 +	\$113,582,665 =	\$121,232,681 -	\$118,582,665 =	\$2,650,016	
General Reserve	\$14,602,891 +	\$1,499,883 =	\$16,102,774 -	\$0 =	\$16,102,774	
General Stabilization Reserve	\$9,281,058 +	\$94,531 =	\$9,375,589 -	\$0 =	\$9,375,589	
General Cap Improvement	\$5,278,904 +	\$14,875,858 =	\$20,154,762 -	\$18,748,000 =	\$1,406,762	
Parks, Open Space & Trails (POST)	\$1,884,459 +	\$10,751,199 =	\$12,635,658 -	\$11,713,314 =	\$922,344	
Conservation Trust	\$384,466 +	\$1,012,381 =	\$1,396,847 -	\$1,375,000 =	\$21,847	
Debt Service	\$149,479 +	\$3,000,899 =	\$3,150,378 -	\$3,022,219 =	\$128,159	
Utility Fund						
Water Fund	\$547,113 +	\$63,437,427 =	\$63,984,540 -	\$63,437,427 =	\$547,113	
Wastewater Fund	\$485,096 +	\$27,387,361 =	\$27,872,457 -	\$27,387,361 =	\$485,096	
Storm Drainage Fund	\$1,822,883 +	\$4,704,239 =	\$6,527,122 -	\$5,399,370 =	\$1,127,752	
Utility Rate Stabilization Rsv	\$22,409,516 +	\$173,628 =	\$22,583,144 -	\$7,000,000 =	\$15,583,144	
Utility Capital Projects Rsv	\$68,129,210 +	\$8,196,898 =	\$76,326,108 -	\$4,354,394 =	\$71,971,714	
Golf	\$1,178,576 +	\$4,176,325 =	\$5,354,901 -	\$5,243,411 =	\$111,490	
Parking Management	\$78,741 +	\$629,383 =	\$708,124 -	\$629,383 =	\$78,741	
Gen Cap Outlay Replacement	\$40,824 +	\$4,178,000 =	\$4,218,824 -	\$4,178,000 =	\$40,824	
Fleet Maintenance	\$759,865 +	\$2,990,665 =	\$3,750,530 -	\$3,603,508 =	\$147,022	
SUBTOTAL	\$144,790,192 +	\$421,743,183 =	\$566,533,375 -	\$440,501,790 =	\$126,031,585	
(Less Transfers) (1)	\$0 +	(\$157,163,204) =	(\$157,163,204) -	(\$157,163,204) =	\$0	
GRAND TOTAL 2022	\$144,790,192 +	\$264,579,979 =	\$409,370,171 -	\$283,338,586 =	\$126,031,585	

(1) Grand total adjusted to remove interfund transfer appropriations in order to avoid overstating the City's budget.

Beginning available fund balance is a term used throughout this section and is considered funds available for appropriation.

- For the current fiscal year (2021), the beginning available fund balance is an amount calculated by the Finance Department based on audited financial data for the prior fiscal year (2020). Audited amounts are then adjusted to cash basis while accounting for outstanding obligations such as continuous appropriations in the capital improvement budget. A portion of this fund balance that "carried over" from 2020 has been appropriated into 2021 through the City's annual carryover process, with remaining amounts held for use in the upcoming budget (2022).
- Additions to the fund balance are expected to occur in 2021 as operational budgets are not expected to be fully expended, and various fund revenues are projected to exceed the estimated revenue budget in 2021.

The combination of the factors just described result in a projected, beginning available fund balance in 2022.

Reserve funds for the General and Utility Funds are reported separately from the General and Utility Funds as these reserves are accounted for in separate funds within the budget, rather than directly within the fund balance of those funds, as reported in the annual financial statements.

Contingency is an appropriated contingency within the General Fund that is not assigned to a specific purpose. The City appropriates contingency into the General Fund each year to address relatively minor budget issues. General Fund contingency differs from formal reserves in that contingency is smaller than reserve balances, and contingency is routinely appropriated in the budget. Use of budgeted contingency requires a City Council approval by resolution. In contrast, use of formal reserves requires passage of a two-reading appropriation ordinance.

Transfers represent interfund transfers, or movement of money between the funds. Interfund transfer appropriations are included in the expenditures for each fund. However, the high-level budget summary by fund subtracts these transfers in order to arrive at a grand total budget for authorized expenditures.

CIP continuous appropriations shown in the following individual fund summaries only reflect net changes to Capital Improvement Plan (CIP) appropriations in a given year, rather than actual or projected expenditures due to the unique complexities created by continuous appropriations; this approach is used in order to arrive at reliable estimates of fund balance for future appropriation.

Five-year financial projections are used provided in the following individual fund summaries and used by the City as a best budgeting practice in direct support of sustainability goals of the City, specifically in the area of financial sustainability.

Financial projections are based on assumptions and known variables based on a specific point in time. Rather than attempting to achieve absolute accuracy or assurances about the future, the five-year financial projections are intended to reveal trends, potential opportunities or threats. Looking ahead five years better positions the City for effective financial management of limited financial resources.

Because of ever-changing circumstances that impact revenues or expenditures, the five-year projections are reviewed and updated during each budget development cycle.

Significant Change in Employee Budgeting for Benefit Costs in 2022-individual funds with operational staffing expenditures, such as the General, Parks, Open Space & Trails, and Utility Funds, all show significant reductions in “Central Charges” expenditures, and significant increases in department operating expenditures; these adjustments reflect a change in budget practice as a step towards full costing of City programs and services.

Prior to 2022, the City budgeted employee benefit costs (e.g. medical/dental costs) in Central Charges, sets of accounts within each fund not tied to a specific department or program. The City now accounts for these costs directly within department operating budgets in an effort to better understand the true cost of programs and services provided by the City.

The General Fund is the City's primary operating fund for most City departments. No capital expenditures are budgeted in the General Fund as these projects are budgeted in a separate fund, the General Capital Improvement Fund.

Estimated Revenues

Major revenues of total fund sources include sales & use taxes (shown in the General Fund budget as an interfund transfer), property taxes, recreation charges, franchise fees, accommodations taxes, and Highway Users Trust Funds.

Sales & Use Taxes-sales & use taxes are the largest component of General Fund revenue, approximately 2/3 of total General Fund revenues and includes the 3% general sales & use tax and the .6% Public Safety Tax, a special tax authorized by voters in November 2003 for specific public safety needs of the Police and Fire Departments, a special tax that does not sunset.

Sales & use taxes include sales tax returns, use tax returns, auto use tax, building use tax, and audit revenues. Sales tax returns, the largest component of sales & use tax revenue, is expected to end 2021 at \$75 million, or 12% higher than 2020; sales tax returns are projected to increase 4% in 2022 to \$78 million, with 2023-2026 projected to increase 3% annually. All categories of sales & use taxes are expected to end 2021 at approximately 7.9% above 2020 or \$108 million, and increase 3.9% or \$111.9 million in 2022 over 2021, with 2023-2026 projected to increase 2.8% annually.

The growth rates in the transfer from the Sales & Use Tax Fund may vary from the growth rates above as the transfer is impacted by transfers out of the Sales & Use Tax Fund to other funds, such as the Debt Service Fund, as well as other revenues that impact the transfer, such as Utility Fund Payment In-Lieu of Tax (PILUT) transfers, and interest earnings.

Property Taxes-the City's local property tax mill levy is 3.65. Real property must be revalued every odd-numbered year for property tax purposes. During the even years, property tax collections generally show double-digit increases over the prior year.

The adopted budget anticipates a 20% increase in 2022 over 2021 (from \$6.7 million in 2021 to \$8.09 million in 2022), flat (or 0%) each odd year, with another 20% each even year to reflect the reassessment cycle. A portion of the increases are due to new development in the City, as well as impacts of the repeal of the Gallagher Act by Colorado voters in 2020; this act previously resulted in a "ratcheting down" effect on residential real estate values to mitigate the impacts to residential property owners by increase real estate market values. Once the act was repealed, the residential assessment rate became frozen, and property taxes are expected to increase at a similar pace of real estate valuation growth.

Recreation Charges-recreation charges primarily include fees paid for indoor/outdoor recreation facilities and program offerings, excluding golf activities. Recreation charges also include revenues received from a joint venture with Hyland Hills Parks and Recreation District in connection with Ice Centre operations.

Recreation charges were materially impacted in 2020 by COVID-19, and in the early part of 2021. User participation has shown an increase and financial conditions have substantially improved through August 2021. Across all recreation charges, 2021 is expected to end 2021 at just over \$4.9M, or 88.7% over 2020. Continued recovery from COVID-19 is expected to occur into 2022, with another substantial increase of 28.7%, to over \$6.3M. Recreation fees are expected to stabilize after 2022 with annual increases anticipated at 1.6-3.2% each year in 2023-2026.

Budget by Fund

Franchise Fees-franchise fees are fees charged to utility providers for use of the City's right-of-way. Consistent with historical collections, these revenues are projected flat from 2022-2026, at just over \$4.3M each year.

Accommodations Taxes-accommodations taxes are generated by 7% taxes levied on consumers for the rental of furnishing rooms. Accommodations taxes were also materially impacted by the COVID-19 outbreak, with collections falling 61% in 2020 compared to 2019. Collections have shown improvement in 2021, however, year-to-date collections through July are still 56% less than the same time period in 2019. The pace of recovery in this revenue is expected to accelerate and end 2021 at \$3.29 million. 2022 is expected to increase 3% to \$4.8 million, with 3.5% annual increases in 2023-2026.

Intergovernmental Revenue

- Grant revenue is not included in the original budget or shown in "out-year" revenue projections even though grant revenue can be substantial; in general, grants are budgeted by supplemental appropriation. Because of this budget approach for grants, actual revenues and revised budget revenues may appear higher than projected values in the out-years.
- State-Shared Highway Users Tax Funds (HUTF) included in this category is mostly comprised of fuel excise taxes. Historically, HUTF collections have shown minimal growth and collections in recent years have been approximately \$3.2-3.5 million per year. During the 2021 state legislative session, actions were taken via Senate Bill 21-260 that will result in additional ongoing funding to this revenue, with noticeable increases expected through 2032. A portion of the HUTF will be provided to the City via HUTF formula, with additional funding becoming available, presumably through grant opportunities. In 2022, City HUTF collections are expected reach \$3.4 million, then increase each year per estimates from the Colorado Department of Transportation (CDOT). In 2023, HUTF is expected to increase over 10%, with additional increases expected to occur through 2032, and expected additions from Senate Bill 21-260 to reach approximately \$1.6 million by 2032.

Infrastructure Fee/Roadway Improvement Fee-this budget reflects modifications to the "Infrastructure Fee" that were authorized by City Council concurrently with budget adoption, but through separate action. The fee has historically defrayed the cost of providing streetlighting and concrete replacement. The infrastructure fee was never associated with the provision of utility services (water, wastewater, and storm drainage services), however, the fee was charged to residences and business who are also utility customers and the fee was charged based on the number of utility meters for each customer, and collection of the fee was through monthly utility bills. The fee rate is \$6 per month (\$72 per year) and had not changed since 2015.

Authorized changes to the infrastructure fee include:

- 1) The methodology in how the fee is charged to residential customers, moving away from charging the fee based on number of utility meters on a property to one that is based on number of dwelling units. Under the former infrastructure fee, an apartment complex that may have many (sometimes hundreds) of dwelling units pays the same fee as a single-family residential property, but impacts to the roadway are believed to be greater for an apartment compared to single-family residential. This change is intended to further defray the cost of maintaining roadways that allow for multiple modes of transportation, and viewed as a step to address fee equity.
- 2) Expansion of allowable uses to fund other roadway improvements, such as asphalt and traffic signal maintenance.

- 3) Retitling the fee from “Infrastructure Fee” to “Roadway Improvement Fee” to reduce confusion with fee payers about the purpose of the fee, as the collection mechanism for this fee is the monthly utility bill.

Collection trends of the fee are generally flat and rarely change from year to year without specific action, such as an increase to the fee rate. For 2021, infrastructure fee collections are expected to reach \$2.25 million. Once changes to the fee become effective in January 2022, fee collections are expected to result in approximately \$4.75 million in 2022.

Miscellaneous-2026 shows a large decline due to a reimbursement arrangement with the City of Thornton; in 2005, the City of Westminster issued certificates of participation to finance the construction of the 144th Avenue interchange. The City of Thornton shared in the cost via annual reimbursement payments to the City of Westminster according to the original debt service schedule.

Expenditures/Uses

Operational Expenditures-department operational budgets are expected to increase substantially in 2022 over 2021 due to the restoration of budgets reduced in 2021, due to concerns over financial impacts of COVID-19. Each subsequent year is projected to increase 3% annually.

Additionally, and as previously described, individual funds with operational staffing expenditures, such as the General Fund, show significant reductions in “Central Charges” expenditures, and significant increases in department operating expenditures; these adjustments reflect a change in budget practice as a step towards full costing of City programs and services.

Interfund Transfers-2022 shows a \$4.3 million transfer into the General Capital Improvement Fund to reflect the expectation of 2021 year-end budget savings and revenues exceeding budgeted revenues. This expected increase to fund balance in 2021, or “carryover”, is treated as non-recurring funding and earmarked for capital needs.

Central Charges Debt-fiscal years 2023-2026 show \$8.2 million each year for projected lease/certificates of participation (COP) debt service, even though actual debt service is projected to reduce on outstanding leases/COPs. This is intentional as the issuance of bonds and/or certificates of participation may be required to fund capital projects in the General Capital Improvement Fund.

Contingency-budgeted, pooled contingency reduces from \$1 million to \$500 thousand to optimize the use of financial resources. This change is based on past experiences, and considering the availability of formal General Fund reserves.

General Fund Revenues

	2020 Actuals	2021 Revised	2021 Actual (9/1/2021)	2021 Projected	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Revenues									
Taxes	\$7,291,844	\$9,318,905	\$8,266,886	\$10,363,281	\$13,386,606	\$13,698,759	\$15,435,017	\$15,614,485	\$17,742,058
Licenses & Permits	\$3,540,558	\$3,074,699	\$1,893,148	\$2,510,589	\$3,072,320	\$2,722,320	\$2,647,320	\$2,522,320	\$2,522,320
Intergovernmental Revenue	\$19,836,503	\$9,395,828	\$14,069,382	10,465,905	\$10,250,262	\$10,803,515	\$11,247,676	\$11,754,162	\$12,248,056
Charges for Services	\$12,891,515	\$15,961,410	\$9,839,517	\$15,291,463	\$19,422,558	\$19,812,162	\$20,023,709	\$20,262,695	\$20,581,175
Fines	\$866,287	\$1,400,000	\$419,243	\$639,569	\$1,200,315	\$1,409,000	\$1,364,000	\$1,314,000	\$1,309,000
Interest Income	\$377,743	\$235,777	\$129,281	\$209,881	\$200,000	\$204,513	\$204,513	\$204,513	\$204,513
Miscellaneous	\$2,243,552	\$2,064,718	\$1,226,331	\$2,583,854	\$2,031,424	\$2,029,174	\$2,029,424	\$2,026,924	\$761,674
Leases	\$129,105	\$82,600	\$93,954	\$124,061	\$85,000	\$87,600	\$90,200	\$92,900	\$95,700
Interfund Transfers									
Downtown General Improvement District	\$0	\$0	\$0	\$0	\$500,000	\$500,000	\$600,000	\$600,000	\$700,000
Water Fund	\$6,424,062	\$5,659,540	\$3,301,398	\$5,659,540	\$3,764,227	\$3,877,154	\$3,993,468	\$4,113,272	\$4,236,671
Wastewater Fund	\$1,018,258	\$1,596,280	\$931,163	\$1,596,280	\$1,016,675	\$1,047,175	\$1,078,591	\$1,110,948	\$1,144,277
Storm Drainage Fund		\$128,308	\$74,846	\$128,308	\$132,157	\$136,122	\$140,206	\$144,412	\$148,744
Fleet Maintenance Fund	\$412,612	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales & Use Tax fund	\$87,817,863	\$97,128,886	\$59,928,444	\$97,128,886	\$105,299,697	\$111,057,284	\$111,986,750	\$115,225,417	\$118,471,713
144th General Improvement Dist. Fund	\$93,300	\$95,000	\$42,000	\$90,600	\$90,600	\$90,600	\$90,600	\$90,600	\$90,600
Westminster Economic Development									
Authority Fund	\$0	\$0	\$0	\$0	\$600,000	\$0	\$0	\$0	\$0
Other Financing Sources	\$784,152	\$900,070	\$900,070	\$900,070	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$143,727,354	\$147,042,021	\$101,115,663	\$147,692,288	\$161,051,842	\$167,475,377	\$170,931,473	\$175,076,649	\$180,256,500

General Fund Uses

	2020 Actuals	2021 Revised	2021 Actual (9/1/2021)	2021 Projected	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Uses									
City Attorney's Office	\$1,685,428	\$1,812,873	\$1,065,755	\$1,713,165	\$2,574,464	\$2,651,698	\$2,704,732	\$2,785,874	\$2,869,450
City Council	\$176,478	\$307,986	\$115,525	\$187,255	\$363,506	\$374,411	\$385,644	\$397,213	\$409,129
City Manager's Office	\$3,154,128	\$3,883,751	\$1,985,408	\$3,196,327	\$6,858,774	\$7,064,537	\$7,276,473	\$7,494,768	\$7,719,611
Community Development	\$6,605,217	\$6,537,117	\$3,873,258	\$6,229,873	\$8,752,330	\$9,014,900	\$9,285,347	\$9,563,907	\$9,850,825
Economic Development	\$1,655,500	\$2,145,721	\$872,691	\$1,931,149	\$2,796,546	\$2,880,442	\$2,966,856	\$3,055,861	\$3,147,537
Finance	\$2,818,611	\$2,858,248	\$1,718,373	\$2,786,792	\$3,624,310	\$3,733,039	\$3,845,030	\$3,960,381	\$4,079,193
Fire	\$17,000,047	\$17,229,136	\$10,594,664	\$17,022,386	\$22,532,997	\$23,208,987	\$23,905,257	\$24,622,414	\$25,361,087
General Services	\$5,786,863	\$6,160,160	\$3,310,208	\$5,544,144	\$7,918,898	\$8,156,465	\$8,401,159	\$8,653,194	\$8,912,789
Human Resources	\$2,320,279	\$2,706,192	\$1,554,838	\$2,584,413	\$3,642,817	\$3,752,102	\$3,864,665	\$3,980,604	\$4,100,023
Information Technology	\$4,691,975	\$5,206,175	\$2,984,904	\$4,685,558	\$7,193,348	\$7,409,148	\$7,631,423	\$7,860,366	\$8,096,177
Parks, Recreation and Libraries	\$16,053,102	\$20,230,110	\$10,626,121	\$18,207,099	\$23,660,756	\$24,370,579	\$25,101,696	\$25,854,747	\$26,630,389
Police	\$28,698,315	\$30,191,489	\$18,195,571	\$28,410,191	\$39,792,540	\$40,986,316	\$42,215,906	\$43,482,383	\$44,786,854
Policy & Budget	\$614,034	\$881,653	\$394,146	\$793,488	\$1,657,815	\$1,707,549	\$1,758,776	\$1,811,539	\$1,865,885
Public Works & Utilities	\$9,548,134	\$10,481,155	\$4,980,170	\$11,571,195	\$12,224,873	\$12,591,619	\$12,969,368	\$13,358,449	\$13,759,202
Central Charges (CARES Act Funds)	\$6,298,478	\$2,712,871	\$981,254	\$2,712,871	\$0	\$0	\$0	\$0	\$0
Central Charges	\$24,443,818	\$26,024,553	\$15,027,512	\$24,332,957	\$6,136,522	\$6,136,522	\$6,136,522	\$6,136,522	\$6,136,522
Central Charges Debt (Leases, COPs)	\$8,423,847	\$8,258,684	\$1,262,387	\$8,258,684	\$8,109,896	\$8,200,000	\$8,200,000	\$8,200,000	\$8,200,000
Interfund Transfers									
General Capital Improvement Fund	\$1,315,045	\$1,326,050	\$1,326,050	\$1,326,050	\$4,300,000	\$0	\$0	\$0	\$0
General Capital Outlay Repl. Fund	\$432,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parking Management Fund	\$639,206	\$685,004	\$418,336	\$685,004	\$520,183	\$520,111	\$507,911	\$506,508	\$515,931
Property/Liability Self Insurance Fund	\$1,161,656	\$1,965,398	\$1,146,482	\$1,965,398	\$2,304,822	\$2,252,415	\$2,252,415	\$2,252,415	\$2,252,415
Worker's Comp. Self Insurance Fund	\$448,029	\$0	\$0	\$0	\$362,341	\$364,613	\$366,658	\$368,498	\$370,154
Contingency	\$0	\$1,000,000	\$0	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Total Uses	\$143,970,189	\$152,604,326	\$82,433,653	\$144,143,999	\$165,827,738	\$165,875,454	\$170,275,835	\$174,845,643	\$179,563,173
Beginning Available Fund Balance		\$5,562,305		\$5,562,305	\$10,107,094	\$5,331,197	\$6,931,121	\$7,586,758	\$7,817,765
Additions to (Use of) Fund Balance		(\$5,562,305)		\$3,548,289	(\$4,775,896)	\$1,599,923	\$655,638	\$231,007	\$693,327
Ending Available Fund Balance (1)		\$0		33\$9,110,594	\$5,331,197	\$6,931,121	\$7,586,758	\$7,817,765	\$8,511,092

(1) The 2022 beginning available fund balance **exceeds** the 2021 ending available fund balance by \$996,500 due to the release of restricted funds held in a debt service reserve in connection to certificates of participation, originally issued to finance the construction of the Ice Centre with Hyland Hills Parks & Recreation District. These funds will be applied towards the final debt service payment that is scheduled in 2022.

Budget by Fund

The Sales & Use Tax Fund is presented as a separate fund in the budget, but is the primary source of revenue of the General Fund. In contrast to this approach, the City's general-purpose audited financial statements combine the Sales & Use Tax Fund into the General Fund. The Sales & Use Tax Fund accounts for the City's 3.0% general and the voter-approved 0.60% public safety sales & use taxes.

Estimated Revenues

Sales & Use Taxes-as previously noted under the General Fund, sales & use taxes include sales tax returns, use tax returns, auto use tax, building use tax, and audit revenues. Sales tax returns, the largest component of sales & use tax revenue, is expected to end 2021 at \$75 million, or 12% higher than 2020; sales tax returns are projected to increase 4% in 2022 to \$78 million, with 2023-2026 projected to increase 3% annually. All categories of sales & use taxes are expected to end 2021 at approximately 7.9% above 2020 or \$108 million, and increase 3.9% or \$111.9 million in 2022 over 2021, with 2023-2026 projected to increase 2.8% annually.

Payments In Lieu of Use Taxes (PILUTs)-PILUTs are received by the Sales & Use Tax Fund from the Utility Fund and reflect use taxes for the use of heavy machinery in connection to capital improvement projects. Unlike use taxes for building materials used in City-managed capital projects, there is no exemption for the use of heavy construction equipment for the implementation of capital projects, even if managed by the City. PILUT amounts are a function of projected capital improvement projects that include construction; due to the variability of these capital projects, PILUT transfers are also quite variable from year-to-year.

Expenditures/Uses

Central Charges-appropriations in Central Charges within the Sales & Use Tax Fund reflect amounts that may be subject to rebates pursuant to economic development agreements, administrative fees (such as the 5% county collection fees for auto use taxes), and intergovernmental agreements (such as a revenue sharing agreement with the City of Thornton). Prior to 2021, these activities were "netted" out of revenue accounts and no expenditure appropriation was shown in the original budget. Beginning in 2021, an accounting change was made so that the gross revenues appeared as revenues, and any amounts rebated or charged by administrative fees were budgeted as expenditures, to reflect Generally Accepted Accounting Principles. The budget for these items is based on five-year historic averages of these activities and actual payments vary from year to year.

Interfund Transfers-remaining uses of the Sales & Use Tax Fund include interfund transfers, with most of the available resources going directly to the General Fund. Unless additional debt is authorized and issued, transfers into the Debt Service Fund may end after 2022 once final payments are made on outstanding sales & use tax bonds. As a financial management strategy, 2023-2026 show \$1 million each year for projected debt service as the issuance of bonds and/or certificates of participation may be required to fund capital projects in the General Capital Improvement Fund.

Sales & Use Tax Fund

	2020 Actuals	2021 Revised	2021 Actual (9/1/2021)	2021 Projected	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Revenues									
Sales Tax	\$81,546,451	\$84,665,580	\$53,502,569	\$91,418,677	\$94,806,202	\$97,664,205	\$100,595,950	\$103,615,646	\$106,725,933
Use Tax	\$18,904,516	\$16,052,500	\$12,021,994	\$16,945,273	\$17,125,291	17,377,479	\$17,633,904	\$17,869,818	\$18,109,568
Interest Income	\$242,655	\$135,858	\$91,113	\$140,004	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
Miscellaneous	\$36,491	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<u>Interfund Transfers</u>									
Water Fund PILUT	\$215,985	\$27,116	\$15,818	\$27,116	\$1,323,766	\$2,966,906	\$539,000	\$539,000	\$539,000
Wastewater Fund PILUT	\$93,500	\$142,130	\$82,909	\$142,130	\$172,406	\$139,500	\$313,969	\$313,969	\$225,000
Storm Drainage Fund PILUT	\$32,725	\$20,571	\$12,000	\$20,571	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Total Revenues	\$101,072,324	\$101,043,755	\$65,726,403	\$108,693,771	\$113,582,665	\$118,303,091	\$119,237,823	\$122,493,433	\$125,754,501
Uses									
Central Charges	\$5,306,047	\$5,887,000	\$2,714,715	\$5,887,000	\$5,959,871	\$5,959,871	\$5,959,871	\$5,959,871	\$5,959,871
<u>Interfund Transfers</u>									
General Fund	\$87,817,863	\$97,128,886	\$59,928,444	\$97,128,886	\$105,299,697	\$111,057,284	\$111,986,750	\$115,225,417	\$118,471,713
General Reserve Fund	\$360,000	\$0	\$0	\$0	\$1,373,097	\$285,936	\$291,202	\$308,145	\$322,917
General Capital Improvement Fund	\$6,554,926	\$1,200,000	\$700,000	\$1,200,000	\$5,000,000	\$2,650,000	\$0	\$0	\$0
Debt Service Fund(1)	\$1,345,596	\$1,225,000	\$714,583	\$1,225,000	\$950,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Total Uses	\$101,384,432	\$105,440,886	\$64,057,742	\$105,440,886	\$118,582,665	\$120,953,091	\$119,237,823	\$122,493,433	\$125,754,501
Beginning Available Fund Balance		\$4,397,131		\$4,397,131	\$7,650,016	\$2,650,016	\$16	\$16	\$16
Additions to (Use of) Fund Balance		(\$4,397,131)		\$3,252,885	(\$5,000,000)	(\$2,650,000)	\$0	\$0	\$0
Ending Available Fund Balance		\$0		\$7,650,016	\$2,650,016	\$16	\$16	\$16	\$16

(1) Scheduled debt service for outstanding sales & use tax bonds ends after 2022. This reduction is not reflected in the debt service values in 2023-2026 in order to maintain level debt service, as the issuance of certificates of participation or bonds may be required to fund projects in the General Capital Improvement Fund.

Budget by Fund

The General Reserve Fund is a formal emergency reserve fund for the General Fund. This reserve fund includes a required 3% reserve pursuant to the State of Colorado Taxpayer’s Bill of Rights constitutional amendment.

Estimated Revenues

Interfund Transfers-the primary funding source of the General Reserve Fund includes transfers from the Sales & Use Tax Fund. The target balance in this fund is 10% of annual General Fund operating expenditures, excluding budgeted contingency and transfers to the General Capital Improvement Fund. Projected interest earnings are also considered in order to estimate the required transfers from the Sales & Use Tax Fund.

Expenditures/Uses

Interfund Transfers-no projected uses of the General Reserve Fund are anticipated through 2026 as this fund serves as emergency reserves and the City only prepares for, and does not project emergencies.

General Reserve Fund

	2020	2021	2021 Actual	2021	2022	2023	2024	2025	2026
	Actuals	Revised	(9/1/2021)	Projected	Adopted	Projected	Projected	Projected	Projected
Revenues									
Interest Income	\$346,137	\$167,910	\$114,618	\$176,581	\$126,786	\$148,836	\$148,836	\$148,836	\$148,836
<u>Interfund Transfers</u>									
Sales & Use Tax Fund	\$360,000	\$0	\$0	\$0	\$1,373,097	\$285,936	\$291,202	\$308,145	\$322,917
Total Revenues	\$706,137	\$167,910	\$114,618	\$176,581	\$1,499,883	\$434,772	\$440,038	\$456,981	\$471,753
Uses									
<u>Interfund Transfers</u>									
General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Uses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Beginning Available Fund Balance		\$14,426,310		\$14,426,310	\$14,602,891	\$16,102,774	\$16,537,545	\$16,977,584	\$17,434,564
Additions to (Use of) Fund Balance		\$167,910		\$176,581	\$1,499,883	\$434,772	\$440,038	\$456,981	\$471,753
Ending Available Fund Balance		\$14,594,220		\$14,602,891	\$16,102,774	\$16,537,545	\$16,977,584	\$17,434,564	\$17,906,317

The General Fund Stabilization Reserve (GFSR) is a formal reserve fund for the General Fund and exists pursuant to a formal City Council-adopted policy. The intent of the GFSR is to offset the variability in sales & use tax revenues, the primary funding source of the General Fund. In years when revenues are less than budgeted revenues, use of the GFSR may be utilized in order to avoid budget reductions. Conversely, in years when revenues are higher than budgeted revenues, additional money may be transferred into the GFSR. The GFSR reserve minimum fund balance is 5%, and the minimum fund balance is 10%, of the total Sales & Use Tax Fund revenues for any given year.

Estimated Revenues

Interfund Transfers-no transfers are projected into this reserve in 2022-2026 as the fund balance is projected to remain above the minimum 5% target across the planning horizon.

Expenditures/Uses

Interfund Transfers-2023 anticipates a use of GFSR to the General Capital Improvement Fund; however, this use of the GFSR is planned to supplement pay-as-you-go funding for capital projects in the capital improvement plan. Staff propose this use of GFSR as current balances are considered unnecessary given the existence of other reserves and budgeted contingency.

General Fund Stabilization Reserve Fund

	2020	2021	2021 Actual	2021	2022	2023	2024	2025	2026
	Actuals	Revised	(9/1/2021)	Projected	Adopted	Projected	Projected	Projected	Projected
Revenues									
Interest Income	\$226,952	\$111,666	\$65,927	\$99,458	\$94,531	\$82,827	\$97,232	\$97,232	\$97,232
<u>Interfund Transfers</u>									
Sales & Use Tax Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$226,952	\$111,666	\$65,927	\$99,458	\$94,531	\$82,827	\$97,232	\$97,232	\$97,232
Uses									
<u>Interfund Transfers</u>									
General Capital Improvement Fund	\$0	\$0	\$0	\$0	\$0	\$3,000,000	\$0	\$0	\$0
Total Uses	\$0	\$0	\$0	\$0	\$0	\$3,000,000	\$0	\$0	\$0
Beginning Available Fund Balance		\$9,181,600		\$9,181,600	\$9,281,058	\$9,375,589	\$6,458,416	\$6,555,648	\$6,652,880
Additions to (Use of) Fund Balance		\$111,666		\$99,458	\$94,531	(\$2,917,173)	\$97,232	\$97,232	\$97,232
Ending Available Fund Balance		\$9,293,266		\$9,281,058	\$9,375,589	\$6,458,416	\$6,555,648	\$6,652,880	\$6,750,112

Budget by Fund

The General Capital Improvement Fund (GCIF) is a capital projects fund and accounts for capital project activities of the General Fund.

Estimated Revenues

GCIF includes both recurring revenues and non-recurring revenues. However, the nature of both can vary substantially from year-to-year.

Park Development Fees & Cash-In-Lieu-these development fees are generally budgeted and at small amounts due to the variability of development fee payments, and considering that these fees are periodically subject to economic development incentives/fee rebates. Unlike most estimated revenues in the budget, a vast majority of these fees retained by the City are only appropriated to capital projects in a year following receipt of the payments, after actual collections become known.

Park Development Fees and Public Land Dedication Cash-In-Lieu are the only revenues in this category that include projected amounts in the budget to support capital project appropriations, \$150 thousand from each revenue source annually, for fiscal years 2022-2026.

Cash-in-lieu revenue projections in the fund summary may appear large at close to \$2.2 million, but most of this is projected in order to provide an offset to the \$2 million in expenditure appropriations in Central Charges that may be needed to support possible economic development incentives that may or may not occur; the budget for these incentives and offsetting revenue projections are based on a five-year annual average of these incentives.

School Land Dedication Cash-In-Lieu revenues are also accounted for in GCIF, but not projected and estimated revenues not included in the budget. These revenues are collected by the City available for future projects implemented by local school districts, and appropriated to specific accounts in the City's financial system in the year following receipt, for tracking purposes.

Intergovernmental-These revenues include the Adams County Transportation sales tax, revenues provided from the Jefferson County Emergency Communications Authority (JCECA), and all of these intergovernmental revenues are restricted to specific use.

Adams County Transportation Sales Taxes are expected to end 2021 at \$2.55 million, growing to \$2.68 million in 2022, and increasing 5% annually, slightly less than the historic average growth rate; it should be noted that these sales taxes are split so 1/3 is accounted for in GCIF and allocated to the Arterial Roadways Project, and 2/3 accounted for in the General Fund to pay for street operations costs in the General Fund.

Funds received from JCECA are also split between GCIF and the General Fund. Total JCECA funds expected in 2021 are projected at \$1.28 million, and 100% in 2021 pays for eligible expenses in the General Fund. In 2022, the budget anticipates total JCECA revenues to increase to \$1.51 million, with 5% annual increases each year through 2026. For 2022-2026, the budget anticipates allocating \$500 thousand of these revenues each year to eligible emergency communications capital expenses, with the remainder paying for eligible expenses in the General Fund.

Interfund Transfers-transfers from other funds are the primary funding sources in GCIF.

- The 2022 Adopted Budget shows transfers from the General and Sales & Use Tax Funds into GCIF; these amounts in 2022 and 2023 reflect projected 2021 carryover in the General and Sales & Use Tax Funds, funding generated by projected operational budget savings, or projected revenues exceeding revenue budget.
- 2023 includes a transfer to from the General Fund Stabilization Reserve (GFSR) to supplement the pay-as-you-go funding for the capital improvement program; this is considered a one-time use of the GFSR and as the level of GFSR balance is considered unnecessary.
- The 2022 Adopted Budget also anticipates transfers from the Westminster Economic Development Authority and are considered reimbursement payments for redevelopment costs initially paid by the City, reimbursements generally used to pay for capital projects.

Bond and/or Lease Proceeds-the Adopted Budget anticipates issuing debt in 2023 and in 2025 as a mechanism to finance the capital improvement program. The City is not a frequent issuer of debt to pay for general capital projects, however, multiple outstanding debt obligations (e.g. sales tax bonds, certificates of participation) are expected to be paid off in the near-term, freeing up financial capacity to issue additional debt to finance capital needs. The Adopted Budget anticipates issuing \$15.5 million in 2023 to finance general capital projects in 2023 and 2024, and \$22 million in 2025 to finance general capital projects in 2025 and 2026; specific projects to be financed are to be determined and the issuance of debt is subject to City Council and/or voter approval, depending on the financing instrument used.

Expenditures/Uses

Central Charges-similar to the Sales & Use Tax Fund, “Central Charges” shows an appropriation attributable to economic development incentives. A portion of the revenues collected may be subject to expenditure and/or rebates pursuant to economic development agreements and an appropriation is made to reflect this activity. The amounts anticipated from 2022-2026 are five-year averages, however, actual expenditures and/or rebates and can vary substantially based on the unique characteristics of each economic development agreement.

Capital Improvement Program (CIP)-this fund primarily pays for capital projected expenditures within the capital improvement plan. Additional details on specific projects are found in the Capital Improvement Program section of this document.

General Capital Improvement Fund (GCIF)

	2020 Actuals	2021 Revised	2021 Actual (9/1/2021)	2021 Projected	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Revenues									
Taxes	\$1,445,548	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Park Development Fee	\$1,192,530	\$211,000	\$622,184	\$332,633	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Cash in Lieu	\$7,290,368	\$2,011,000	\$337,364	\$2,091,340	\$2,172,000	\$2,172,000	\$2,172,000	\$2,172,000	\$2,172,000
Intergovernmental	\$5,882,223	\$2,543,551	\$719,713	\$2,211,703	\$1,393,858	\$1,438,551	\$1,485,479	\$1,534,753	\$1,586,490
Interest Income	\$1,874,156	\$803,147	\$533,209	\$660,271	\$660,000	\$660,000	\$660,000	\$660,000	\$660,000
Miscellaneous	\$1,125,100	\$63,984	\$375,782	\$375,782	\$0	\$0	\$0	\$0	\$0
Interfund Transfers									
General Fund	\$1,315,045	\$1,326,050	\$1,326,050	\$1,326,050	\$4,300,000	\$0	\$0	\$0	\$0
General Fund Stabilization Reserve	\$0	\$0	\$0	\$0	\$0	\$3,000,000	\$0	\$0	\$0
Sales & Use Tax Fund	\$6,554,926	\$1,200,000	\$700,000	\$1,200,000	\$5,000,000	\$2,650,000	\$0	\$0	\$0
Parks, Open Space & Trails Fund	\$251,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Orchard Park Place North General									
Improvement District Fund	\$111,144	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Westminster Economic Development Author	\$2,623,684	\$1,400,000	\$1,800,000	\$1,800,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000
Bond and/or Lease Proceeds	\$0	\$0	\$0	\$0	\$0	\$15,500,000	\$0	\$22,000,000	\$0
Total Revenues	\$29,665,724	\$9,558,732	\$6,414,302	\$9,997,779	\$14,875,858	\$26,770,551	\$5,667,479	\$27,716,753	\$5,768,490
Uses									
Central Charges	\$3,078,442	\$2,022,000	\$0	\$2,022,000	\$2,022,000	\$2,022,000	\$2,022,000	\$2,022,000	\$2,022,000
Interfund Transfers									
Wastewater Fund	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Community Development Block Grant Fund	\$448,055	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parks, Open Space & Trails Fund (1)	\$0	\$13,695,730	\$13,695,730	\$13,695,730	\$0	\$0	\$0	\$0	\$0
<i>Sub-Total Operating</i>	<i>\$3,876,497</i>	<i>\$15,717,730</i>	<i>\$13,695,730</i>	<i>\$15,717,730</i>	<i>\$2,022,000</i>	<i>\$2,022,000</i>	<i>\$2,022,000</i>	<i>\$2,022,000</i>	<i>\$2,022,000</i>
Changes to CIP Continuous Appropriations (2)	\$3,876,497	(\$1,076,796)	(\$1,076,796)	(\$1,076,796)	\$16,726,000	\$15,250,000	\$14,140,000	\$13,200,000	\$16,250,000
Total Uses	\$7,752,994	\$14,640,934	\$12,618,934	\$14,640,934	\$18,748,000	\$17,272,000	\$16,162,000	\$15,222,000	\$18,272,000
Beginning Available Fund Balance		\$9,922,059		\$9,922,059	\$5,278,904	\$1,406,762	\$10,905,313	\$410,792	\$12,905,545
Additions to (Use of) Fund Balance		(\$5,082,202)		(\$4,643,155)	(\$3,872,142)	\$9,498,551	(\$10,494,521)	\$12,494,753	(\$12,503,510)
Ending Available Fund Balance		\$4,839,857		\$5,278,904	\$1,406,762	\$10,905,313	\$410,792	\$12,905,545	\$402,035

(1) Prior to 2021, POST-funded capital projects paid by Westminster's 25% POST sales and use taxes were budgeted in GCIF and funded by interfund transfer. Additionally, capital projects funded by open space revenues received from Adams and Jefferson Counties were budgeted in GCIF. In order to reduce complexity and to unify open space activity into one fund, capital projects funded by POST revenues remained within the POST Fund. During 2021, a migration occurred of existing POST-funded capital project continuing appropriation balances from GCIF into POST.

(2) Changes to CIP appropriations show negative values due to migration of capital projects out of GCIF and into POST.

The Parks, Open Space & Trails (POST) Fund is a special revenue fund and accounts for activities funded by the City's voter-approved 0.25% parks, open space & trails sales & use tax, and shared open space taxes received by Adams and Jefferson Counties. The POST tax is subject to sunset provision as the taxes are only approved through 2032; however, voters could decide to extend and/or remove this sunset provision in the future.

Estimated Revenues

Sales & Use Taxes-the City's .25% POST sales & use taxes reflect 74% of the total 2021 POST Fund sources. Projections for these revenues are the same as the outlook for general and public safety taxes in the Sales & Use Tax Fund, just a smaller proportion of overall sales & use taxes. Total POST sales & use taxes (that included audit revenues) are expected to reach \$7.52 million by the end of 2021, increasing 3.3% to \$7.77 million by the end of 2022, with annual increases in 2023-2026 of approximately 2.75%.

Intergovernmental-prior to 2021, shared open space tax revenues received from Adams and Jefferson Counties was accounted for in the General Capital Improvement Fund. In order to unify open space type revenues into one fund, an accounting change occurred in 2021 where these revenues are now accounted for in the POST Fund. Combined revenues from these sources are expected to reach \$2.9 million by the end of 2021. The 2022 Adopted Budget anticipates these revenues to reach \$2.75 million (\$750 thousand from Adams County and \$2 million from Jefferson County), with 4% increases each fiscal year through 2026. The estimates in 2022 decline over 2021 as a conservative approach for estimating these revenues in order to avoid reducing the capital project budget if revenues do not fully transpire, as these revenues are only used by the City to fund capital projects.

Expenditures/Uses

Operational Expenditures-as previously described, individual funds with operational staffing expenditures, such as the Parks, Open Space & Trails Fund, show significant reductions in "Central Charges" expenditures, and significant increases in department operating expenditures; these adjustments reflect a change in budget practice as a step towards full costing of City programs and services.

Interfund Transfers-the POST Fund often transfers money into the Golf Course Fund as the Golf Course enterprise is not fully self-supporting. Transfers from POST have occurred historically to assist the Golf Course Fund with debt service payments in connection to certificates of participation (COPs) issued to finance capital improvements at the Walnut Creek Golf Preserve, and direct payments to the General Capital Improvement Fund where golf projects were commonly budgeted in previous fiscal years.

The transfer to the Golf Fund is expected to increase substantially in 2023 as 1) 2023 is the final year of payments for the outstanding COPs that previously paid for improvements at the Walnut Creek Golf Preserve, and 2) debt service payments on new COPs that finance the Golf Irrigation Project will fully be implemented, after starting as interest-only payments in 2022. Once the final payments on the outstanding COPs will be made in 2023, the transfer to the Golf Fund will reduce in 2024, but remain elevated due to the new COPs issued to finance golf irrigation replacements.

Parks, Open Space & Trails Fund (POST)

	2020	2021	2021 Actual	2021	2022	2023	2024	2025	2026
	Actuals	Revised	(9/1/2021)	Projected	Adopted	Projected	Projected	Projected	Projected
Revenues									
Sales Tax	\$5,634,139	\$5,763,192	\$3,713,311	\$6,345,320	\$6,581,130	\$6,779,524	\$6,983,035	\$7,192,653	\$7,408,559
Use Tax	\$1,311,963	\$1,013,761	\$723,428	\$1,176,138	\$1,188,780	\$1,206,287	\$1,224,087	\$1,240,463	\$1,257,106
Intergovernmental (1)	\$0	\$2,328,000	\$1,245,071	\$2,916,250	\$2,750,000	\$2,860,000	\$2,974,400	\$3,093,376	\$3,217,111
Interest Income	\$8,621	\$10,349	\$67,911	\$121,613	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
Miscellaneous	\$6,740	\$16,732	\$16,142	\$16,142	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Interfund Transfers									
General Capital Improvement Fund (2)	\$0	\$13,695,730	\$13,695,730	\$13,695,730	\$0	\$0	\$0	\$0	\$0
Water Fund PILUT	\$15,015	\$1,883	\$1,098	\$1,883	\$91,891	\$205,953	\$37,416	\$37,416	\$37,416
Wastewater Fund PILUT	\$6,500	\$9,870	\$5,758	\$9,870	\$11,968	\$9,684	\$21,795	\$21,795	\$15,619
Storm Drainage Fund PILUT	\$2,275	\$1,429	\$834	\$1,429	\$2,430	\$2,430	\$2,430	\$2,430	\$2,430
Other	\$19,298	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$7,004,551	\$22,840,946	\$19,469,283	\$24,284,374	\$10,751,199	\$11,188,876	\$11,368,162	\$11,713,132	\$12,063,239
Uses									
Parks, Recreation & Libraries	\$2,068,425	\$2,700,398	\$1,490,160	\$2,514,071	\$3,572,680	\$3,679,860	\$3,790,256	\$3,903,964	\$4,021,083
Central Charges	\$416,111	\$358,195	\$244,520	\$363,926	\$30,465	\$31,379	\$32,320	\$33,290	\$34,289
Interfund Transfers									
General Capital Improvement Fund	\$2,878,088	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service Fund	\$1,745,919	\$1,748,919	\$1,020,203	\$1,748,919	\$1,745,169	\$1,745,519	\$1,746,019	\$1,751,019	\$1,747,769
Golf Fund	\$250,000	\$93,972	\$54,817	\$93,972	\$425,000	\$1,806,000	\$1,325,000	\$1,325,000	\$1,325,000
<i>Sub-Total Operating</i>	<i>\$7,358,544</i>	<i>\$4,901,484</i>	<i>\$2,809,700</i>	<i>\$4,720,888</i>	<i>\$5,773,314</i>	<i>\$7,262,758</i>	<i>\$6,893,596</i>	<i>\$7,013,273</i>	<i>\$7,128,140</i>
Changes to CIP Continuous Appropriations (2)	\$0	\$17,939,462	\$17,939,462	\$17,939,462	\$5,940,000	\$3,938,000	\$4,475,000	\$4,699,000	\$4,935,000
Total Uses	\$7,358,544	\$22,840,946	\$20,749,162	\$22,660,350	\$11,713,314	\$11,200,758	\$11,368,596	\$11,712,273	\$12,063,140
Beginning Available Fund Balance		\$260,435		\$260,435	\$1,884,459	\$922,344	\$910,462	\$910,029	\$910,888
Additions to (Use of) Fund Balance		\$0		\$1,624,024	(\$962,115)	(\$11,882)	(\$433)	\$859	\$99
Ending Available Fund Balance		\$260,435		\$1,884,459	\$922,344	\$910,462	\$910,029	\$910,888	\$910,987

(1) Prior to 2021, intergovernmental open space revenues received from Adams and Jefferson Counties were recorded in the General Capital Improvement Fund (GCIF). In order to unify open space-type revenues, these shared revenues from the counties started being recorded and accounted for in the POST Fund in 2021.

(2) Prior to 2021, POST-funded capital projects paid by Westminster's .25% POST sales and use taxes were budgeted in GCIF and funded by interfund transfer. Additionally, capital projects funded by open space revenues received from Adams and Jefferson Counties were budgeted in GCIF. In order to reduce complexity and to unify open space activity into one fund, capital projects funded by POST revenues remained within the POST Fund. During 2021, a migration occurred of existing POST-funded capital project continuing appropriation balances from GCIF into POST.

The Conservation Trust Fund is a special revenue fund and accounts for lottery funds received from the State of Colorado. This fund only pays for capital improvement projects at the City.

Estimated Revenues

Intergovernmental-state-shared lottery revenues are the primary funding source for the Conservation Trust Fund. These lottery revenues are received in quarterly installments, or four payments per year. While ½ of the 2021 payments are yet to be received as of the time of this writing, collections of these revenues are expected to reach approximately \$963 thousand by the end of 2021. The 2022 Adopted Budget assumes a 2% growth assumption expected each year in fiscal years 2022-2026, consistent with historical trends.

Expenditures/Uses

Capital Improvement Program (CIP)-this fund only pays for capital projected expenditures within the capital improvement plan. Additional details on specific projects are found in the Capital Improvement Program section of this document.

Conservation Trust Fund

	2020	2021	2021 Actual	2021	2022	2023	2024	2025	2026
	Actuals	Revised	(9/1/2021)	Projected	Adopted	Projected	Projected	Projected	Projected
Revenues									
Interest Income	\$65,986	\$41,856	\$21,936	\$33,053	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Intergovernmental	\$855,648	\$830,000	\$524,376	\$963,119	\$982,381	\$1,002,029	\$1,022,070	\$1,042,511	\$1,063,361
Total Revenues	\$921,635	\$871,856	\$546,312	\$996,172	\$1,012,381	\$1,032,029	\$1,052,070	\$1,072,511	\$1,093,361
Uses									
Additions to CIP Continuous Appropriations	\$958,853	\$930,000	\$930,000	\$930,000	\$1,375,000	\$1,032,000	\$1,052,000	\$1,072,000	\$1,093,000
Total Uses	\$958,853	\$930,000	\$930,000	\$930,000	\$1,375,000	\$1,032,000	\$1,052,000	\$1,072,000	\$1,093,000
Beginning Available Fund Balance		\$318,294		\$318,294	\$384,466	\$21,847	\$21,876	\$21,946	\$22,457
Additions to (Use of) Fund Balance		(\$58,144)		\$66,172	(\$362,619)	\$29	\$70	\$511	\$361
Ending Available Fund Balance		\$260,150		\$384,466	\$21,847	\$21,876	\$21,946	\$22,457	\$22,818

The Debt Service Fund accounts for the bonded debt service of the General and the Parks, Open Space and Trails (POST) Funds.

Estimated Revenues

Interfund transfers-this fund is primarily funded by transfers from the Sales & Use Tax Fund and POST Funds for the repayment of bonded debt associated with those funds. Specific to the Sales & Use Tax Fund transfers, scheduled debt service for outstanding issues ends in 2022; however, 2023-2026 anticipates additional debt service in order to fund capital projects in the General Capital Improvement Fund.

This fund also anticipates transfers from the 136th Avenue General Improvement District (GID). The transfer from the 136th Avenue GID to the Debt Service Fund is to reimburse the City for a portion of the costs of financing the construction of the interchange at 136th Avenue and Interstate 25. These reimbursements are expected to occur until the aggregate amount of the repayment equals \$11 million. As of December 31, 2020, the balance of the GID’s obligation to the City was \$7,821,809.

Expenditures/Uses

Central Charges-the use of this fund includes the repayment of bonded debt service for the General and POST Funds.

Debt Service Fund

	2020 Actuals	2021 Revised	2021 Actual (9/1/2021)	2021 Projected	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Revenues									
Interest Income	\$21,785	\$11,000	\$7,632	\$9,891	\$5,730	\$6,727	\$6,727	\$6,727	\$6,727
<i>Interfund Transfers</i>									
Sales & Use Tax Fund	\$1,345,596	\$1,225,000	\$714,583	\$1,225,000	\$950,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Parks, Open Space & Trails Fund	\$1,745,919	\$1,748,919	\$1,020,203	\$1,748,919	\$1,745,169	\$1,745,519	\$1,746,019	\$1,751,019	\$1,747,769
136th Avenue General Improvement District Fund	\$274,200	\$245,700	\$0	\$245,700	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Total Revenues	\$3,387,500	\$3,230,619	\$1,742,418	\$3,229,510	\$3,000,899	\$3,052,246	\$3,052,746	\$3,057,746	\$3,054,496
Uses									
Central Charges	\$3,349,719	\$3,354,769	\$37,929	\$3,354,769	\$3,022,219	\$3,046,019	\$3,046,519	\$3,051,519	\$3,048,269
Total Uses	\$3,349,719	\$3,354,769	\$37,929	\$3,354,769	\$3,022,219	\$3,046,019	\$3,046,519	\$3,051,519	\$3,048,269
Beginning Available Fund Balance		\$274,738		\$274,738	\$149,479	\$128,159	\$134,386	\$140,613	\$146,840
Additions to (Use of) Fund Balance		(\$124,150)		(\$125,259)	(\$21,320)	\$6,227	\$6,227	\$6,227	\$6,227
Ending Available Fund Balance (1)		\$150,588		\$149,479	\$128,159	\$134,386	\$140,613	\$146,840	\$153,067

(1) The fund balance target is \$100,000 - \$200,000.

The Water Fund is a component of the overall Utility Fund and accounts for water system activities.

The 2022 Budget reflects City Council's decision to not increase water and wastewater rates for 2022. We remain concerned regarding the City's water and wastewater utility's ability to account for the increased cost of infrastructure maintenance and improvements. The construction of a replacement drinking water treatment facility may also be negatively impacted. Failure to replace the half-century-old facility could result in additional risk to the city's drinking water supply as the Semper facility is not suited to handle the potential impact of catastrophic wildfire events in our watershed. These events will continue to become more common in Colorado with climate change.

Due to this, only one year, rather than five, are included in the revenue & expense summaries. In future year budgets, Staff anticipate showing five years of projects for Water and Wastewater Funds, including reserve funds.

Estimated Revenues

Charges for Services-charges for services are the primary funding source of the Water Fund primarily include water sales and tap fees. 2021 revenue collections are expected to be less than the estimated revenue budget due to lower demand, due in part to a wet spring; often when demand is low, water treatment/production and corresponding expenditures are also less. No significant change is anticipated in 2022 as no rate increases have been adopted. Total charges for services in 2022 are projected at approximately \$54 million.

Interfund Transfers-the Adopted Budget anticipates the use of \$7 million in fund balances in 2022 from the Utility Rate Stabilization Reserve Fund as one approach in mitigating future rate increases.

Expenditures/Uses

Operational Expenditures- as previously described, individual funds with operational staffing expenditures, such as the Utility Funds, all show significant reductions in "Central Charges" expenditures, and significant increases in department operating expenditures; these adjustments reflect a change in budget practice as a step towards full costing of City programs and services.

Capital Improvement Plan (CIP)-expenditures are expected to increase in 2022; however, issuance of debt is not projected to finance these capital projects at this time.

Water Fund

	2020 Actuals	2021 Revised	2021 Actual (9/1/2021)	2021 Projected	2022 Adopted
Revenues					
Licenses & Permits	\$93,028	\$106,000	\$63,813	\$94,832	\$107,000
Intergovernmental Revenue	\$240,225	\$0	\$4,950	\$4,950	\$0
Charges for Services - Sales	\$51,995,211	\$49,981,917	\$26,275,418	\$45,234,600	\$46,899,301
Charges for Services - Tap Fees	\$9,522,017	\$6,500,000	\$4,695,114	\$6,500,000	\$6,500,000
Charges for Services - Other	\$378,906	\$581,098	\$201,951	\$637,339	\$636,874
Interest Income	\$1,287,185	\$493,258	\$259,724	\$373,945	\$379,317
Miscellaneous	\$818,137	\$400,000	\$597,955	\$2,931,992	\$361,802
<u>Interfund Transfers</u>					
Wastewater Fund	\$1,204,465	\$1,507,896	\$879,606	\$1,507,896	\$1,553,133
Utility Fund Rate Stabilization Fund	\$0	\$0	\$0	\$0	\$7,000,000
Other (e.g. Bond Proceeds)	\$21,094,160	\$0	\$0	\$0	\$0
Total Revenues	\$86,633,333	\$59,570,169	\$32,978,531	\$57,285,554	\$63,437,427
Uses					
Finance	\$897,171	\$1,186,713	\$564,739	\$1,068,042	\$1,411,222
Parks, Recreation and Libraries	\$51,676	\$146,363	\$83,089	\$128,068	\$180,323
Public Works & Utilities	\$17,771,153	\$20,921,157	\$10,784,143	\$18,264,170	\$23,521,281
Central Charges	\$15,485,140	\$2,222,030	\$1,518,744	\$2,184,255	\$132,422
Debt Service	\$25,576,268	\$3,541,880	\$1,422,014	\$3,541,880	\$5,185,503
<u>Interfund Transfers</u>					
General Fund Cost Allocation	\$6,424,062	\$5,659,540	\$3,301,398	\$5,659,540	\$3,649,705
Sales & Use Tax Fund PILUT	\$215,985	\$27,116	\$15,818	\$27,116	\$1,323,766
Parks, Open Space & Trails Fund PILUT	\$15,015	\$1,883	\$1,098	\$1,883	\$91,891
Property/Liability Self Insurance Fund	\$503,384	\$228,534	\$0	\$228,534	\$247,970
Worker's Compensation Self Insurance Fund	\$41,655	\$0	\$0	\$0	\$38,983
Utility Fund Rate Stabilization Fund	\$1,202,236	\$1,915,303	\$1,915,303	\$1,915,303	\$0
Utility Fund Capital Project Reserve Fund	\$17,429,318	\$24,103,212	\$19,485,315	\$24,103,212	\$7,878,361
<i>Sub-Total Operating</i>	<i>\$85,613,062</i>	<i>\$59,953,731</i>	<i>\$39,091,661</i>	<i>\$57,122,003</i>	<i>\$43,661,427</i>
Additions to CIP Continuous Appropriations	\$15,646,820	\$10,907,100	\$10,907,100	\$10,907,100	\$19,776,000
Total Uses	\$101,259,882	\$70,860,831	\$49,998,761	\$68,029,103	\$63,437,427
Beginning Available Fund Balance		\$11,290,662		\$11,290,662	\$547,113
Additions to (Use of) Fund Balance		46 (\$11,290,662)		(\$10,743,549)	\$0
Ending Available Fund Balance		\$0		\$547,113	\$547,113

The Wastewater Fund is a component of the overall Utility Fund accounts for wastewater system.

The 2022 Budget reflects City Council's decision to not increase water and wastewater rates for 2022. We remain concerned regarding the City's water and wastewater utility's ability to account for the increased cost of infrastructure maintenance and improvements.

Due to this, only one year, rather than five, are included in the revenue & expense summaries. In future year budgets, Staff anticipate showing five years of projects for Water and Wastewater Funds, including reserve funds.

Estimated Revenues

Charges for Services-charges for services are the primary funding source of the Wastewater Fund primarily include water sales and tap fees. No significant change is anticipated in 2022 as no rate increases have been adopted.

Expenditures/Uses

Operational Expenditures- as previously described, individual funds with operational staffing expenditures, such as the Utility Funds, all show significant reductions in "Central Charges" expenditures, and significant increases in department operating expenditures; these adjustments reflect a change in budget practice as a step towards full costing of City programs and services.

Capital Improvement Plan (CIP)-expenditures are expected to increase in 2022; however, issuance of debt is not projected to finance these capital projects at this time.

Wastewater Fund

	2020 Actuals	2021 Revised	2021 Actual (9/1/2021)	2021 Projected	2022 Adopted
Revenues					
Charges for Services - Sales	\$20,991,708	\$20,903,867	\$13,680,204	\$20,379,592	\$20,795,534
Charges for Services - Tap Fees	\$3,375,927	\$2,000,000	\$1,235,649	\$2,000,000	\$2,000,000
Charges for Services - Other	\$12,001	\$11,040	\$8,213	\$12,317	\$11,819
Interest Income	\$501,482	\$304,453	\$200,731	\$307,263	\$216,703
Miscellaneous	\$107,037	\$10,000	\$39,082	\$11,322	\$8,911
<u>Interfund Transfers</u>					
General Capital Improvement Fund	\$350,000	\$0	\$0	\$0	\$0
Utility Fund Capital Project Reserve Fund	\$0	\$8,530,895	\$8,530,895	\$8,530,895	\$4,354,394
Other (e.g. Bond Proceeds)	\$24,178,203	\$0	\$0	\$0	\$0
Total Revenues	\$49,516,359	\$31,760,255	\$23,694,774	\$31,241,389	\$27,387,361
Uses					
Public Works & Utilities	\$7,875,905	\$9,439,380	\$3,658,510	\$8,495,442	\$10,598,359
Central Charges	\$20,675,565	\$779,533	\$383,280	\$719,509	\$3,125
Debt Service	\$3,699,969	\$4,527,752	\$1,730,221	\$4,527,752	\$4,531,256
<u>Interfund Transfers</u>					
General Fund Cost Allocation	\$1,018,258	\$1,596,280	\$931,163	\$1,596,280	\$1,016,675
Sales & Use Tax Fund PILUT	\$93,500	\$142,130	\$82,909	\$142,130	\$172,406
Parks, Open Space & Trails Fund PILUT	\$6,500	\$9,870	\$5,758	\$9,870	\$11,968
Property/Liability Self Insurance Fund	\$271,053	\$91,414	\$53,325	\$91,414	\$85,930
Worker's Compensation Self Insurance Fund	\$12,093	\$0	\$0	\$0	\$13,509
Water Fund	\$1,204,465	\$1,507,896	\$879,606	\$1,507,896	\$1,553,133
Utility Fund Rate Stabilization Fund	\$526,053	\$297,733	\$297,733	\$297,733	\$0
Utility Fund Capital Project Reserve Fund	\$6,290,257	\$5,654,153	\$5,654,153	\$5,654,153	\$0
<i>Sub-Total Operating</i>	<i>\$41,673,618</i>	<i>\$24,046,141</i>	<i>\$13,676,658</i>	<i>\$23,042,179</i>	<i>\$17,986,361</i>
Additions to CIP Continuous Appropriations	\$8,380,013	\$13,706,000	\$13,706,000	\$13,706,000	\$9,401,000
Total Uses	\$50,053,631	\$37,752,141	\$27,382,658	\$36,748,179	\$27,387,361
Beginning Available Fund Balance		\$5,991,886		\$5,991,886	\$485,096
Additions to (Use of) Fund Balance		(\$5,991,886)		(\$5,506,790)	\$0
Ending Available Fund Balance		\$0		\$485,096	\$485,096

The Storm Drainage Fund is a component of the overall Utility Fund and it accounts for storm drainage system activities.

Estimated Revenues

Charges for Services-stormwater drainage fees are the primary funding source for the Storm Drainage Fund and make up approximately 89% of all fund revenues in 2022 at \$4.19 million. The stormwater drainage fees are imposed on the owners of each lot or parcel of land within the City containing an impervious surface. Current revenue projections from storm drainage fees are flat each year through 2026 as no fee increase is anticipated.

Miscellaneous-revenues for the Storm Drainage Fund reflect contributions from Adams County in connection to capital improvements made in the Westminster Station Area. In order to fund this project, the City issued \$4.6 million in private placement bonds in 2015 that were paid off in 2019. The contributions to the City from Adams County began in 2015 and end in 2024; amounts of the contributions are based on the principal of the private placement bonds that were issued in 2015.

Expenditures/Uses

Operational Expenditures- as previously described, individual funds with operational staffing expenditures, such as the General, Parks, Open Space & Trails, and Utility Funds, all show significant reductions in “Central Charges” expenditures, and significant increases in department operating expenditures; these adjustments reflect a change in budget practice as a step towards full costing of City programs and services.

Capital Improvement Program (CIP)-CIP funding increases projected for 2022 and 2023. Details of these projects may be found in the Capital Improvement Program section and it is anticipated that capital project funding will utilize a portion of fund balance within the Storm Drainage Fund over the planning horizon from 2022-2026.

Storm Drainage Fund

	2020	2021	2021 Actual	2021	2022	2023	2024	2025	2026
	Actuals	Revised	(9/1/2021)	Projected	Adopted	Projected	Projected	Projected	Projected
Revenues									
Charges for Services	\$4,183,687	\$4,160,870	\$2,794,398	\$4,194,765	\$4,190,642	\$4,190,642	\$4,190,642	\$4,190,642	\$4,190,642
Interest Income	\$168,061	\$53,395	\$60,961	\$92,932	\$56,986	\$66,897	\$66,897	\$66,897	\$66,897
Miscellaneous (1)	\$551,873	\$464,111	\$464,111	\$456,698	\$456,611	\$456,611	\$456,611	\$456,611	\$0
Total Revenues	\$4,903,620	\$4,678,376	\$3,319,470	\$4,744,395	\$4,704,239	\$4,714,150	\$4,714,150	\$4,714,150	\$4,257,539
Uses									
Community Development	\$778,070	\$1,002,425	\$484,554	\$902,183	\$1,254,117	\$1,291,741	\$1,330,493	\$1,370,408	\$1,411,520
Parks, Recreation and Libraries	\$198,750	\$237,500	\$133,536	\$213,750	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Public Works & Utilities	\$266,344	\$418,907	\$130,849	\$377,016	\$303,666	\$312,776	\$322,159	\$331,824	\$341,779
Central Charges	\$400,810	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interfund Transfers									
General Fund Cost Allocation	\$0	\$128,308	\$74,846	\$128,308	\$132,157	\$136,122	\$140,206	\$144,412	\$148,744
Sales & Use Tax Fund PILUT	\$32,725	\$20,571	\$12,000	\$20,571	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Parks, Open Space & Trails Fund PILUT	\$2,275	\$1,429	\$834	\$1,429	\$2,430	\$2,430	\$2,430	\$2,430	\$2,430
<i>Sub-Total Operating</i>	<i>\$1,678,974</i>	<i>\$1,809,140</i>	<i>\$836,619</i>	<i>\$1,643,257</i>	<i>\$1,977,370</i>	<i>\$2,028,068</i>	<i>\$2,080,287</i>	<i>\$2,134,073</i>	<i>\$2,189,472</i>
Additions to CIP Continuous Appropriations	\$3,586,890	\$2,405,000	\$2,405,000	\$2,405,000	\$3,422,000	\$3,153,000	\$2,275,000	\$2,275,000	\$2,275,000
Total Uses	\$5,265,864	\$4,214,140	\$3,241,619	\$4,048,257	\$5,399,370	\$5,181,068	\$4,355,287	\$4,409,073	\$4,464,472
Beginning Available Fund Balance		\$1,126,745		\$1,126,745	\$1,822,883	\$1,127,752	\$660,834	\$1,019,697	\$1,324,774
Additions to (Use of) Fund Balance		\$464,236		\$696,138	(\$695,131)	(\$466,918)	\$358,863	\$305,077	(\$206,933)
Ending Available Fund Balance		\$1,590,981		\$1,822,883	\$1,127,752	\$660,834	\$1,019,697	\$1,324,774	\$1,117,840

(1) Projected miscellaneous revenue in 2022-2025 reflects contributions from Adams County for storm drainage improvements financed by the City through private placement bonds issued in 2015 and paid off in 2019.

The Utility Rate Stabilization Reserve Fund is a component of the overall Utility Fund containing reserves specifically for the Water and Wastewater Funds. This reserve is intended to mitigate impacts of variations in water and wastewater sales revenues, most often due to weather. The target balance in the rate stabilization reserve is 25% of budgeted annual water rate revenues and 10% of budgeted annual wastewater rate revenues.

For the 2022 Adopted Budget, only one year, rather than five, are included in the revenue & expense summaries due to uncertainties around water and wastewater rate adoption. In future year budgets, Staff anticipate showing five years of projects for Water and Wastewater Funds, including reserve funds.

Estimated Revenues

Interest earnings-the only revenue source into the fund for 2022 includes interest earnings generated on existing fund balances.

Expenditures/Uses

Interfund Transfers-the 2022 Adopted Budget anticipates the use of \$7 million in the form of an interfund transfer to the Water Fund as one method to mitigate future water rate increases. Indirectly, this transfer results in an increase into the Utility Capital Projects Reserve shown in the fund summary for the capital projects reserve.

Utility Fund Rate Stabilization Reserve Fund

	2020 Actuals	2021 Revised	2021 Actual (9/1/2021)	2021 Projected	2022 Adopted
Revenues					
Interest Income	\$475,713	\$216,732	\$158,003	\$240,537	\$173,628
<u>Interfund Transfers</u>					
Water Fund	\$1,202,236	\$1,915,303	\$1,915,303	\$1,915,303	\$0
Wastewater Fund	\$526,053	\$297,733	\$297,733	\$297,733	\$0
Total Revenues	\$2,204,002	\$2,429,768	\$2,371,039	\$2,453,573	\$173,628
Uses					
<u>Interfund Transfers</u>					
Water Fund	\$0	\$0	\$0	\$0	\$7,000,000
Total Uses	\$0	\$0	\$0	\$0	\$7,000,000
Beginning Available Fund Balance		\$19,955,943		\$19,955,943	\$22,409,516
Additions to (Use of) Fund Balance		\$2,429,768		\$2,453,573	(\$6,826,372)
Ending Available Fund Balance		\$22,385,711		\$22,409,516	\$15,583,144

Budget by Fund

The Utility Capital Projects Reserve Fund is a component of the overall Utility Fund containing reserves specifically for the Water and Wastewater Funds. This reserve contains money for use in the implementation of capital projects. In years when tap fee revenue exceeds capital expenditures, the excess transfers into the capital projects reserve until the funds are needed for capital project implementation. Similarly, if tap fees are less than capital expenditures, funds transfer out of the reserve fund to pay for capital projects. The utility capital projects reserve may also be used to pay for emergency repairs and/or unexpected CIP projects authorized by City Council. Reserve targets include minimums of \$3 million for the water system and \$2 million for the wastewater system, and maximums that represent 40% of the five-year CIP.

For the 2022 Adopted Budget, only one year, rather than five, are included in the revenue & expense summaries due to uncertainties around water and wastewater rate adoption. In future year budgets, Staff anticipate showing five years of projects for Water and Wastewater Funds, including reserve funds.

Uncertainties around rate adoption directly impact the Water 2025 CIP project, a project that would eventually replace the City's primary water treatment facility. As part of the Water 2025 project, a \$50 million pipeline component was originally planned for inclusion in the 2022 budget, but was removed due to uncertainties around the implementation of Water 2025. The removal of this pipeline component resulted in noticeable increase in the Utility Fund Capital Projects Reserve fund balance, shown in the summary for the Utility Capital Projects Reserve Fund. As described in the City Manager's budget message, Staff will bring forth contracts (pending the resolution of the Water 2025 land acquisition) for the construction of the pipelines. Once this occurs, funding will be drawn back out of the capital projects reserve as a funding source for the Water 2025 pipeline work.

Estimated Revenues

Interest earnings-the only revenue source into the fund for 2022 includes interest earnings generated on existing fund balances.

Interfund Transfers-the Adopted Budget for 2022 anticipates a transfer of approximately \$7.9 million from the Water Fund and into the capital projects reserve, an amount that reflects the difference between budgeted revenues and budgeted expenditures in fiscal year 2022, within the Water Fund.

Expenditures/Uses

Interfund Transfers-the Adopted Budget for 2022 anticipates a transfer of approximately \$4.3 million from the capital projects reserve and into the Wastewater Fund, with no transfers into the Water Fund. This amount reflects the difference between budgeted revenues and budgeted expenditures in fiscal year 2022, within the Wastewater Fund.

Utility Fund Capital Projects Reserve Fund

	2020 Actuals	2021 Revised	2021 Actual (9/1/2021)	2021 Projected	2022 Adopted
Revenues					
Interest Income	\$403,597	\$270,948	\$349,122	\$501,705	\$318,537
<u>Interfund Transfers</u>					
Water Fund	\$17,429,318	\$24,103,212	\$19,485,315	\$24,103,212	\$7,878,361
Wastewater Fund	\$6,290,257	\$5,654,153	\$5,654,153	\$5,654,153	\$0
Total Revenues	\$24,123,172	\$30,028,313	\$25,488,590	\$30,259,070	\$8,196,898
Uses					
<u>Interfund Transfers</u>					
Wastewater Fund	\$0	\$8,530,895	\$8,530,895	\$8,530,895	\$4,354,394
Total Uses	\$0	\$8,530,895	\$8,530,895	\$8,530,895	\$4,354,394
Beginning Available Fund Balance		\$46,401,035		\$46,401,035	\$68,129,210
Additions to (Use of) Fund Balance		\$21,497,418		\$21,728,175	\$3,842,504
Ending Available Fund Balance		\$67,898,453		\$68,129,210	\$71,971,714

Budget by Fund

The Golf Fund is an enterprise fund and accounts for all activities of the City's two golf courses, Legacy Ridge Golf Course and Walnut Creek Golf Preserve.

Estimated Revenues

Charges for Services-the major revenue source of the Golf Fund includes charges for services. Combined charges for services are expected to reach \$4.2 million in 2021, followed by reductions in 2022 and 2023 due to anticipated impacts of the Golf Course Irrigation Replacement Project. The project timing is expected to impact the Legacy Ridge Golf Course from September 2021 until May 2022, and June 22-May 2023 for the Walnut Creek Golf Preserve. Once the project is complete, revenues are expected to stabilize, then increase at 3% per year in 2024-2026.

Interfund Transfers-the Parks, Open Space, and Trails (POST) Fund often transfers funding into the Golf Fund as the Golf enterprise is not fully self-supporting. Transfers from POST have occurred historically to assist the Golf Course with debt service payments in connection to certificates of participation (COPs) issued to finance capital improvements at the Walnut Creek Golf Preserve, and direct payments to the General Capital Improvement Fund where golf projects were commonly budgeted in the past.

The transfer from POST is expected to increase substantially in 2023 as 1) 2023 is the final year of payments for the outstanding COPs that previously paid for improvements at the Walnut Creek Golf Preserve, and 2) debt service payments on new COPs that finance the Golf Irrigation Project will fully be implemented, after starting as interest-only payments in 2022. Once the final payments on the outstanding COPs will be made in 2023, the transfer from POST will reduce in 2024, but remain elevated due to the new COPs issued to finance golf irrigation replacements.

Expenditures/Uses

Operational Expenditures- as previously described, individual funds with operational staffing expenditures, such as Golf Fund, all show significant reductions in "Central Charges" expenditures, and significant increases in department operating expenditures; these adjustments reflect a change in budget practice as a step towards full costing of City programs and services.

Debt Service-changes in debt service attributable to the issuance of new certificates of participation (COPs) to finance golf irrigation replacements, and payoff of outstanding 2010 COPs that paid for improvements at Walnut Creek Golf Preserve. Debt service increases in 2022 due to partial year/interest only payment associated with newly-issued COPs for golf irrigation. 2023 debt service is comparatively higher due to full payments for golf irrigation COPs being reflected. 2024 then shows a reduction in debt service as final payments for the 2010 COPs occurs in 2023.

Capital Improvement Program (CIP)-CIP funding increases projected for 2022-2026. Details of these projects may be found in the Capital Improvement Program section of this document.

Golf Fund

	2020	2021	2021 Actual	2021	2022	2023	2024	2025	2026
	Actuals	Revised	(9/1/2021)	Projected	Adopted	Projected	Projected	Projected	Projected
Revenues									
Other Grants	\$1,425	\$1,500	\$3,500	\$1,500	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$3,459,592	\$3,827,440	\$3,261,949	\$4,237,932	\$3,730,825	\$3,890,599	\$4,006,107	\$4,125,081	\$4,247,623
Interest Income	\$45,052	\$24,556	\$13,972	\$20,572	\$20,500	\$20,500	\$20,500	\$20,500	\$20,500
Miscellaneous	\$583,265	\$0	\$1,403	\$0	\$0	\$0	\$0	\$0	\$0
<u>Interfund Transfers</u>									
Parks, Open Space & Trails Fund	\$250,000	\$93,972	\$54,817	\$93,972	\$425,000	\$1,806,000	\$1,325,000	\$1,325,000	\$1,325,000
Legacy to Walnut Creek	\$217,174	\$280,680	\$163,730	\$280,680	\$0	\$0	\$0	\$0	\$0
Other (e.g. Lease Proceeds)	\$0	\$1,309,546	\$1,309,546	\$1,309,546	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$4,556,508	\$5,537,694	\$4,808,917	\$5,944,202	\$4,176,325	\$5,717,099	\$5,351,607	\$5,470,581	\$5,593,123
Uses									
Parks, Recreation & Libraries	\$3,029,259	\$4,295,442	\$2,113,326	\$3,865,898	\$3,747,194	\$3,859,610	\$3,975,398	\$4,094,660	\$4,217,500
Debt Service (Golf COPs, Leases)	\$633,202	\$606,855	\$134,139	\$606,855	\$972,217	\$1,313,217	\$816,217	\$813,217	\$815,217
Central Charges	\$692,506	\$312,864	\$218,901	\$337,829	\$0	\$0	\$0	\$0	\$0
<u>Interfund Transfers</u>									
Legacy to Walnut Creek (1)	\$217,174	\$280,680	\$163,730	\$280,680	\$0	\$0	\$0	\$0	\$0
Sub-Total Operating	\$4,572,140	\$5,495,841	\$2,466,366	\$5,091,262	\$4,719,411	\$5,172,827	\$4,791,615	\$4,907,877	\$5,032,717
Additions to CIP Continuous Appropriations	\$130,000	\$150,000	\$150,000	\$150,000	\$524,000	\$575,000	\$575,000	\$575,000	\$575,000
Total Uses	\$4,702,140	\$5,645,841	\$2,616,366	\$5,241,262	\$5,243,411	\$5,747,827	\$5,366,615	\$5,482,877	\$5,607,717
Beginning Available Fund Balance		\$475,636		\$475,636	\$1,178,576	\$1,111,490	\$80,762	\$65,754	\$53,457
Additions to (Use of) Fund Balance		(\$108,147)		\$702,940	(\$1,067,086)	(\$30,728)	(\$15,008)	(\$12,297)	(\$14,594)
Ending Available Fund Balance (2)		\$367,489		\$1,178,576	\$1,111,490	\$80,762	\$65,754	\$53,457	\$38,864

(1) The Golf Fund is comprised of two sub-funds for each golf course. Historically, funds have transferred from Legacy Ridge Golf Course Fund into the Walnut Creek Golf Preserve Fund when expenses were projected to exceed revenues.

(2) The ending fund balance target is \$100,000 to assist with year-end accounting entries.

Budget by Fund

The Parking Management Fund is an enterprise fund and accounts for all parking management activities in the Westminster Station Area and Downtown Westminster.

Estimated Revenues

Interfund Transfers-as the Parking Management Fund was established as a new enterprise in 2020, the primary funding source includes transfers from the General Fund.

Fees & Fines-program revenues include fees and fines, which are estimated to be 17% of fund revenues in 2022, increasing to 28% in 2026.

With the increase in program revenues over time, the transfer from the General Fund is expected to decline until the fund is mostly or fully self-supporting.

Expenditures/Uses

Operational Expenditures-fund expenditures only reflect operational expenditures of the Parking Management Program from 2022-2026.

Parking Management Fund

	2020	2021	2021 Actual	2021	2022	2023	2024	2025	2026
	Actuals	Revised	(9/1/2021)	Projected	Adopted	Projected	Projected	Projected	Projected
Revenues									
Charges for Services	\$3,491	\$59,000	\$11,658	\$24,646	\$108,000	\$130,000	\$165,000	\$190,000	\$205,000
Fines	\$13,428	\$0	\$30,346	\$57,420	\$0	\$0	\$0	\$0	\$0
Interest Income	\$2,210	\$979	\$969	\$1,468	\$1,200	\$1,300	\$1,300	\$1,300	\$1,300
<u>Interfund Transfers</u>									
General Fund	\$639,206	\$685,004	\$418,336	685,004	\$520,183	\$520,111	\$507,911	\$506,508	\$515,931
Total Revenues	\$658,335	\$744,983	\$461,309	\$768,538	\$629,383	\$651,411	\$674,211	\$697,808	\$722,231
Uses									
Community Development	\$608,012	\$745,823	\$363,053	\$695,080	\$629,383	\$651,411	\$674,211	\$697,808	\$722,231
Total Uses	\$608,012	\$745,823	\$363,053	\$695,080	\$629,383	\$651,411	\$674,211	\$697,808	\$722,231
Beginning Available Fund Balance		\$5,283		\$5,283	\$78,741	\$78,741	\$78,741	\$78,741	\$78,741
Additions to (Use of) Fund Balance		(\$840)		\$73,458	\$0	\$0	\$0	\$0	\$0
Ending Available Fund Balance		\$4,443		\$78,741	\$78,741	\$78,741	\$78,741	\$78,741	\$78,741

The General Capital Outlay Replacement Fund (GCORF) is an internal service fund that is used primarily to pay for General Fund capital equipment replacements, such as vehicle replacements. The fund also serves as a funding mechanism for citywide personal computer replacements.

Estimated Revenues

Internal Billings-as an internal service fund, funding sources are primarily transfer payments (budgeted as “chargebacks”). The General Fund is the primary user of GCORF, and chargebacks are most often budgeted at the fund level, rather than in department operating budgets. Personal computer (PC) replacement charges are the exception as multiple funds pay into GCORF for the replacement of PCs used in their operations; PC chargebacks are embedded in department operating budgets.

Expenditures/Uses

Capital Improvement Program (CIP)-this fund only pays for capital expenditures within the capital improvement plan. Additional details on specific projects are found in the Capital Improvement Program section of this document.

General Capital Outlay Replacement Fund (GCORF)

	2020	2021	2021 Actual	2021	2022	2023	2024	2025	2026
	Actuals	Revised	(9/1/2021)	Projected	Adopted	Projected	Projected	Projected	Projected
Revenues									
Interest Income (1)	170,613	0	55,743	85,609	0	0	0	0	0
Miscellaneous	193,356	44,784	(183)	0	0	0	0	0	0
Internal Billings	2,929,380	2,387,000	1,601,167	2,387,000	4,178,000	5,569,000	4,814,000	4,918,000	3,029,000
Other Financing Sources	291,482	0	0	0	0	0	0	0	0
<u>Interfund Transfers</u>									
General Fund	432,000	0	0	0	0	0	0	0	0
Total Revenues	4,016,831	2,431,784	1,656,727	2,472,608	4,178,000	5,569,000	4,814,000	4,918,000	3,029,000
Uses									
Additions to CIP Continuous Appropriations	4,838,403	2,613,541	2,613,541	2,613,541	4,178,000	5,569,000	4,814,000	4,918,000	3,029,000
Total Uses	4,838,403	2,613,541	2,613,541	2,613,541	4,178,000	5,569,000	4,814,000	4,918,000	3,029,000
Beginning Available Fund Balance		181,757		181,757	40,824	40,824	40,824	40,824	40,824
Additions to (Use of) Fund Balance		(181,757)		(140,933)	0	0	0	0	0
Ending Available Fund Balance		0		40,824	40,824	40,824	40,824	40,824	40,824

(1) Interest earnings not projected in this fund as interest is allocated to each underlying capital outlay replacement account through the City's annual carryover process, in the year following receipt of this revenue.

The Fleet Maintenance Fund is an internal service fund in support of citywide fleet maintenance and fueling activities.

Estimated Revenues

Internal Billings-as an internal service fund, funding sources are primarily transfer payments (budgeted as “chargebacks” or internal billings) from funds receiving services from the Fleet Maintenance Fund. Chargebacks from the Fleet Fund are found in department operating budgets within multiple funds, for fuel, and maintenance & repair.

Use of Fund Balance-the 2022 budget proposes the use of fund balance of over \$600 thousand to mitigate internal service chargebacks required in 2022 to support fleet operations. Most of this fund balance was carried over from 2020 and was not previously appropriated.

Expenditures/Uses

Operational Expenditures-A significant headwind for expenditures includes uncertainty with fuel costs. Because of recent volatility in the fuel markets, Staff has not been able to lock fuel prices for 2022. Within the Adopted Budget, fuel funding is approximately \$1.3 million in the Fleet maintenance Fund, or 175% of 2019 actual costs.

Fleet Maintenance Fund

	2020 Actuals	2021 Revised	2021 Actual (9/1/2021)	2021 Projected	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Revenues									
Interest Income	\$21,301	\$4,800	\$6,316	\$9,608	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000
Miscellaneous	\$143,083	\$0	\$2,581	\$2,581	\$0	\$0	\$0	\$0	\$0
Internal Billings	\$2,660,201	\$2,412,380	\$1,005,159	\$2,412,380	\$2,981,665	\$3,702,613	\$3,813,962	\$3,928,650	\$4,046,780
Total Revenues	\$2,824,585	\$2,417,180	\$1,014,056	\$2,424,568	\$2,990,665	\$3,711,613	\$3,822,962	\$3,937,650	\$4,055,780
Uses									
General Services	\$2,252,550	\$2,473,977	\$1,420,477	\$2,378,000	\$3,603,508	\$3,711,613	\$3,822,962	\$3,937,650	\$4,055,780
Central Charges	\$82,296	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interfund Transfers									
General Fund	\$412,612	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Uses	\$2,747,458	\$2,473,977	\$1,420,477	\$2,378,000	\$3,603,508	\$3,711,613	\$3,822,962	\$3,937,650	\$4,055,780
Beginning Available Fund Balance		\$713,297		\$713,297	\$759,865	\$147,022	\$147,022	\$147,022	\$147,022
Additions to (Use of) Fund Balance		(\$56,797)		\$46,568	(\$612,843)	\$0	\$0	\$0	\$0
Ending Available Fund Balance (1)		\$656,500		\$759,865	\$147,022	\$147,022	\$147,022	\$147,022	\$147,022

(1) The minimum fund balance target is \$100,000 to assist with year-end accounting entries. Additional balances may serve as an informal reserve for unanticipated expenses such as major fleet repairs.

Interfund Transfers - 2022 Adopted Budget

From:	To:	For:	2022 Adopted Interfund Transfers	2022 Adopted Internal Service Charges
General Fund	Parking Management Fund	Operational Subsidy	\$520,183	
	Property/Liability Self-Insurance Fund	Property/Liability Fund Contributions	\$2,304,822	
	Worker's Compensation Self Insurance Fund	Worker's Compensation Fund Contributions	\$362,341	
	General Capital Improvement Fund	General Capital Improvement Projects	\$4,300,000	
	Fleet Maintenance Fund	Fleet Maintenance & Fuel Billings		\$2,287,760
	General Capital Outlay Replacement Fund	PC Replacement Contributions		\$513,119
	General Capital Outlay Replacement Fund	General Fund Radio Replacements		\$550,000
	General Capital Outlay Replacement Fund	General Fund Self-Contained Breathing		\$150,000
	General Capital Outlay Replacement Fund	Multi-Function Device (Copier) Replacements		\$33,000
	General Capital Outlay Replacement Fund	Fleet Replacements		\$2,230,000
General Capital Outlay Replacement Fund	Fire Apparatus Leases		\$614,000	
Sales & Use Tax Fund	General Fund	General Fund Operational Budget	\$105,299,697	
	General Reserve Fund	Meeting General Reserve Requirements	\$1,373,097	
	General Capital Improvement Fund	General Capital Improvement Projects	\$5,000,000	
	Debt Service Fund	General Fund Debt Service	\$950,000	
Water Fund	General Fund	General Fund Indirect Cost Allocation	\$3,764,227	
	Sales & Use Tax Fund	Payment in Lieu of Use Tax (from Capital Projects)	\$1,323,766	
	Parks, Open Space & Trails Fund	Payment in Lieu of Use Tax (from Capital Projects)	\$91,891	
	Property/Liability Self-Insurance Fund	Property/Liability Fund Contributions	\$247,970	
	Worker's Compensation Self Insurance Fund	Worker's Compensation Fund Contributions	\$38,983	
	Utility Fund Capital Projected Reserve	Future Year Capital Projects	\$7,878,361	
	Fleet Maintenance Fund	Fleet Maintenance & Fuel Billings		\$401,464
	General Capital Outlay Replacement Fund	PC Replacement Contributions		\$57,574
Utility Fund Rate Stabilization Reserve	Water Fund	Mitigation of Water Rate Increases	\$7,000,000	
Wastewater Fund	General Fund	General Fund Indirect Cost Allocation	\$1,016,675	
	Sales & Use Tax Fund	Payment in Lieu of Use Tax (from Capital Projects)	\$172,406	
	Parks, Open Space & Trails Fund	Payment in Lieu of Use Tax (from Capital Projects)	\$11,968	
	Property/Liability Self-Insurance Fund	Property/Liability Fund Contributions	\$85,930	
	Worker's Compensation Self Insurance Fund	Worker's Compensation Fund Contributions	\$13,509	
	Water Fund	Cost Share of Admin, Engineering, & Utility Billing	\$1,553,133	
	General Capital Outlay Replacement Fund	PC Replacement Contributions		\$14,814
	Fleet Maintenance Fund	Fleet Maintenance & Fuel Billings		\$188,606
Utility Fund Capital Project Reserve	Wastewater Fund	Wastewater Capital Projects	\$4,354,394	
Storm Drainage Fund	General Fund	General Fund Indirect Cost Allocation	\$132,157	
	Sales & Use Tax Fund	Payment in Lieu of Use Tax (from Capital Projects)	\$35,000	
	Parks, Open Space & Trails Fund	Payment in Lieu of Use Tax (from Capital Projects)	\$2,430	
	General Capital Outlay Replacement Fund	PC Replacement Contributions		\$2,602
Golf Course Fund (Legacy)	General Capital Outlay Replacement Fund	PC Replacement Contributions		\$2,706
Golf Course Fund (Preserve at Walnut Creek)	General Capital Outlay Replacement Fund	PC Replacement Contributions		\$2,706
Fleet Maintenance Fund	General Capital Outlay Replacement Fund	PC Replacement Contributions		\$5,767
Parks, Open Space & Trails (POST) Fund	Golf Course Fund	Subsidy for Operations & Debt Service	\$425,000	
	Debt Service Fund	POST Fund Bonded Debt Service	\$1,745,169	
	Fleet Maintenance Fund	Fleet Maintenance & Fuel Billings		\$103,835
	General Capital Outlay Replacement Fund	PC Replacement Contributions		\$2,142
Total			\$150,003,109	\$7,160,095
Combined Total				\$157,163,204



WESTMINSTER

DEBT SERVICE

The debt schedules shown in the following pages reflect outstanding debt obligations of the City, including debt obligations of the Westminster Economic Development Authority (WEDA). Pursuant to budget procedure requirements within the City's Charter, the debt schedules reflect bonded and other indebtedness of the City. The debt schedules generally reflect principal and interest payments for each obligation, and do not show ancillary debt costs, such as bank trust and arbitrage compliance fees. Additionally, projected debt service is generally not included in these schedules unless debt is being proposed as part of the budget year.

In contrast to general-purpose audited financial statement reporting, WEDA is generally not shown in the City's budget as it is a legally separate entity with a separate budget adoption process. WEDA debt is included in City debt schedules as WEDA debt is a moral obligation of the City. A moral obligation is a pledge by the City Manager to request of Council that the City replenish the reserve fund associated with this debt to the minimum required per the bond indenture or loan document should it become necessary. City Council will consider, but is not obligated to fulfill this request.

Legal Debt Limits

State of Colorado law places limits on municipal debt limits of 3% of the actual value of the taxable property in a municipality, except for debt incurred in supplying water. The City's Charter also places limits on general obligation debt which includes the debt subject to the City's legal debt margin calculation. As the focus of these limits is general obligation debt, revenue bonds, such as sales & use tax bonds are excluded from the debt limit calculation.

As reported in the City's [2020 Annual Comprehensive Financial Report](#) (report as of 12/31/2020), the total actual value of taxable property in the City was calculated at \$18,352,496,424, resulting in a debt limit of \$550,574,893. The City's debt applicable to the limit at the time was \$56,378,147, leaving a legal debt margin of \$494,196,746. The total debt applicable to the limit as of 12/31/2020 included \$54.1 million in remaining principal on all outstanding certificates of participation, and \$2.2 million in principal outstanding for fire truck, energy equipment and golf cart leases.

Amounts shown in the following debt schedules reflect lesser amounts than what was reflected in the City's 2020 Annual Comprehensive Financial Report as the schedules included in the budget are forward-looking, beginning with fiscal year 2021. The debt schedules do not reflect principal changes that occurred in 2021. For debt issues applicable to the City's legal debt limit calculation (certificates of participation and fire truck, energy and golf maintenance equipment leases), 2022 includes principal reductions of approximately \$7.3 million, and one addition of approximately \$1.3 million for the purchase of a new fire truck. Leases were issued in 2021 for the financing of a fire truck, parks maintenance equipment, and golf maintenance equipment. Additionally, the issuance of certificates of participation was authorized, however, issuance is not expected to occur until the fall of 2021 and debt service values are estimated within the debt schedules.

The City enjoys some of the highest bond ratings in the state, including AAA and AA+ with the leading national rating agencies

The Debt Service Fund facilitates annual payments for the City’s sales & use tax bonds and associated costs, such as trustee and arbitrage fees. Funding sources primarily include transfers from the Sales & Use Tax and Parks, Open Space & Trails Fund. The Debt Service Fund is considered a “Bona Fide” debt service fund and is used to achieve proper matching of revenues with principal and interest payments. This means that the ongoing fund balance is less than 1/12 of the ongoing debt service requirements paid out of the fund for the preceding bond year.

Debt Service Fund Bonded Debt

Borrowing	Purpose		2022	2023	2024	2025	2026	Outstanding Balance as of 12/31/21 (1)
General Fund 3.0% Sales & Use Tax Revenue Bonds								
Sales & Use Tax	Refunding of series 2001 and 2002 sales and	Principal	\$1,215,000	\$0	\$0	\$0	\$0	\$1,215,000
Revenue Refunding Bonds	use tax revenue bonds, originally issued to	Interest	\$60,750	\$0	\$0	\$0	\$0	\$60,750
\$10,545,000; Issued 7/10	finance general capital improvements	Total	\$1,275,750	\$0	\$0	\$0	\$0	\$1,275,750
Parks, Open Space & Trails (POST) Fund .25% Sales & Use Tax Revenue Bonds								
Sales & Use Tax	Refunding certain of the series 2007 sales and	Principal	\$1,155,000	\$1,190,000	\$1,250,000	\$1,315,000	\$1,380,000	\$14,190,000
Revenue Refunding Bonds - POST	use tax revenue refunding and improvement	Interest	\$589,819	\$555,169	\$495,669	\$433,169	\$367,419	3,271,288
\$18,500,000; Issued 12/15	bonds, originally issued to finance open space	Total	\$1,744,819	\$1,745,169	\$1,745,669	\$1,748,169	\$1,747,419	\$17,461,288
	and parkland							
Total Sales & Use Tax Revenue Bonds		Principal	\$2,370,000	\$1,190,000	\$1,250,000	\$1,315,000	\$1,380,000	\$15,405,000
		Interest	\$650,569	\$555,169	\$495,669	\$433,169	\$367,419	\$3,332,038
		Total	\$3,020,569	\$1,745,169	\$1,745,669	\$1,748,169	\$1,747,419	\$18,737,038

(1) Certain obligations extend beyond 2026; amounts in this column represent outstanding amounts through the final maturity.

Debt Service

Certificates of participation (COPs) are a form of borrowing and is a collateralized lease-financing agreement used by a municipality to finance capital projects.

General Fund Certificates of Participation (COPs)

Borrowing		Purpose		2022	2023	2024	2025	2026	Outstanding Balance as of 12/31/21 (1)
Refunding of 2001 & 1998 Golf Course COPs	Refunding of COPs issued for the Public Safety	Principal		\$1,420,000	\$0	\$0	\$0	\$0	\$1,420,000
2010 COPS Issued 8/10	Center & Golf Course Improvements at Walnut	Interest		\$60,350	\$0	\$0	\$0	\$0	\$60,350
\$17,645,000	Creek	Total		\$1,480,350	\$0	\$0	\$0	\$0	\$1,480,350
Refunding of 1998 Ice Centre COPs	Refunding of COPs issued for the construction	Principal		\$883,566	\$0	\$0	\$0	\$0	\$883,566
2010 COPS Issued 11/10	of the Ice Centre	Interest		\$78,000	\$0	\$0	\$0	\$0	\$78,000
\$9,950,000		Total		\$961,566	\$0	\$0	\$0	\$0	\$961,566
Refunding of 2005 COPs	Refunding of COPs issued for the construction	Principal		\$1,125,000	\$1,170,000	\$1,215,000	\$1,260,000	\$0	\$4,770,000
2013 COPS Issued 1/13	of the 144th & I-25 Interchange	Interest		\$190,800	\$145,800	\$99,000	\$50,400	\$0	\$486,000
\$11,095,000		Total		\$1,315,800	\$1,315,800	\$1,314,000	\$1,310,400	\$0	\$5,256,000
2015 COPS Issued 7/15	Downtown Westminster parking garage,	Principal		\$1,360,000	\$1,405,000	\$1,450,000	\$1,510,000	\$1,585,000	\$33,700,000
\$40,000,000	roadway infrastructure and parks/streetscape.	Interest		\$1,542,880	\$1,498,585	\$1,449,101	\$1,393,700	\$1,318,200	\$15,635,316
		Total		\$2,902,880	\$2,903,585	\$2,899,101	\$2,903,700	\$2,903,200	\$49,335,316
Refunding of 2007 COPs	Refunding of COPs issued for general capital	Principal		\$1,220,000	\$1,260,000	\$1,315,000	\$1,360,000	\$0	\$5,155,000
2016 COPS Issued 9/16	facilities & street improvements	Interest		\$219,800	\$171,000	\$120,600	\$68,000	\$0	\$579,400
\$14,995,000		Total		\$1,439,800	\$1,431,000	\$1,435,600	\$1,428,000	\$0	\$5,734,400
Total General Fund Certificates of Participation			Principal	\$6,008,566	\$3,835,000	\$3,980,000	\$4,130,000	\$1,585,000	\$45,928,566
			Interest	\$2,091,830	\$1,815,385	\$1,668,701	\$1,512,100	\$1,318,200	\$16,839,066
			Total	\$8,100,396	\$5,650,385	\$5,648,701	\$5,642,100	\$2,903,200	\$62,767,632
Less Related External Funding:									
Hyland Hills Share of Ice Centre COPs	IGA with Hyland Hills to pay 50% of debt service	Principal		\$441,783	\$0	\$0	\$0	\$0	\$441,783
	for Ice Centre COPs	Interest		\$39,000	\$0	\$0	\$0	\$0	\$39,000
		Total		\$480,783	\$0	\$0	\$0	\$0	\$480,783
Thornton's Reimbursement for 2005 COPs	IGA with City of Thornton to jointly fund the	Principal		\$1,045,000	\$1,095,000	\$1,150,000	\$1,205,000	\$0	\$4,495,000
	144th Interchange	Interest		\$224,750	\$172,500	\$117,750	\$60,250	\$0	\$575,250
		Total		\$1,269,750	\$1,267,500	\$1,267,750	\$1,265,250	\$0	\$5,070,250
Net General Fund Certificates of Participation			Principal	\$4,521,783	\$2,740,000	\$2,830,000	\$2,925,000	\$1,585,000	\$40,991,783
			Interest	\$1,828,080	\$1,642,885	\$1,550,951	\$1,451,850	\$1,318,200	\$16,224,817
			Total	\$6,349,863	\$4,382,885	\$4,380,951	\$4,376,850	\$2,903,200	\$57,216,600

(1) Certain obligations extend beyond 2026; amounts in this column represent outstanding amounts through the final maturity.

General Fund lease purchases are a form of borrowing for the acquisition of capital equipment. In contrast to COPs, lease-purchases are usually borrowings for smaller amounts with shorter payback periods. Most General Fund lease purchases are for the acquisition of fire trucks.

General Fund Leases Purchases

Borrowing	Purpose		2022	2023	2024	2025	2026	Outstanding Balance as of 12/31/21 (1)
Fire Truck - Engine 2016	Fire truck acquisition	Principal	\$155,634	\$159,313	\$0	\$0	\$0	\$314,948
\$435,393		Interest	\$7,442	\$3,765	\$0	\$0	\$0	\$11,207
Purchased 10/2013		Total	\$163,077	\$163,078	\$0	\$0	\$0	\$326,154
Fire Truck 107' Ladder 2019	Fire truck acquisition	Principal	\$143,876	\$148,120	\$152,489	\$156,988	\$161,619	\$763,092
\$1,139,835		Interest	\$22,511	\$18,267	\$13,897	\$9,399	\$4,768	\$68,842
Purchased 2/2019		Total	\$166,387	\$166,387	\$166,386	\$166,387	\$166,387	\$831,934
Fire Truck Dash Skyboom 2020	Fire truck acquisition	Principal	\$85,001	\$86,105	\$87,223	\$88,356	\$89,504	\$526,856
\$613,388		Interest	\$6,844	\$5,740	\$4,621	\$3,488	\$2,340	\$24,211
Purchased 5/2020		Total	\$91,844	\$91,844	\$91,844	\$91,844	\$91,844	\$551,067
Pierce Dash Engine 2021	Fire truck acquisition	Principal	\$83,806	\$85,314	\$86,473	\$87,647	\$88,837	\$613,388
\$613,388		Interest	\$8,700	\$7,192	\$6,033	\$4,859	\$3,669	\$34,154
Purchased 1/2021		Total	\$92,506	\$92,506	\$92,506	\$92,506	\$92,506	\$647,542
Fire Truck 2022 - Aerial	Fire truck acquisition	Principal	\$100,000	\$173,147	\$173,147	\$173,147	\$173,147	\$507,412
\$1,300,000		Interest	\$0	\$3,000	\$2,574	\$2,148	\$1,720	\$2,585
Projected Lease (2)		Total	\$100,000	\$176,147	\$175,721	\$175,295	\$174,867	\$509,997
Parks Maintenance Equipment	Parks maintenance	Principal	\$178,963	\$176,961	\$178,996	\$181,252	\$183,898	\$900,070
\$900,070	equipment acquisition	Interest	\$8,688	\$10,312	\$7,781	\$5,222	\$2,630	\$34,632
Purchased 2021		Total	\$187,651	\$187,273	\$186,777	\$186,473	\$186,528	\$934,702
Total General Fund Leases		Principal	\$747,280	\$828,960	\$678,328	\$687,390	\$697,005	\$3,118,353
		Interest	\$54,185	\$48,275	\$34,907	\$25,116	\$15,127	\$173,046
		Total	\$801,466	\$877,235	\$713,235	\$712,505	\$712,132	\$3,291,399

(1) Certain obligations extend beyond 2026; amounts in this column represent outstanding amounts through the final maturity.

(2) \$100,000 reflects a down payment in 2022, with subsequent years reflecting projected lease payments assuming a \$1.2 million borrowing at 3% interest, paid over 7 years.

Debt Service

Golf Fund COPs and lease purchases are similar to those of the General Fund, except the debt service payments are paid by the Golf Fund.

Golf Course Fund Certificates of Participation (COPs) & Lease Purchases

Borrowing	Purpose		2022	2023	2024	2025	2026	Outstanding
								Balance as of
								12/31/21 (1)
Refunding of 2001 & 1998 Golf Course COPs	Refunding of certificates of participation for the Public Safety	Principal	\$460,000	\$480,000	\$0	\$0	\$0	\$940,000
2010 COPS Issued 8/10	Center & Golf Course Improvements at Walnut Creek	Interest	\$37,550	\$18,000	\$0	\$0	\$0	\$55,550
\$17,645,000		Total	\$497,550	\$498,000	\$0	\$0	\$0	\$995,550
2021 COPs	Financing of golf course irrigation replacements at Legacy Ridge Golf Course and Preserve at Walnut Creek Golf Course	Principal	\$0	\$420,000	\$430,000	\$435,000	\$445,000	\$6,700,000
Pending Issuance (2)		Interest	\$200,000	\$121,000	\$113,000	\$105,000	\$97,000	\$2,505,578
\$6,700,000		Total	\$200,000	\$541,000	\$543,000	\$540,000	\$542,000	\$9,205,578
Golf Maintenance Equipment	Golf maintenance equipment acquisition	Principal	\$260,380	\$257,467	\$260,428	\$263,710	\$267,560	\$1,309,545
\$1,309,546		Interest	\$12,640	\$15,003	\$11,321	\$7,597	\$3,826	\$50,388
Purchased 2021		Total	\$273,021	\$272,470	\$271,749	\$271,307	\$271,386	\$1,359,933
Total Golf Course Fund COPs & Leases		Principal	\$720,380	\$1,157,467	\$690,428	\$698,710	\$712,560	\$8,949,545
		Interest	\$250,190	\$154,003	\$124,321	\$112,597	\$100,826	\$2,611,516
		Total	\$970,571	\$1,311,470	\$814,749	\$811,307	\$813,386	\$11,561,061

(1) Certain obligations extend beyond 2026; amounts in this column represent outstanding amounts through the final maturity.

(2) Preliminary estimates; COP issuance authorized in May 2021, actual issuance expected to occur in the fall of 2021.

Utility Fund debt includes revenue bonds and notes for the water, wastewater and storm drainage systems and funds.

Utility Fund Debt

Borrowing	Purpose		2022	2023	2024	2025	2026	Outstanding Balance as of 12/31/21 (1)
Water System Debt								
Water 2016	Pressure Zone 3 Expansion and Sheridan	Principal	\$690,194	\$725,488	\$743,135	\$772,547	\$803,920	\$14,219,573
\$26,040,640	Water Main replacement	Interest	\$632,920	\$598,410	\$580,273	\$550,548	\$519,646	\$5,636,378
Issued 05/16		Total	\$1,323,114	\$1,323,899	\$1,323,409	\$1,323,095	\$1,323,565	\$19,855,951
Rehfeld Note	Capital stock of the Farmers Reservoir and	Principal	\$14,968	\$15,567	\$0	\$0	\$0	\$30,535
\$180,000	Irrigation Company (FRICO)	Interest	\$1,221	\$623	\$0	\$0	\$0	\$1,844
Issued 03/08		Total	\$16,189	\$16,189	\$0	\$0	\$0	\$32,379
Water 2019	Water system improvements: Water 2025,	Principal	\$0	\$0	\$0	\$0	\$0	\$36,150,368
\$36,150,368	High Service Pump Station Repair &	Interest	\$1,415,450	\$1,415,450	\$1,415,450	\$1,415,450	\$1,415,450	\$20,589,928
Issued 12/2019	Replacement, Wattenberg Reservoir	Total	\$1,415,450	\$1,415,450	\$1,415,450	\$1,415,450	\$1,415,450	\$56,740,295
Water 2020-Refunding of 2010 BABs	Original bonds paid for the reclamation plant,	Principal	\$1,645,000	\$1,725,000	\$1,755,000	\$1,810,000	\$1,895,000	\$17,380,000
\$17,380,000	expansion of the Northwest Water Treatment	Interest	\$782,150	\$699,900	\$665,400	\$612,750	\$522,250	\$4,376,200
Issued 06/2020	Facility and other capital projects.	Total	\$2,427,150	\$2,424,900	\$2,420,400	\$2,422,750	\$2,417,250	\$21,756,200
Wastewater System Debt								
Wastewater Plant 2005	Expansion and repairs Big Dry Creek (BDC)	Principal	\$915,000	\$960,000	\$1,022,500	\$517,335	\$0	\$3,414,835
\$15,440,000	Wastewater Treatment Facility	Interest	\$0	\$0	\$0	\$0	\$0	\$0
Issued 05/05		Service Fees	\$118,575	\$81,380	\$10,055	\$0	\$0	\$210,010
		Total	\$1,033,575	\$1,041,380	\$1,032,555	\$517,335	\$0	\$3,624,845
Big Dry Creek Sewer Interceptor	Repair and improvement of the BDC	Principal	\$1,025,344	\$1,045,827	\$1,063,953	\$1,081,252	\$1,099,174	\$21,849,484
\$23,331,532	interceptor sewer	Interest	\$189,401	\$169,401	\$150,026	\$131,401	\$113,651	\$1,251,938
Issued 05/2020		Service Fees	\$151,655	\$151,655	\$151,655	\$151,655	\$151,655	\$2,152,334
		Total	\$1,366,400	\$1,366,883	\$1,365,634	\$1,364,308	\$1,364,480	\$25,253,756
Wastewater 2016	BDC Biosolids/Dewatering, Little Dry Creek	Principal	\$1,069,806	\$1,124,512	\$1,151,865	\$1,197,453	\$1,246,080	\$22,040,427
\$16,789,360	interceptor repairs, Lift Stations	Interest	\$981,030	\$927,540	\$899,427	\$853,352	\$805,454	\$8,736,422
Issued 05/16		Total	\$2,050,836	\$2,052,051	\$2,051,292	\$2,050,805	\$2,051,535	\$30,776,849
Wastewater 2019	BDC interceptor repair and replacement and	Principal	\$0	\$0	\$0	\$0	\$0	\$1,874,633
\$1,874,633	capacity increase, south and east sewer	Interest	\$73,400	\$73,400	\$73,400	\$73,400	\$73,400	\$1,067,722
Issued 12/2019	interceptor	Total	\$73,400	\$73,400	\$73,400	\$73,400	\$73,400	\$2,942,355
Total Utility Fund Debt		Principal	\$5,360,312	\$5,596,394	\$5,736,453	\$5,378,587	\$5,044,174	\$116,959,854
		Interest	\$4,075,573	\$3,884,724	\$3,783,976	\$3,636,901	\$3,449,851	\$41,660,432
		Service Fees	\$270,230	\$233,035	\$161,710	\$151,655	\$151,655	\$2,362,344
		Total	\$9,706,114	\$9,714,153	\$9,682,139	\$9,167,143	\$8,645,680	\$160,982,630

(1) Certain obligations extend beyond 2026; amounts in this column represent outstanding amounts through the final maturity.

Debt Service

Westminster Economic Development Authority debt includes tax-increment bonds and loans that were issued to fund capital improvements within the City's urban renewal areas to further economic development. As mentioned previously, WEDA debt is shown in the City's budget as WEDA debt is a moral obligation of the City, but the repayments of these bonds from tax increment generated within the urban renewal areas.

Westminster Economic Development Authority (WEDA) Debt

Borrowing	Purpose		2022	2023	2024	2025	2026	Outstanding
								Balance as of
								12/31/21 (1)
WEDA 2012 (N Huron)	Construction of public infrastructure	Principal	\$3,835,000	\$3,969,000	\$4,109,000	\$4,253,000	\$4,402,000	\$29,840,000
\$59,000,000	improvements in the North Huron	Interest	\$1,047,384	\$912,776	\$773,464	\$629,238	\$479,958	\$4,333,764
Issued 8/12	Urban Renewal Area	Total	\$4,882,384	\$4,881,776	\$4,882,464	\$4,882,238	\$4,881,958	\$34,173,764
WEDA 2012 (Mandalay)	Land acquisition and infrastructure	Principal	\$1,765,000	\$1,840,000	\$1,910,000	\$1,970,000	\$2,050,000	\$13,935,000
\$35,830,000	improvements for the Mandalay	Interest	\$563,425	\$492,825	\$419,225	\$361,925	\$283,125	\$2,374,275
Issued 8/12	Gardens project	Total	\$2,328,425	\$2,332,825	\$2,329,225	\$2,331,925	\$2,333,125	\$16,309,275
WEDA 2012 (S Sheridan)	The construction of public	Principal	\$435,000	\$450,000	\$465,000	\$480,000	\$495,000	\$3,690,000
\$8,075,000	infrastructure improvements in the	Interest	\$94,095	\$83,003	\$71,528	\$59,670	\$47,430	\$412,335
Issued 6/09	South Sheridan Urban Renewal Area	Total	\$529,095	\$533,003	\$536,528	\$539,670	\$542,430	\$4,102,335
Total WEDA Debt		Principal	\$6,035,000	\$6,259,000	\$6,484,000	\$6,703,000	\$6,947,000	\$47,465,000
		Interest	\$1,704,904	\$1,488,604	\$1,264,217	\$1,050,833	\$810,513	\$7,120,374
		Total	\$7,739,904	\$7,747,604	\$7,748,217	\$7,753,833	\$7,757,513	\$54,585,374

(1) Certain obligations extend beyond 2026; amounts in this column represent outstanding amounts through the final maturity.



WESTMINSTER

BUDGET BY DEPARTMENT

Overview

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

The City Council's vision statement is: We are a thriving community of safe neighborhoods and beautiful open space that is sustainable and inclusive.

Budget Overview

Fund: 100 - General Fund

Dept.: 01 - City Council

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	148,522	132,819	190,841	226,841
Contractual	73,914	39,781	109,995	126,015
Commodities	11,152	3,877	7,150	10,650
Other	-	-	-	-
Program Total	233,588	176,477	307,986	363,506

Strategic Plan Process and Goals

Westminster City Council uses a strategic planning process to help achieve its long-range vision of a city that is rich in complexity, a community that is desirable as a place of residence or business.

Each year City Council reviews its vision for the future through a Strategic Plan to achieve that vision. The plan defines the city's vision, mission, core values, and goals. Each goal is further defined and specific initiatives are identified as priorities for City Council that help achieve the associated goal.

The Strategic Plan was developed to reinforce long-term planning for both operating (day-to-day operations and services) and capital (long-term investment projects such as road construction, water distribution and sewer maintenance) programs. City Council enlists staff's assistance, via the city department heads, in developing the Strategic Plan. This team approach is critical to success, as it allows staff to better understand City Council's goals and vision for the city. In turn, staff can more successfully plan city projects and budgets to achieve the shared vision.

Twice a year, staff provides City Council and residents a status update on work done toward the Strategic Plan goals, objectives and actions.

GOAL: Foster and Maintain A Beautiful, Desirable, Safe, And Environmentally Responsible City.

- Continue to expand outreach to connect better with the community
- Preserve, expand and enhance trails and open spaces and provide geographic equity and connectivity to neighborhoods throughout the city.
- Advance innovative parks and recreation opportunities with emphasis on geographic equity
- Work to bring resilience and triple bottom line practices to code, programs, capital infrastructure, and governmental functions

GOAL: Cultivate A Thriving, Inclusive, And Engaged Community Through Access To Opportunity And A Resilient And Diverse Economy.

- Work with local and regional partners to create a workforce development strategy for Westminster
- Develop and lead placemaking strategies that expand cultural connections, opportunities and improve access to the arts
- Continue to implement the strategies for Westminster's key economic areas
- Support neighborhoods in Westminster and help them work together, as neighbors, to grow the sense of place and community in their neighborhoods.
- Promote and provide opportunities for community education and civic engagement

GOAL: Provide Visionary, Effective, And Collaborative Government.

- Develop within the City Manager's Office an annual program of specific department business process improvement reviews
- Expand governmental and non-governmental collaborative partnerships and tap into existing collective resources wherever possible to meet community needs and goals
- Address homelessness, mental health needs, and environmental concerns at their source and with needed immediate interventions through partnership efforts
- 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
- Promote the organizational culture of Service, Pride, Integrity, Responsibility, Innovation and Teamwork (SPIRIT)

GOAL: Advance The City's Long-Term Sustainability To Provide Ongoing Excellence In City Services And A Well-Planned Community That Meets The Needs Of Residents Now And In The Future.

- Identify and implement innovative approaches to diversify the city's revenues
- Build and maintain infrastructure prioritizing resilience, resource efficiency and stewardship of the City's investments
- Enhance access to opportunity through improved connections and multi-modal mobility solutions and alternatives
- Develop a mix of housing and retail to meet the diverse needs of the entire community

CITY ATTORNEY'S OFFICE

Department Overview

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.

Budget Overview

Fund: 100 - General Fund

Dept.: 03 - City Attorney's Office

Division: 120 - Administration

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	1,598,287	1,618,805	1,746,751	1,927,384
Contractual	79,056	64,622	40,251	45,817
Commodities	5,263	2,001	25,871	9,213
Other	953	-	-	-
Sub-Total	1,683,559	1,685,428	1,812,873	1,982,414
Benefits	-	-	-	592,050
Program Total	1,683,559	1,685,428	1,812,873	2,574,464

Staffing Overview

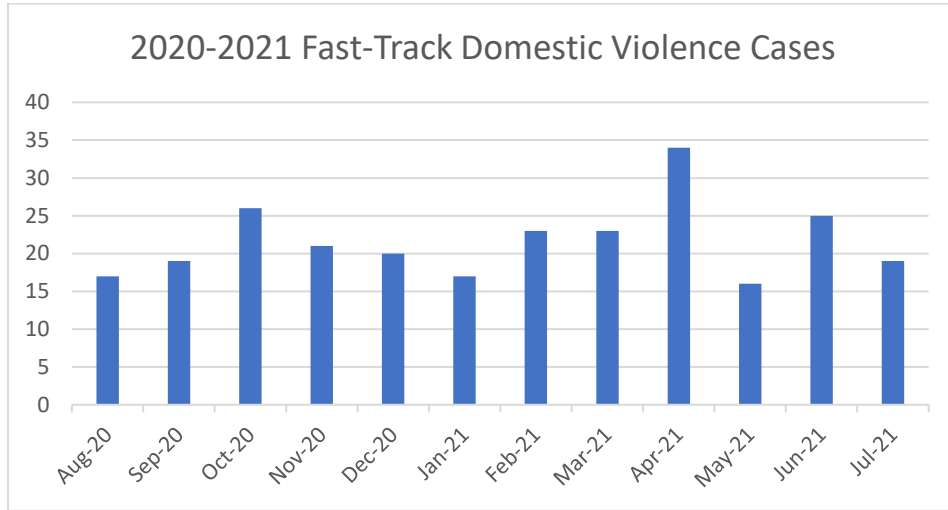
	2019	2020	2021	2022
FTE Staff	15.7	15.7	16.8	16.8

2022 Objectives

- Increase Citywide user training and utilization of CAO's Cobblestone workflow management software
- Identify Cobblestone software improvements, redesign certain features and implement enhancements
- Participate in and support the City's new efforts around procurement
- Prosecute municipal court cases, support court operations and ensure continuity of City operations during the pandemic
- Evaluate and advise as to public health orders and regulations

2021 Accomplishments

- Provided legal support and advice on employment issues related to the pandemic
- Collaborated with cross-departmental team to develop protocols and procedures for future hybrid in-person meetings using the council chambers
- Collaborated with outside counsel on lawsuits in which the City or its employees are defendants
- Contributed to:
 - the operation of the Westminster Wellness Court Team to screen candidates and participate in the docket
 - assisting with updating procedures for the victim advocates in order to improve victim's treatment during a difficult time
 - and facilitating communication of the victim's desires to the Court
- Memorandum of Understanding (MOU) with Front Range Community College (FRCC) North Metro Denver Small Business Development Center for a Digital Marketing Boot Camp designed to help the City's and surrounding area businesses recover from COVID-19's financial impact
- MOU between Parks, Recreation, and Libraries and Front Range Community College to cooperate in an arborist apprenticeship curriculum with the college
- Created facility use agreement with regional partners for COVID-19 testing sites at FRCC and at the Promenade
- Renewed Intergovernmental Agreement (IGA) with Colorado Legal Services for Landlord-Tenant legal clinics and assistance
- Handled legal aspects of twelve senior apartments proposed at 73rd and Lowell
- Supported the Water 2025 efforts with acquiring a site for the plant
- Created agreement to fulfill Westminster's potential return flow obligations associated with a pending water rights change case
- IGA concerning improvements for the Shaw Heights tributary at Lowell Boulevard to Little Dry Creek
- Amended City Code to establish solar energy systems as a permitted use
- Consulted on a Grade Crossing Construction and Maintenance Agreement with Burlington Northern Santa Fe (BNSF) Railway Company concerning quiet zone improvements
- Support Police Department with training and policy revisions due to newly-enacted legislation



CITY MANAGER'S OFFICE

Department Overview

The City Manager's Office helps guide City Council's vision and put their policies and directives into practice. These teams also assist City Council by conducting research and preparing policy recommendations and alternatives. To help promote a progressive and innovative local government, the teams provide administrative support and direction to city departments.

Budget Overview

Fund: 100 - General Fund

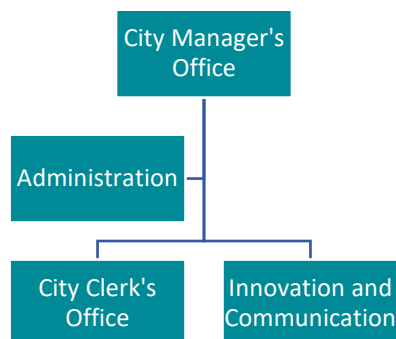
Dept.: 05 - City Manager's Office

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	2,271,918	2,694,829	3,095,471	4,428,320
Contractual	502,756	440,931	732,519	1,328,954
Commodities	22,032	10,881	50,287	48,000
Other	7,390	7,486	5,474	14,050
Sub-Total	2,804,096	3,154,127	3,883,751	5,819,324
Benefits	-	-	-	1,039,450
Program Total	2,804,096	3,154,127	3,883,751	6,858,774

Staffing Overview

	2019	2020	2021	2022
FTE Staff	22.55	27.55	28.55	37.55

While the FTE staff is increasing by 9 in 2022, a majority of that is due to reorganizing positions from other departments to the Innovation and Communication Division to support consistent communications and special events. Only 1.5 FTE are new positions which will support the increased demand of audio/visual capabilities for City Council meetings and will reduce contractual AV support costs.



City Manager's Office - Administration

Division Overview

The Administration Division is 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, and facilitates the strategic planning process.

Budget Overview

Fund: 100 - General Fund

Dept.: 05 - City Manager's Office

Division: 50 - Administration

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	1,297,421	1,519,038	1,525,704	1,786,286
Contractual	25,711	21,770	79,396	41,304
Commodities	7,500	6,667	33,500	23,500
Other	2,127	2,839	5,474	4,050
Sub-Total	1,332,759	1,550,314	1,644,074	1,855,140
Benefits	-	-	-	333,920
Program Total	1,332,759	1,550,314	1,644,074	2,189,060

2022 Objectives

- Investigate and implement practices to provide the most timely and effective communications with City Council, community stakeholders, and staff.
- Embed innovation, communication and sustainability in the organization's culture.
- Support the work of diversity, inclusivity, and equity initiatives in the organization and community.
- Build resiliency through recovery in the community by championing RISE initiatives, including partnering on and implementing proposed recommendations from the WestyRISE Community Advisory Group.
- Champion community building in Westminster neighborhoods through CommunityRISE continuation of efforts.
- Expand the SAGE (Save.Act.Grow.Earn) sustainable business program to include more businesses and sectors, more partnerships with Xcel Energy and targeted financial assistance.

- Create opportunities for HOAs and neighborhoods to implement sustainability practices.
- Develop a community resilience framework to help residents and businesses deal with poor air quality, heat, flooding and other impacts.
- Develop energy efficiency assistance efforts in partnership with Xcel Energy for residents, including middle- to lower-income residents.
- Launch a communications and outreach strategy to encourage sustainable behaviors and actions in the community.
- Encourage and provide assistance with the reduction of pollution emissions from single-occupancy vehicles related to the City's and local businesses' operations and employee commuting.

2021 Accomplishments

- Finalized the first-ever Westminster Sustainability Plan.
- Presented the inaugural Sustainable Business of the Year Award to Premier Members Credit Union.
- Completed the Westminster Solar Co-op. 87 residents initially signed up for the Co-op, resulting in 23 contracts to install solar, totaling more than \$450K in economic benefit and 161.26 kW of solar capacity
- Launched the city's first sustainable business program, SAGE. Since the April launch, 5 businesses certified and 25 more assisted in a variety of practices to save money, including energy and water conservation, and waste management.
- Received 4 applications to the SAGE Accelerator grant program, designed to help fund business practices to save money and conserve resources.
- Achieved Bronze Level designation to the SolSmart standard (a national recognition for high-performing solar cities), and finalizing moving up to the Gold Level standard. Westminster would be one of only 8 Colorado cities at that level. Assisted in authoring and passing a "solar-by-right" code amendment that explicitly permits the use of PV solar installation in all zones within Westminster.
- Launched the new "Sustainable Westminster" logo and brand to highlight internal successes and for community facing communications.
- Finalizing sustainability language for the draft Development Code, including renewable energy, electric vehicles, and waste management.
- Holding an Electric Vehicle Ride-and-Drive event at the Orchard Town Center Farmers Market in August.
- Creating clear signage and standardizing waste and recycling bins in multiple City facilities to improve recycling rates.
- Updating the Sustainability webpage for residents to more easily access and use sustainability resources from the City and external partners.
- Partnering with Xcel Energy to provide free energy assessments to businesses and to provide rebates on cost-saving equipment upgrades.
- Supported and facilitated development of recommendations by the WestyRISE Community Advisory Group.
- Initiated community building in Westminster neighborhoods through CommunityRISE program.

City Manager's Office – City Clerk

Division Overview

The Clerk's Division serves as administrative support to the City Council, and facilitates the compilation and publication of agendas and packets for all City Council meetings and study sessions. Ensures that all enacted legislation is maintained and updated in the municipal code. Administers City elections, administers City and liquor licensing, and maintains all official records. The Office also serves as the facilitator for the majority of open records requests. Facilitates City Council appointments to Boards and Commissions, and serves as liaison to the Election Commission and Special Permit and License Board.

Budget Overview

Fund: 100 - General Fund

Dept.: 05 - City Manager's Office

Division: 070 - City Clerk

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	488,751	563,653	706,471	741,208
Contractual	167,848	156,561	286,920	256,860
Commodities	5,562	1,106	4,500	4,500
Other	2,295	-	-	-
Sub-Total	664,456	721,320	997,891	1,002,568
Benefits	-	-	-	218,000
Program Total	664,456	721,320	997,891	1,220,568

2022 Objectives

- Contribute to the City's efforts during the reopening transition of City facilities, particularly City Hall.
- Assist with plans for improvements to the hybrid in-person City Council meetings and study sessions, with a commitment to remain nimble and innovative under rapidly changing circumstances.
- Finalize the Entertainment District/Common Consumption area ordinance, and implement the program in conjunction with the Special Permit and License Board
- Evaluate, purchase, and implement new agenda management software and Boards and Commissions management software
- Develop an organization-wide training plan for the new agenda management software
- Evaluate current vendor for Laserfiche service and support (MCCI) evaluation

- Evaluate the re-launch of Passport Acceptance activities, including the recertification of all office staff and the recertification of the City Clerk's Office facility by the US Department of State.
- Update the COW Records Retention Schedule
- Provide feedback for improvements and bug fixes for the new Business Services Portal after launch.
- Fully on-board new Deputy City Clerk and 2 Executive Admins
- Complete the Certified Municipal Clerk (CMC) certification for three staff members, and begin the program for one new staff member. Restart attendance at state and national conferences.
- Complete Laserfiche Gold certification for Records Management Administrator

2021 Accomplishments

- Coordinated and participated in the Future City Council Meetings Working Group, tasked with transitioning to safe in-person meetings that allowed for hybrid in-person and remote participation for City Council, Staff and the public.
- Developed a new Public Comment/Public Hearing sign up application in partnership with IT.
- Following the resignation of the former Mayor and transition of the Mayor Pro Tem, launched and coordinated the process to fill the resulting Council Vacancy
- Reviewed and processed 26,842 recall petition signatures, submitted as 4 separate recall petitions, in conjunction with a cross-departmental team and 8 project temporary employees.
- Conducted a stand-alone Special Recall Election in partnership with an outside consultant, Adams County Elections Division, Jefferson County Elections Division, and the Secretary of State.
 - Hired approximately 60 temp employees to serve as Election Judges during the election.
 - Cross-trained all CCO staff to work as Election Judges as needed.
 - Operated four Voter Service Polling Centers and nine 24-hour ballot drop boxes throughout the City.
- Processed 941 Licenses, issued 230 new Commercial business licenses, 454 sales tax-only licenses; 80 new home occupation business licenses, 1 new Amusement Machine license, 7 new Security Guard Licenses, 2 new Solid Waste license; and 1,028 business license renewals.
- Assisted in launching the City's first Civic Engagement Academy
- 2,910 records (Contracts, Affidavits, Grants, etc.) were processed electronically through DocuSign this year. Total to date: saving hundreds of hours of processing time, as well as generating environmental savings to the tune of 17,507 lbs. of wood; 51,548 gallons of water; 41,093 lbs. of carbon dioxide; and 2,845lbs. of waste.
- PD RMS System replacement and records migration nearly completed. 447,821 PD records were migrated from the old RMS system to Laserfiche for data retention and retrieval.
- Responded to 407 CORA requests.

City Manager’s Office – Innovation and Communication

Division Overview

The Innovation and Communication Division (ICD) enhances Westminster’s vibrancy and its superlative quality of life by providing residents with a variety of ways to engage with their government and their community. The division supports five core functions: communications, community engagement, innovation, marketing/creative services, and cultural affairs (i.e. public art, historic preservation, and special events). Together, these functions foster an informed, engaged, and connected city reflective of our community’s many unique voices.

Budget Overview

Fund: 100 - General Fund

Dept.: 05 - City Manager's Office

Division: 387 - Innovation & Communication

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	485,746	612,138	863,296	1,900,826
Contractual	309,197	262,600	366,203	1,030,790
Commodities	8,970	3,108	12,287	20,000
Other	2,968	4,647	-	10,000
Sub-Total	806,881	882,493	1,241,786	2,961,616
Benefits	-	-	-	487,530
Program Total	806,881	882,493	1,241,786	3,449,146

2022 Objectives

- Continue implementation of the recommendations reported in the 2019 Webb Communication Audit.
- Improve communication and storytelling through written, visual, and video content.
- Increase transparency and access to information.
- Continue commitment to council engagement with the community.
- Resume cross-departmental Innovation Teams (I-Teams) and process improvement initiatives.
- Continue to find new and innovative ways to engage with the community.
- Complete and implement a comprehensive Language Access Plan.
- Develop tools for improving connectivity between Westminster’s diverse neighborhoods.

- Continue to implement the recommendations identified in the 2019 Arts and Culture Master Plan.
- Continue to explore ways to highlight and support the diversity of voices within the Westminster community.

2021 Accomplishments

- Strengthened efficiency and efficacy of communication efforts by centralizing and streamlining citywide communication functions under a single division (ICD).
- Expanded the city's communications team with key recruitments to fill vacant positions (graphic designer, digital media specialist, communication and public relations officer, community engagement liaison, videographer).
- Continued growth of city social media engagement in 2020 and 2021, with engagement rates 2-3x the average the top cities across Colorado.
- Executed a COVID-related public health campaign (in English and Spanish) that delivered nearly 7.5 million impressions.
- Supported numerous innovative programs to support businesses and families during the pandemic, including 10,000 boxes of food and restaurant gift cards for families in need, meals for seniors, PPE for businesses, business grant program support, and more.
- Expanded external communication through periodic livestream events.
- Expanded internal communication with internal staff livestreams (20 and counting).
- The cross-departmental Procurement and Contracting Innovation Team completed an evaluation leading to budget actions to support a more centralized procurement function and documentation to assist with future implementation.
- Executed more than 60 innovative special events/cultural offerings in full compliance with then-current public health mandates.
- Introduced Art a la Carte--an innovative, mobile art studio that provided performing and visual art workshops in neighborhood settings across the city.
- Highlighted the city's DEI initiatives through the commission of an immersive theatre production celebrating the community's Jewish heritage.
- Promoted council's new strategic plan via a video campaign.

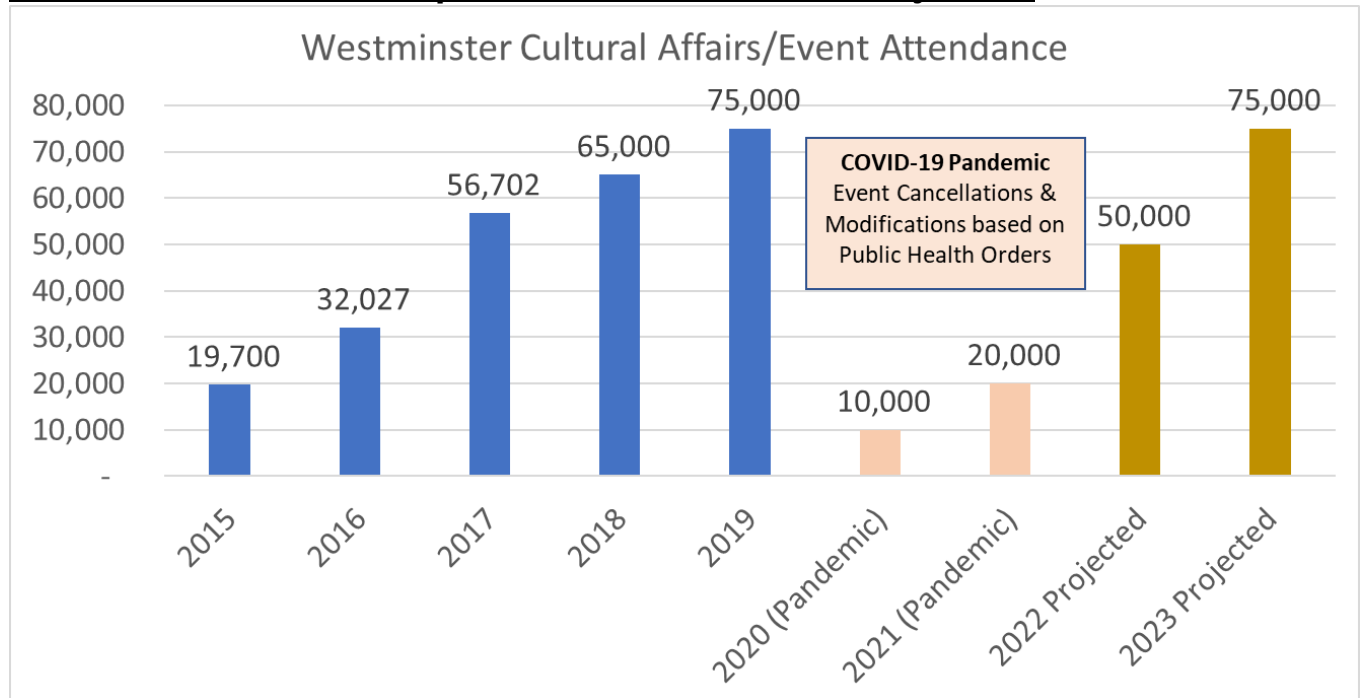
Performance Snapshot: July 1, 2020-July 7, 2021

The City of Westminster website received over 5.3 million pageviews between July 1, 2020 and July 7, 2021. During that same timeframe, Westminster social media profiles received about 14.5 million impressions and more than 1 million engagements. 1.3 million emails were sent (a 14.6% increase from the prior year) with an open rate of 31.74% and an unsubscribe rate of 0.32%.

COVID-19 Communication Campaign Metrics

Major COVID-19 Campaigns	Mediums	Impressions
Face Coverings, Health & Hygiene March-August, 2020	Direct mail, targeted bilingual postcards, multilingual signage, bus shelter ads, Channel 8, social media, website, business posters	2 million
Seasonal Holiday Campaign October 2020-January 2021	Geographically targeted social media ads, NextDoor posts, direct mail	4.3 million
Step Up Campaign December 2020-January 2021	Digital display ads, OTT television/streaming ads, social media	5.3 million
TOTAL IMPRESSIONS <i>Not including ongoing COVID-19 posts, videos, communication initiatives, website updates, Channel 8 slides, emails, phone notifications, and direct engagements</i>		11.5 million +

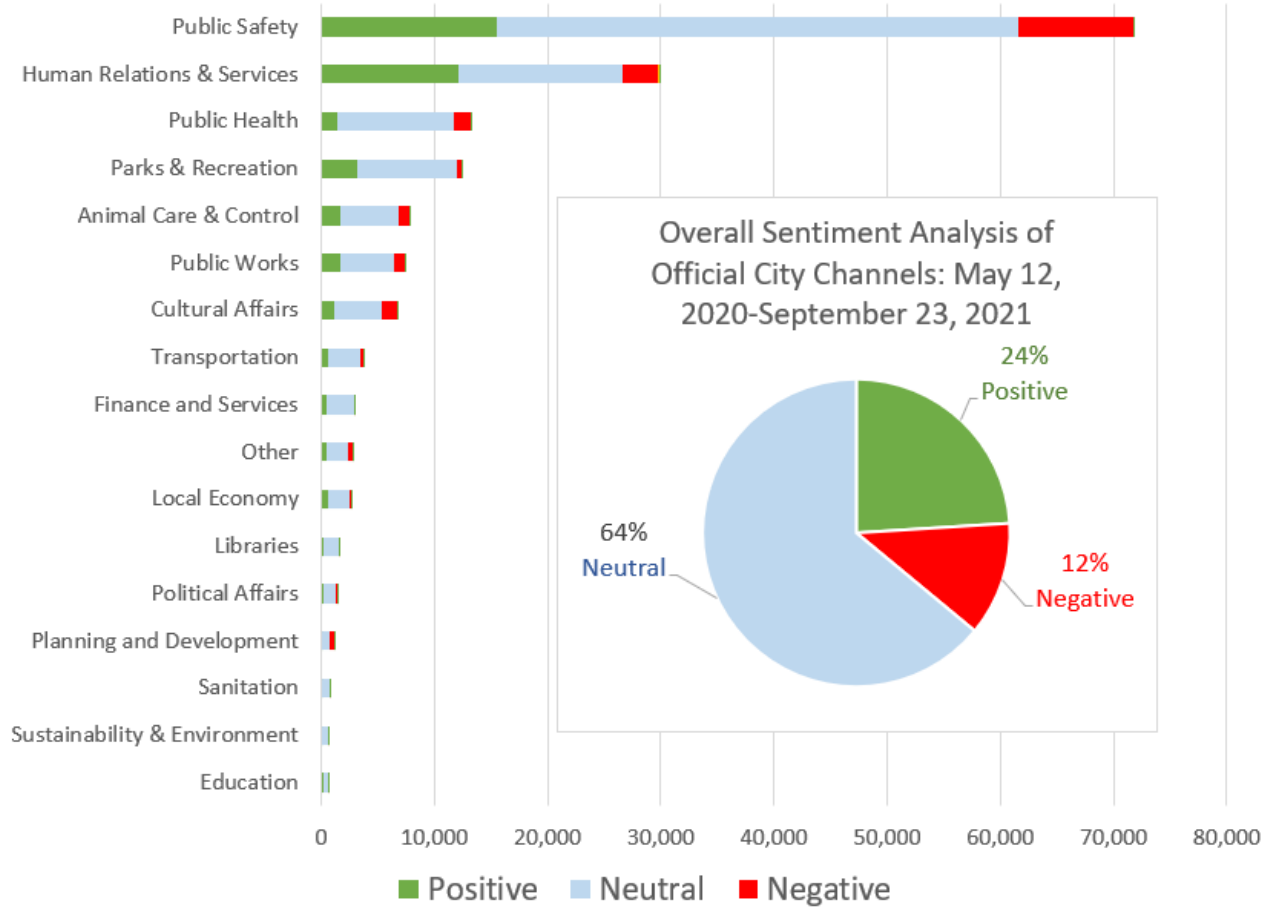
Cultural Affairs Event Participation 2015-2021 and Future Projections



2022-2023 Goal: Reach pre-pandemic attendance levels by 2023.

Digital Interactions & Sentiment by Topic: Official City Channels

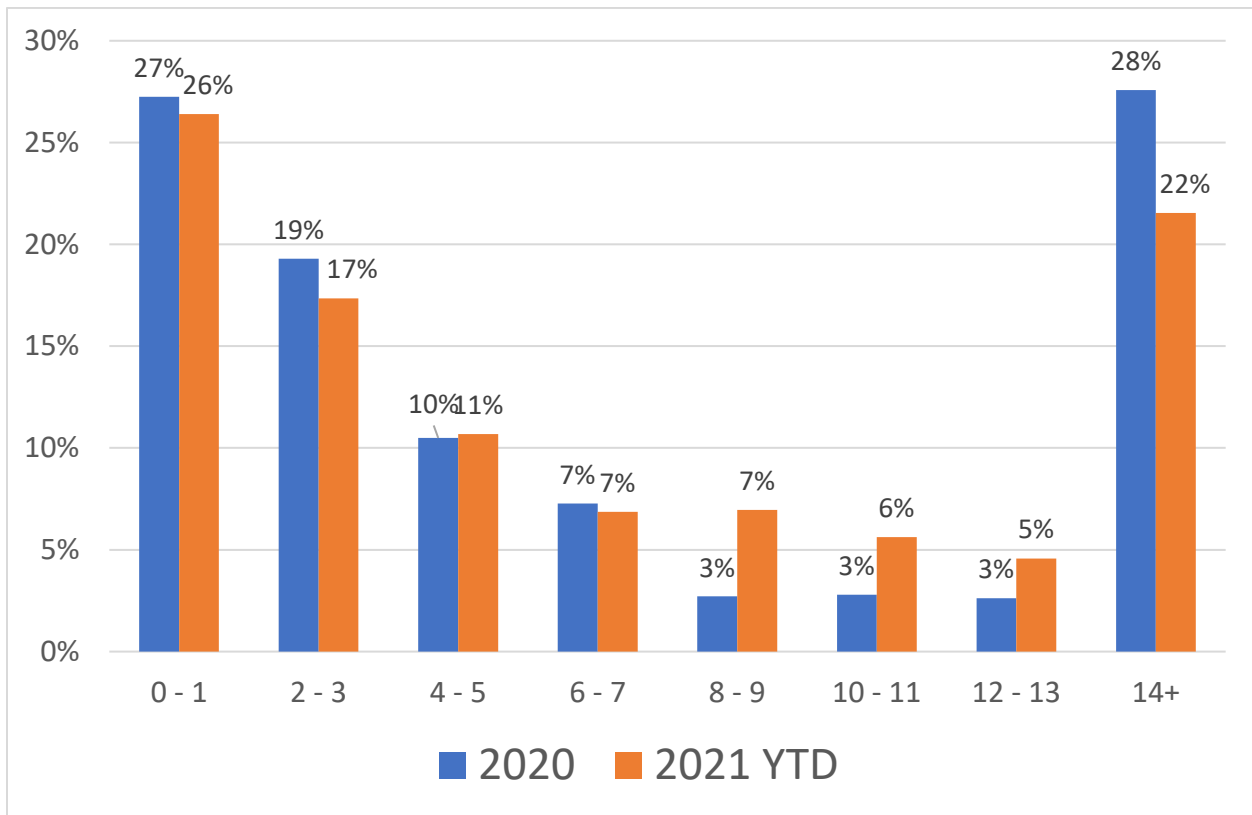
Overall Digital Interactions & Sentiment: Official City Channels from May 12, 2020-September 23, 2021



About Sentiment: Sentiment is based on tone as assessed through AI/Machine Learning. Sentiment doesn't necessarily mean positive or negative sentiment toward the City. For example, Public Safety has the highest negative sentiment. The majority of this negative sentiment is the expression of sadness, empathy, or outrage about local accidents or crime.

2022 Goal: Increase the ratio of positive-to-negative sentiment from 2:1 to 3:1 for 2022.

Access Westminster Days to Close Inquiries



2022 Goal: Close over 60% of requests in under five days and over 80% of requests in under 14 days.

COMMUNITY DEVELOPMENT

Department Overview

The Community Development Department’s four divisions plan, promote and sustain a high-quality of life; facilitate appropriate land use decisions; and ensure that the community is safely built, well-maintained and aesthetically pleasing.

Budget Overview

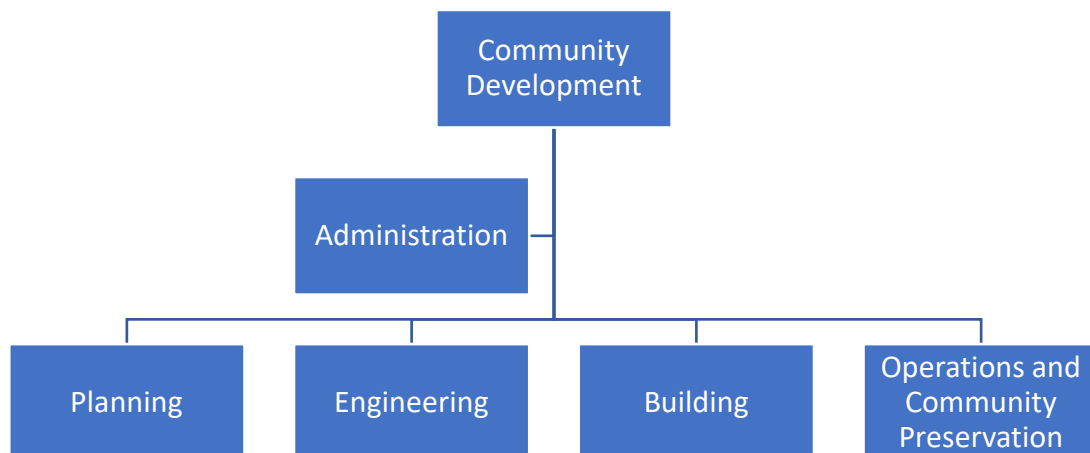
Dept.: 30 - Community Development

Expenditure Category	Actual	Actual	Budget	Budget
	FY 2019	FY 2020	FY 2021	FY 2022
Personnel	5,584,671	6,337,277	6,514,355	6,999,234
Contractual	1,424,519	1,570,287	1,692,810	1,561,201
Commodities	27,984	28,104	50,450	78,365
Other	7,544	55,631	27,750	18,750
Sub-Total	7,044,718	7,991,299	8,285,365	8,657,550
Benefits	-	-	-	1,978,280
Program Total	7,044,718	7,991,299	8,285,365	10,635,830

Staffing Overview

	2019	2020	2021	2022
FTE Staff	73.1	73.1	73.1	75.1

There are three new FTE staff located in the Parking Fund and will bring the parking management program in-house to save money and reduce the subsidy from the General Fund (net two FTE increase as one FTE was moved to the City Manager’s Office).



Community Development – Administration

Division Overview

The Administration Division charts future strategy and supports the day-to-day activities of the Department’s divisions. Manages developer relations, intergovernmental transportation interests and policy priorities.

Budget Overview

Fund: 100 - General Fund
Dept.: 30 - Community Development
Division: 050 - Admin

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	854,183	412,170	418,935	466,174
Contractual	124,062	70,483	74,123	106,103
Commodities	8,444	11,544	15,200	15,200
Other	6,000	6,219	3,000	3,000
Sub-Total	992,689	500,416	511,258	590,477
Benefits	-	-	-	112,010
Program Total	992,689	500,416	511,258	702,487

2022 Objectives

- Complete the Federal Boulevard Multi-Modal Study.
- Support Transportation and Mobility Plan implementation strategies.
- Promote connectivity of regional transportation, including extension of commuter rail.
- Lead efforts to promote a fiscally responsible and sustainable approach to services in the future.
- Support the completion of major projects in the department including the Comprehensive Plan Update and Unified Development Code.

2021 Accomplishments

- Provided guidance and support for several significant and contentious development proposals to balance community and private property interests.
- Continued to promote extension of commuter rail to Downtown and supported City policy priorities regionally with multi-modal transportation advocacy.
- Led the Federal Boulevard Multi-Modal Study.
- Partnered with Economic Development to support customer needs.
- Supported key achievements listed in other Division budget pages.



Performance Snapshot

Development Review Statistics—2020

17,656 Inspections Conducted (All Disciplines)

6,389 Permits Issued

184 Active Projects (Major and Minor)

1,512 Code Compliance Cases

Community Development – Planning

Division Overview

The Planning Division coordinates proposed Comprehensive Plan, zoning and rezoning applications, and land development and redevelopment activities. Facilitates special projects like specific area plans and other long-term land use planning activities.

Budget Overview

Fund: 100 - General Fund

Dept.: 30 - Community Development

Division: 360 - Planning

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	1,418,371	1,217,088	1,234,166	1,316,195
Contractual	147,617	104,245	28,971	104,567
Commodities	1,897	1,797	6,900	4,815
Other	-	-	-	-
Sub-Total	1,567,885	1,323,130	1,270,037	1,425,577
Benefits	-	-	-	321,110
Program Total	1,567,885	1,323,130	1,270,037	1,746,687

2022 Objectives

- Adopt a Comprehensive Plan Update to guide future land uses for the City, incorporating fiscal and resource-impact analysis.
- Refine development review workflow to match comprehensive plan priorities for development.
- Continue to support development and redevelopment activities.
- Adopt a Unified Development Code to provide a single document to guide all land development requirement and procedures in the City.
- Adopt updates to the City's Landscape Regulations/Code.
- Continue to coordinate a high-quality, efficient development review process.
- Initiate annexation studies of specific geographic areas based on updated Comprehensive Plan.
- Continue to coordinate regional planning activities with the Denver Regional Council of Governments.
- Initiate zoning map changes to implement the updated Comprehensive Plan and Unified Development Code.

2021 Accomplishments

- Continued work on significant long-range planning efforts including the update to the City's Comprehensive Plan and the development of a Unified Development Code (with design standards).
- Initiated Harris Park Area Plan.
- Continued to support efficient development review for major employers including Trimble and Ball Corporation.
- Implemented a cross-departmental effort to create a program to allow temporary expansion of outdoor dining.
- Implemented a cross-departmental effort to facilitate virtual neighborhood meetings to accommodate public input for development proposals.
- Conducted virtual Planning Commission meetings.
- Created new web portal to provide more detailed project-specific information.
- Facilitated interdepartmental coordination for the entitlement of major development projects in Focus Areas.

Performance Snapshot

Projects Approved (Major and Minor Official Development Plans)

- 2017 - 110
- 2018 - 83
- 2019 - 66
- 2020 - 79

Community Development – Building

Division Overview

The Building Division issues permits for all building construction projects. Examines construction plans for compliance with building, plumbing, mechanical, and electrical codes. Conducts field inspections of all aspects of building construction. Administers the Rental Property Maintenance Code.

Budget Overview

Fund: 100 - General Fund

Dept.: 30 - Community Development

Division: 370 - Building

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	1,456,050	1,515,433	1,541,254	1,610,530
Contractual	143,934	96,895	86,108	114,720
Commodities	7,502	2,049	12,300	10,300
Other	-	-	-	-
Sub-Total	1,607,486	1,614,377	1,639,662	1,735,550
Benefits	-	-	-	444,890
Program Total	1,607,486	1,614,377	1,639,662	2,180,440

2022 Objectives

- Adopt 2021 edition of the International Building Codes.
- Refine standard operating procedures (SOPs) for building front office and plans examiners.
- Create a communication plan for the Rental Property Maintenance Code to notify owners, residents and the general public of the requirements of the code.
- Maintain improved turn-around time for commercial and residential construction plan reviews.
- Stay current with roof inspections.
- Refine SOPs for field inspections.
- Review the established schedule of fixed fee building permits to determine if the fees are appropriate for the cost of the services provided.
- Create a landlord training class for both new and experienced landlords in relation to Rental Property Maintenance Code.

2021 Accomplishments

- Improved turn-around time with plan review.
- Partnered with applicants on significant projects such as Ball Corporation Expansion to achieve desirable outcomes for all parties.
- Completed roofing inspection “backlog” due to significant hail storm events.
- Completed four years of fully electronic permit and inspection processes.
- Updated website to provide better information to customers, including “Today’s Inspection Schedule.”
- Successfully managed Rental Housing Inspection Program with 12,541 units currently in the systematic inspection schedule.

Performance Snapshot

BUILDING PERMITS PROCESSED

2017 - 7,104

2018 - 7,671

2019 - 8,444

2020 - 6,389

Community Development – Engineering

Division Overview

The Engineering Division manages capital improvement projects involving drainage, new street and bridge construction. Provides civil development review and inspections of new project construction. Provides transportation management that includes the traffic signal system, mobility improvements and parking. Manages the City’s Stormwater Utility and Geographic Information System (GIS).

Budget Overview

Fund: 100 - General Fund

Dept.: 30 - Community Development

Division: 380 - Engineering

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	1,511,972	1,579,257	1,521,067	1,631,417
Contractual	771,529	491,833	405,099	462,938
Commodities	8,855	9,408	8,000	10,000
Other	-	-	-	-
Sub-Total	2,292,356	2,080,498	1,934,166	2,104,355
Benefits	-	-	-	489,160
Program Total	2,292,356	2,080,498	1,934,166	2,593,515

2022 Objectives

- Continue to install bike lane markings on streets being repaved.
- Continue the program to replace corroding traffic signal poles throughout the city.
- Construct the Sheridan Underpass at Downtown project.
- Complete the Harlan Street/ 92nd Avenue project.
- Continue to install infrastructure, as needed, for subsequent phases of the development of the Downtown Westminster site and Westminster Station Area.
- Implement school mobility improvement projects.
- Continue traffic signal infrastructure replacement program.
- Continue to enhance the layers and information available in the City’s GIS system.
- Complete U.S. 36 Off-Ramp Safety Improvements.
- Complete asset inventory and condition analysis for the Stormwater Program.
- Continue to refine parking management efforts at Downtown and Westminster Station.

2021 Accomplishments

- Replaced corroding traffic signal poles throughout the City.
- Obtained grant funds of \$1,636,428 for eight transportation and mobility projects with a local match from the City of \$160,481.
- Finalized the ordinance change allowing parking enforcement for both Downtown Westminster and Westminster Station.
- Initiated construction on the Harlan Street/ 92nd Avenue project.
- Initiated construction of the Sheridan Underpass project.
- Continued the Stormwater infrastructure assessment project with HDR Engineering.
- GIS supported implementation of the Police Computer-Aided Dispatch and Report Management System project.
- Obtained Burlington Northern Santa Fe Railway estimates for Quiet Zones at Lowell Boulevard, 72nd Avenue and Bradburn Boulevard.

Performance Snapshot

Right of Way Permits Issued

2017 - 425

2018 - 460

2019 - 454

2020 - 599

Community Development – Operations and Community Preservation

Division Overview

The Operations and Community Preservation Division manages and supports day-to-day operations of the department including administration of the City’s fully electronic permitting/project management system, communications and records management. Provides code enforcement to promote neighborhood sustainability and Official Development Plan inspection and compliance services.

Budget Overview

Fund: 100 - General Fund

Dept.: 30 - Community Development

Division: 400 - Ops and Comm Preservation

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	-	988,991	1,021,630	1,007,245
Contractual	-	97,107	158,514	197,826
Commodities	-	698	1,850	1,850
Other	-	-	-	-
Sub-Total	-	1,086,796	1,181,994	1,206,921
Benefits	-	-	-	322,280
Program Total	-	1,086,796	1,181,994	1,529,201

2022 Objectives

- Refine development review process reporting tools and improve transparency.
- Improve “Current Development” communications resources.
- Continue to streamline development review process and enhance customer service.
- Support telework strategies to support continuity of services and efficiencies.
- Enhance neighborhood relief around homelessness impacts on private properties.
- Re-purpose existing funding to conduct additional summary abatement activities to provide neighborhood relief to property standards violations.
- In partnership with the Innovation Coordinator, re-purpose existing funding to further refine a “Neighborhood Assistance Pilot” to work with at-risk responsible parties on bringing property standards violations into compliance.
- Enhance records management approach with building permits and plans.

- Work with businesses on Official Development Plan (ODP) education and compliance strategies to address issues early and in a more cost-effective manner.

2021 Accomplishments

- Successfully upgraded and improved electronic project and permit review system and processes.
- Enhanced electronic software for code enforcement services.
- Re-instituted a civil nuisance abatement process.
- Maintained excellence of service and responsiveness with code enforcement by responding to thousands of calls for service and achieving a 92% compliance rate.
- Completed significant improvements to the Community Development webpages, including a new "Current Development Project" section that provides highlights and helpful information related to projects currently under development review.
- Improved business processes with Operations and Building Division Staff partnership on implementing better defined standards.
- Centralized records management activities.
- Implemented 21st Century business practices and procedures with the city's rental housing inspection program through administrative and financial support.
- Continued to improve electronic project and permit review functionality.
- Conducted 838 Official Development Plan inspections.
- Achieved ODP compliance on several significant properties in the City with over one million of private investment in site sustainability.
- Helped lead update to the City's Landscape Regulations.
- Successfully responded to hundreds of Access Westminster and City Council concerns.

Performance Snapshot

2020

1,512	Total Code Cases
1,476	Total Violations
694	Courtesy Notices
515	Notices of Violation
232	Administrative Citations
15	Abatements
32	Liens
92%	Voluntary Compliance Rate

Community Development – Stormwater Drainage

Division 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 to reduce stormwater pollution in accordance with the Clean Water Act of 1972. Community Development manages six program areas required by the NPDES permit, responds to emergency spills, manages the Household Hazardous Waste curbside pickup program, enforces stormwater code, administers the Stormwater Drainage Fund, calculates billing with the Geographic Information System (GIS), provides technical expertise for the design and construction of drainage projects, and manages the floodplain within the City for the prevention of flood damage and compliance with Federal Emergency Management Administration (FEMA) and regulatory requirements.

Budget Overview

Fund: 250 - Storm Drainage

Dept.: 30 - Community Development

Division: 380 - Engineering

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	344,095	532,565	693,560	698,100
Contractual	237,377	235,149	277,915	329,307
Commodities	1,286	2,608	6,200	6,200
Other	1,544	7,748	24,750	15,750
Sub-Total	584,302	778,070	1,002,425	1,049,357
Benefits	-	-	-	204,760
Program Total	584,302	778,070	1,002,425	1,254,117

2022 Objectives

- Continue to develop and execute program elements for compliance with revised NPDES permit, specifically related to development review, municipal facility operations, inspections and code enforcement.
- Continue and complete asset inventory and condition analysis for all City stormwater infrastructure.
- Conduct projects to stabilize areas of Big Dry Creek and Middle Hylands Creek identified as high priorities in partnership with Urban Drainage and Flood Control District (UDFCD).

- Complete pilot project to demonstrate sustainable Low Impact Development techniques.
- Continue to provide the successful and popular household hazardous waste program for residents.
- Provide stormwater education efforts in the community.
- Refine and continue the successful in-house construction site inspection program to achieve best management practices.

2021 Accomplishments

- Achieved compliance and corrected previous deficiencies with the state permit specifically related to development review, municipal facility operations, inspections and code enforcement.
- Brought construction site inspection program into compliance with state permit requirements.
- Worked to develop long-term asset management strategy.
- Constructed seepage mitigation in Countryside neighborhood adjacent to Dry Creek Valley Ditch.
- Completed pilot project to demonstrate sustainable Low Impact Development techniques.
- Continued a project to stabilize Walnut Creek.
- Conducted projects to stabilize areas of Big Dry Creek identified as high priority.
- Completed TV inspections of all city storm lines.
- Coordinated with the UDFCD on the design, construction, and maintenance of regional drainageways, including invasive tree and weed removals.
- Managed floodplain for the prevention of flood damage and compliance with FEMA and other regulatory requirements.
- Obtained matching funds commitment from UDFCD for capital projects.

Community Development – Parking Management

Division Overview

The City owns and operates parking facilities and on-street parking spaces in Downtown Westminster and the Westminster Station areas. On April 27, 2020, City Council passed Councilor’s Bill No. 14 approving the implementation of parking restrictions in the Downtown Westminster and Westminster Station parking areas.

Community Development strategically manages parking in the Downtown Westminster and Westminster Station areas in accordance with the respective parking plans for each area. This management includes:

- Managing on-street and off-street parking facilities
- Establishing and managing time restrictions
- Managing paid parking
- Managing a parking citation system
- Issuing and administering parking fines
- Implementing a parking fee structure
- Issuing and managing parking permits

Budget Overview

Fund: 270 - Parking Fund

Dept.: 30 - Community Development

Division: 380 - Engineering

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	-	91,773	83,743	269,573
Contractual	-	474,575	662,080	245,740
Commodities	-	-	-	30,000
Other	-	41,664	-	-
Sub-Total	-	608,012	745,823	545,313
Benefits	-	-	-	84,070
Program Total	-	608,012	745,823	629,383

2022 Objectives

- Actively manage parking in Downtown Westminster and Westminster Stations to balance needs of businesses, residents and commuters.
- Maintain infrastructure investments in parking garages and surface lots.
- Manage time restrictions based on experience and activity.

- Administer a parking citation system in accordance with the adopted parking fee structure.

2021 Accomplishments

- Administer parking restrictions in Downtown Westminster and Westminster Station.
- Refined the Downtown Area Parking Guide.
- Refined the Westminster Station Area Parking Guide.
- Successfully led a competitive Request for Proposals (RFP) process that resulted in a new contract for parking management services with LAZ Parking.
- Acquired a 100% electric vehicle with a license plate reader for effective, efficient and technologically-relevant parking enforcement services.
- Secured parking kiosks, signage and other relevant items to manage time restrictions and paid parking in certain areas.
- Adopted a resolution setting fine amounts for parking violations in the Downtown and Westminster Station Parking Areas.

ECONOMIC DEVELOPMENT

Department Overview

The Economic Development Department provides multiple lines of service including business development and developer recruitment citywide, as well as redevelopment project management and strategy implementation in Downtown Westminster, Westminster Station, Historic Westminster and Urban Renewal Areas. The department markets the city and its assets to potential employers and retailers, develops and implements workforce and affordable housing polices and strategies, and manages the inventory of city-owned developable properties, in addition to serving as key staff to the Westminster Economic Development Authority (WEDA) and Westminster Housing Authority (WHA).

Budget Overview

Fund: 100 - General Fund

Dept.: 40 - Economic Development

Division: 050 - Administration

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	1,322,978	1,290,973	1,378,507	1,452,613
Contractual	615,866	354,965	751,714	1,015,793
Commodities	15,506	9,562	15,500	18,500
Other	1,482	-	-	-
Sub-Total	1,955,832	1,655,500	2,145,721	2,486,906
Benefits	-	-	-	309,640
Program Total	1,955,832	1,655,500	2,145,721	2,796,546

Staffing Overview

	2019	2020	2021	2022
FTE Staff	14.5	14.5	14.5	13.5

The reduction in staff is due to a reorganization that moves an employee to the City Manager's Office.

Economic Development – Administration

Overview

The Administration function provides organizational leadership and collaborates across departments and divisions in the implementation of the City’s Strategic Plan goals and objectives. It also leads redevelopment of Downtown Westminster including developer recruitment, contract negotiations, project management, and maintaining vision alignment and coordination of activities. Lastly, it markets the City’s brand and provides impactful communications with residents, businesses and internal staff.

2022 Objectives

- Update and formalize a strategic plan for the Economic Development Department that includes detailed economic strategies and goals around businesses, people and places.
- Onboard new Economic Development Director.
- Oversee completion of construction on Downtown Westminster projects in progress, including Westminster Row and the Townhomes on Harlan.
- Facilitate the planning and commencement of new development in Downtown Westminister, including Schnitzer West and the second project with Downtown Westminister Residences on Block A-4 East for the development of townhomes and condos.
- Focus on retail leasing activity in Downtown Westminister, supporting current tenants, and coordination of public projects to maintain momentum and generate new investment.
- Construct critical capital projects that were put on hold due to COVID related financial concerns during COVID-19, and maintain a strong sense of fiscal responsibility in management of departmental resources.
- Support and promote the brands of Downtown Westminister, Westminster Station and Historic Westminister in order to generate investment consistent with the vision for each area, create employment and housing opportunities, and enhance the quality of life in the City.
- Market Westminister as a place to do business through strategic use of multiple media platforms, including websites, social media, targeted emails, media outreach, and other marketing and communication collateral.

2021 Accomplishments

Downtown Westminster

- Closed on Lot 1 of Block A-4 for the development of thirty-four (34) for-sale townhouses by Downtown Westminster Residences, LLC.
- Sweet Bloom Coffee Roasters, inside the Ascent Westminster, opened in March of 2021.
- The Origin Hotel opened a 94,000 square foot, five-story boutique hotel in the spring of 2021.
- Famille restaurant opened inside of the Origin Hotel in March of 2021.
- Tattered Cover Bookstore started tenant improvements and plans to open in Q4 2021.
- 100% Chiropractic opened in July of 2021.
- The Alamo Drafthouse reopened in June 2021 after being closed due to the COVID-19 pandemic.
- Aspire Westminster plans to open in September of 2021 with 226 Multifamily Units, including 23 affordable units, and 28,000 square feet. of retail space.
- The Westminster Alley market hall entered into a lease to occupy 11,000 square feet in Aspire Westminster.
- Tap and Burger will open in the Ascent Westminster in the fall of 2021.
- Completed a rail study including a market analysis and financial feasibility study of extending the B Line commuter rail from Westminster Station to Downtown Westminster.

Marketing

- Supported the WestyRISE programs, created to promote resilience and recovery from impacts of COVID-19, by developing content and communication for various communication platforms, including website, email blasts, social media and marketing collateral.
- Supported and promoted brand development and marketing of Westminster Station, Downtown Westminster, and Historic Westminster through website development, social media, digital and print advertising, and collateral materials.
- Developed content for websites, press releases, digital and print publications, social media that helped promote economic development programs, including the Community Development Block Grant program, Harris Park Area Plan, SAGE Business Sustainability Program, Small Business Programs, and drought-watch related messaging for businesses.
- Produced the City's Economic Profile.

Economic Development – Business Development Division

Division Overview

The Business Development Division focuses on the attraction and retention of primary businesses as well as supports existing small businesses in order to grow a dynamic and resilient local economy. The Division cultivates strong relationships with the business community and provides technical support and resources. It also develops retail strategies in alignment with strategic objectives and community vision with a solid understanding of market trends. Additionally, the Division is responsible for ongoing business data management as well as managing several partner relationships and contracts. It also administers and implements Historic Westminster Revitalization efforts and leads coordination of neighborhood initiatives.

2022 Objectives

- Further business recruitment efforts to strengthen and diversify the local economy.
- Continue retention efforts and support expansion of local businesses to enhance the local economy.
- Maintain efforts in innovation to support entrepreneurs.
- Continue to work with the business community to support development and job creation efforts.
- Complete and implement a retail strategic plan.
- Encourage ongoing revitalization and redevelopment in Harris Park.
- Provide ongoing assistance and advocacy for local small businesses and develop new initiatives to support businesses.
- Maintain and increase funding for Small Business Programs.
- Increase efforts to develop impactful workforce communication to benefit businesses.
- Continue support for the Shop Local campaign.
- Continue business data and customer relationship management.

2021 Accomplishments

Attraction and Retention

- Facilitated five new business recruitments, retentions, and expansions, creating 420 new jobs (see Performance Snapshot below for list of businesses and job count).
- Conducted 15 retention visits to small and large businesses.
- Provided advocacy and technical assistance to over 100 businesses.
- Provided services to 60 prospective primary businesses and small businesses.
- Conducted business and communication outreach to over 23,000 recipients.
- Created and maintained relationships with over 100 real estate professionals and brokers.
- Maintained innovation efforts with SolderWorks, now Bird Analytics.
- Facilitated Foster's Property business improvement district and development.

- Facilitating a new approach to assist with a past Economic Development Assistance (EDA) and special district financing funding mechanisms to recapture lost recoveries along North I-25 corridor.
- Completed a request for proposals for a retail strategic plan.
- Continued oversight of partner organizations and contracts: Westminster Chamber of Commerce, Adams County Regional Economic Partnership, JeffCo Economic Development Corporation, and the Metro Denver Economic Development Corporation.

Small Business

- Facilitated ten new business trainings with over 100 participants.
- Received 20 Capital Improvement Grant applications; which will award over \$77,000 to Westminster small businesses, leveraging over \$1.2 million in private investment and supporting almost 200 jobs.
- Received five Façade Improvement Grant applications; which will award over \$21,000 to Westminster small businesses and leveraging over \$51,000 in private investment.
- Received 5 Small Business Scholarship applications; which will award over \$1,700 to Westminster small businesses and leveraging over \$3,400 in private investment.
- Maintained and improved a new Customer Relationship Management database
- Launched shop local campaign, supporting local businesses.
- Organized and sponsored the Business Legacy Award luncheon.
- Organized and sponsored Business Appreciation Month, recognizing the contributions made by local businesses to the local economy.
- Contributed to cross departmental planning activities.
- Developed Business Coordination Committee to better coordinate, track, and record multi-departmental business engagements.

Historic Westminster

- Co-facilitated Harris Park Vision Plan community input and draft results to be received by City Council late summer/early fall.
- Completed a parking study for Harris Park.
- Organized and facilitated Historic Westminster Oversight Committee.
- Continued work toward the development of the Olde Westminster Pub and Tavern in Historic Westminster.
- Ongoing developer relationship management.

Business Development Division Mid- Year Performance Snapshot

Business Development

- Inovonics 24,000 square feet (sq. ft.), 75 jobs (new attraction)
- Ball Aerospace, 104,000 sq. ft., 85 jobs (expansion)
- Hawkins Development, 21,000 sq. ft., 95 jobs (new attraction, retail)
- Boker Salinger, 21,000 sq. ft., 25 jobs (in progress, new attraction)
- Trimble, consolidation of other locations to Westminster, 140 jobs

Economic Development – Economic Policy & Development

Division Overview

The Economic and Policy Development Division positions Westminster to create economic opportunity through policies directed toward equity, prosperity, and removal of economic barriers to improve the quality of life in the community. It leads redevelopment of Westminster Station transit-oriented development including developer recruitment, contract negotiations, project management, and maintaining vision alignment and coordination of activities.

2022 Objectives

- Develop economic policies and practices that reflect industry best practices and city objectives.
- Explore opportunities with socially conscious development partners to address holistic redevelopment issues such as equitable access to transit, employment, education, healthcare, and healthy food options.
- Assist other departments in completion of Westminster Forward planning efforts, providing critical input on economic development goals and strategies while further integration of broad objectives.
- Maintain forward progress on access to arts and cultural opportunities in the Westminster Station Area through partnerships with organizations that focus on community outreach and scholarship assistance, and begin remodeling of 3050 W. 71st Avenue and parking lot for Swallow Hill and Colorado Sound Studios project.
- Facilitate the planning and commencement of construction on new development in the Westminster Station Area, including the parking station wrap.
- Update the Westminster Station Area Specific Plan to reflect focus on sustainable development, expand sections on the public realm, and strengthen connections between vision and design standards.
- Evaluate properties for strategic acquisition in redevelopment areas to advance the City's goals, and position others for vision-aligned disposition to generate revenue and form strategic partnerships.
- Cultivate opportunities to entitle or develop land in the form of public-private partnerships, ground leases, community land trusts, and other collaborative arrangements in the City's interest such as Holly Park and Habitat for Humanity sites.
- Explore interim use strategies that support economic development.
- Continue leading the Real Estate Committee to improve coordination and negotiation of real estate acquisitions, dispositions, and leasing across the organization.

- Utilize 2021 demographic information to guide an update to the Affordable and Workforce Housing Strategic Plan and responses to changing economic conditions with ongoing focus on a balanced housing approach citywide.
- Develop a formalized private activity bond request process.
- Develop and launch new programmatic options to focus on repair and rehabilitation projects for community benefit such as critical repairs to aging infrastructure, pedestrian lighting and sidewalk repair to provide access to transit, and rehabilitation of older affordable multifamily developments.
- Develop a strategy to complete the redevelopment of the City-owned properties located at W. 73rd Avenue & Lowell Boulevard.

2021 Accomplishments

Strategy & Policy

- Contributed to cross-departmental planning activities for municipal code updates, design standards, the Comprehensive Plan, and the Sustainability Plan.
- Negotiated two Intergovernmental Agreements with local housing authorities to administer CARES Act Funds (\$520,000) in housing assistance grants and eviction mediation services.

Westminster Station

- Completed negotiations with Brinkman and development partner Lux Living to revise the Repurchase and Post Closing Agreement and License Agreement; sale is expected to close in August 2021 and the project is required to break ground by December 31, 2021.
- Cultivated relationship with Swallow Hill Music School and Colorado Sound Studios, as well as a ballet school to build capacity for art and music education; Studio W remodeled 3080 W. 71st Avenue and Swallow Hills is planned for 3050 W. 71st Avenue.
- Established Westminster Station TOD Business Assistance Grant program to facilitate tenant finishes and adaptive reuse; first award will be to support the Westminster Station Food Truck Park.
- Executed ground lease and led the development review process for a new Food Truck Park.

Real Estate

- Completed appraisals and surveys to support acquisition, disposition, and leasing of multiple properties citywide.
- Created the Real Estate Committee to improve coordination of real estate acquisition, disposition, and leasing across the organization.
- Assisted Parks, Recreation, and Libraries with the ongoing acquisition of three properties for open space and assisted Community Development with the acquisition of excess land for stormwater improvements.
- Conduct property management of the leased City-owned properties located at 3621 W. 73rd Avenue and 3080 W. 71st Avenue.
- Evaluated pro formas and performed financial analyses for projects including

73rd Avenue & Lowell Boulevard (Harris Park), 6931 Federal Boulevard (Westminster Station), and 3551 W. 71st Place (Westminster Station).

- Completed contract amendments to extend deadlines due to delays associated with COVID-19 for Holly Park and the Harris Park Senior Apartments.
- Served on the Adams County Opportunity Zone Task Force.
- Release a request for qualifications document to identify development partner for the adaptive reuse of the Shoenberg Farm property.
- Executed letter of intent for the sale of City-owned property at 72nd Avenue and Meade Street.

Housing

- Negotiated various agreements with Community Resources and Housing Development Corporation including: Development Agreement, First Amendment to Purchase and Sale Agreement, and Repurchase and Post Closing Agreement.
- St. Mark Village - 216 units 30-60% Area Median income (AMI), under construction
- Holly Park - 58 units, 80-120% AMI, in planning
- Bradburn Village - 25 units, AMI TBD, in planning
- Habitat for Humanity (Promenade) - units and AMI TBd, in planning
- Uplands Senior Housing (Maiker) - 70 Units, AMI TBD, in planning
- Expanded website presence and resources specific to affordable housing needs, including a GIS-based interactive map tool to facilitate housing searches.
- Served on the boards for Maiker Housing Partners and Habitat for Humanity of Colorado.
- Oversee the award process for the City's private activity bond allocation.

Community Development Block Grant (CDBG)

- Completed 2021 Annual Action Plan.
- Administered the Emergency & Essential Home Repair Program.
- Completed demolition and abatement of improvements located at 73rd and Lowell.
- Created new program in partnership with Almost Home to provide CDBG-CV funding and services to prevent homelessness for Westminster residents impacted by COVID-19.
- Completed the Small Business Stabilization Grant; remaining \$83,000 of funding is expected to be exhausted by September 2021.
- Completed the Hooker St Pedestrian Improvements project.
- Developed new CDBG program to provide grant funding to preserve existing affordable housing.

FINANCE

Department Overview

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, all accounting functions (payroll, accounts payable, accounts receivable, and financial reporting), debt issuance, investment portfolios, retirement plans, and utility billing operation.

Budget Overview

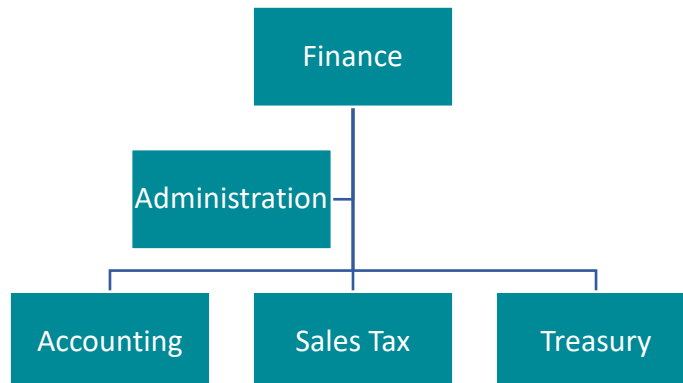
Dept.: 15 - Finance

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	2,788,006	2,973,117	3,212,411	3,241,751
Contractual	675,458	716,273	766,665	797,849
Commodities	24,125	15,134	50,050	51,207
Other	10,522	11,259	15,835	5,055
Sub-Total	3,498,111	3,715,783	4,044,961	4,095,862
Benefits	-	-	-	847,870
Program Total	3,498,111	3,715,783	4,044,961	4,943,732

Staffing Overview

	2019	2020	2021	2022
FTE Staff	36.5	36.5	38.0	38.5

The additional 0.5 FTE is to increase a currently vacant 0.5 FTE Accountant position to a 1.0 due to additional financial reporting and accounting requirements and increased workload related to billing.



Finance – Administration

Division Overview

The Administration Division oversees the functions of the Finance Department; provides financial management services to all City departments; administers the City's retirement plans, accounts for the City's special districts, including preparation of all such budgets, and administers the City's economic development agreements

Budget Overview

Fund: 100 - General Fund

Dept.: 15 - Finance

Division: 050 - Administration

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	724,690	738,014	700,022	650,698
Contractual	19,193	18,041	31,133	32,578
Commodities	6,148	1,695	13,485	13,485
Other	3,880	4,280	3,615	3,615
Sub-Total	753,912	762,030	748,255	700,376
Benefits	-	-	-	161,340
Program Total	753,912	762,030	748,255	861,716

2022 Objectives

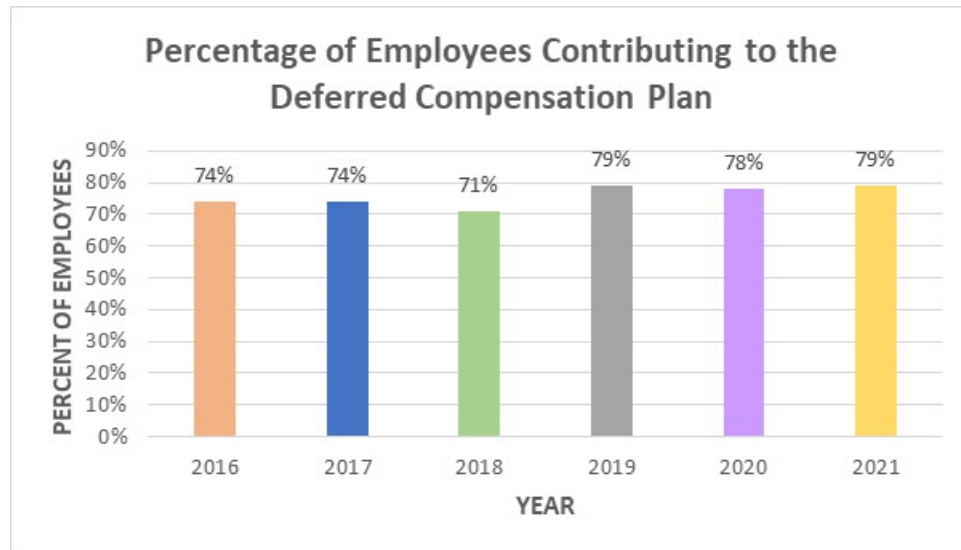
- Continue the process to standardize language for rebate conditions to be included in economic development agreements (EDAs)
- Continue to provide support for the financial administration of EDAs
- Continue documentation of critical functions related to special districts.
- Transition the filing of special district budget documents to Laserfiche for ease of retention
- Continue to transition the investment line-up so that both the Employee 401(a) and 457(b) deferred compensation plans have the same investment offerings.
- Review the employee and employer contribution rates for the Employee 401(a) plan
- Amend the Employee 401(a) and 457(b) deferred compensation plan documents to include provisions under the SECURE and CARES Acts

2021 Accomplishments

- Migrated requests for bids and proposals to BidNet Direct electronic platform
- Formalized the process for hosting bid openings virtually

- Established a City-wide Amazon Business Prime program to take advantage of preferred pricing
- Participated in the City Procurement/Contracting I-Team whose goal was to collaborate to revamp the procurement process including best practices for using cooperative purchasing
- Facilitated approval level changes resulting from prior procurement changes to Westminster Municipal Code (Code)
- Provided instructional documents for internal grant compliance requirements including grant transaction reports.
- Hosted updated grant administration policy training for each department to enhance understanding of grant cycle and compliance requirements
- Provided oversight of the term dates for agreements/contracts in Cobblestone
- Assisted with oversight of funding related to the American Rescue Plan Act (ARPA) of 2021 funding and preparation of required reporting to U.S. Department of Treasury
- Continue to track spending of 2020 freed-up appropriations carried over into 2021 for CARES focus area programs
- Managed the budget and other financial records for Westminster Economic Development Authority (WEDA), the City's general improvement districts and the Broomfield-Westminster Open Space Foundation
- Assisted in the completion of the Continuing Disclosure Report related to WEDA's Series 2012 debt issuance's compliance requirements
- Provided oversight in administering several complex EDAs
- Added an in-plan guaranteed minimum withdrawal benefit in the Employee 401(a) and 457(b) deferred compensation plans
- Removed the model portfolios from the Employee 401(a) and 457(b) deferred compensation plans. Assets in the model portfolios were transferred to the appropriate target retirement date fund for each given participant
- A five-year vesting schedule was implemented in the Employee 401(a) plan for eligible employees hired on or after June 1, 2021

Performance Snapshot



Employee participation in the City's 457(b) deferred compensation (DC) plan continues to be consistent with the national average. At the end of 2020, 79% of benefited employees voluntarily participated in the DC plan. Plan Sponsor's national study reported the average participation rate for defined contribution plans was 79%. The high participation rate can be attributed to the one-on-one meetings with retirement plan advisors and extensive education program offered to employees that focuses on the importance of saving for retirement.

Division Overview

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. It also manages all audit functions, and supplemental budget administration.

Budget Overview

Fund: 100 - General Fund

Dept.: 15 - Finance

Division: 220 - Accounting

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	837,298	870,385	881,520	943,349
Contractual	170,689	188,310	149,635	150,435
Commodities	2,060	2,060	2,060	2,060
Other	2,658	336	9,623	-
Sub-Total	1,012,705	1,061,091	1,042,838	1,095,844
Benefits	-	-	-	263,190
Program Total	1,012,705	1,061,091	1,042,838	1,359,034

2022 Objectives

- Provide exceptional core services
- Receive clean audit opinion on annual financial audit
- Implement new accounting standard for lease accounting
- Provide organizational trainings in all functional areas
- Implement electronic processing platform for Accounts Payable invoices
- Develop Accounts Payable Administrative Memo
- Evaluate and develop application for capital asset cost uploads
- Enhance payroll application of arrearage and garnishment administration
- Expand utilization of W-Desk application to monthly financial report
- Develop expense management module application for direct deposit of employee expense reimbursements
- Evaluate potential to convert paper-based processes to electronic

2021 Achievements:

- Received clean financial audit opinion on the 2020 financial audit.
- Applied new accounting standards for majority equity interests in legally separate organizations and certain component unit criteria related to defined contribution pension plans
- Provided end-user trainings on functional processes and procedures

- Implemented Full Cost Budgeting of payroll benefits to better assess the comprehensive cost of operations
- Developed and implemented carryover projection modeling
- Transitioned ambulance billing to new third-party provider
- Changed accounting and financial reporting of transactions for EDA payments, property tax fees and auto use tax to provide for consistency and transparency
- Migrated parks open space and trails revenue and capital spending from the General Capital Improvement Fund to the Parks Open Space and Trails Fund (POST)
- Disaggregated reporting of fleet maintenance from the General Fund to an internal service fund
- Established accounting and financial reporting for the new Parking Management Fund
- Enhanced the monthly financial report by adding capital program reporting, new graphs, revenue allocations to distinguish funding for Utility Fund operating and capital expenditures, and special COVID-19 reporting on effects of the pandemic on the City's financials
- Accounted for over \$10 million in direct and pass through CARES Act federal award transactions
- Developed plan and application for new lease accounting standard
- Implemented expense management subsidiary system for administration of purchasing card, expense report, and employee reimbursement transactions
- Facilitated financial management system upgrade testing and implementation.
- Collaborated on City Hall cashiering system implementation and utility billing system upgrade
- Developed system process to administer electronic records retention for purchase order attachments
- Updated financial system purchase order and budget revision approval routing levels to match updated procurement policy
- Implemented new payroll provisions for state mandated non-benefitted sick leave pay; employee response pay codes; interstate employment; and vesting pension plan
- Developed electronic vendor file repository and established link to invoice records between financial system and repository

Performance Snapshot

For 37 consecutive years, the City has been awarded the prestigious *Certificate of Achievement for Excellence in Financial Reporting* from the Government Finance Officers Association of the United States and Canada (GFOA) for its Comprehensive Annual Financial Report. In accordance with the newly issued best practice, the acronym for this report is now ACFR for "Annual Comprehensive Financial Report". The ACFR is judged based on high GFOA standards for demonstrating a "spirit of full disclosure" and communicating a financial story that motivates potential users and user groups to read the ACFR. The *Certificate of Achievement* is the highest form of recognition in governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management.

Division Overview

The Sales Tax Division administers all provisions of the Westminster Municipal Code pertaining to sales and use, admissions, and accommodations taxes, and franchise fees; conducts audits of businesses; processes tax receipts; and handles taxpayer inquiries.

Budget Overview

Fund: 100 - General Fund

Dept.: 15 - Finance

Division: 250 - Sales Tax

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	539,908	601,554	653,003	693,875
Contractual	11,794	14,541	26,075	21,000
Commodities	-	-	-	-
Other	-	-	-	-
Sub-Total	551,702	616,095	679,078	714,875
Benefits	-	-	-	171,750
Program Total	551,702	616,095	679,078	886,625

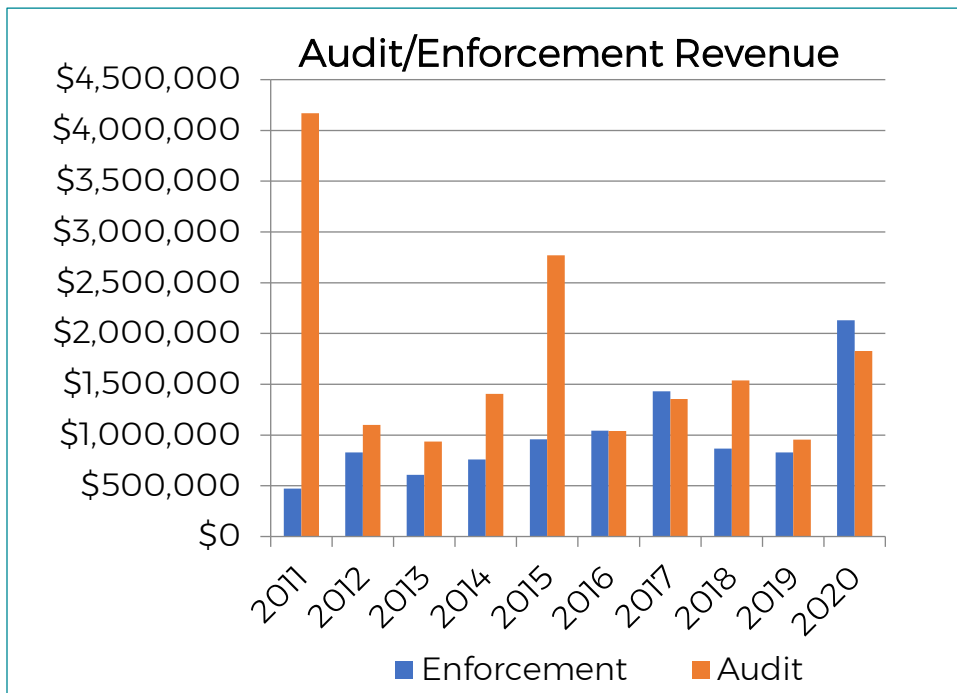
2022 Objectives

- Continue compliance operations to ensure equitable remittance of sales and use taxes by taxpayers to sustain sales and use tax fund revenues
- Continue training new Tax Auditors
- Once fully staffed, focus on reducing sales/use tax filing delinquency rate to below 7%
- Market electronic filing to increase utilization by taxpayers
- Perform an in-depth analysis for mandating electronic filing of tax returns
- Continue to utilize technology to improve and streamline internal processes
- Monitor progress of Legislative Sales Tax Simplification Task Force and continue participation in centralized sales tax filing system
- Provide recommendation to City Leadership and City Council to adopt marketplace Facilitator and Economic Nexus ordinance
- Identify revenue opportunities within the framework of all controlling statutes

2021 Accomplishments

- Through compliance operations, collected over \$3.5 million in delinquent sales and use tax revenue
- Hired and trained a new tax auditor
- Focused resources to reduce delinquency rate
- Made significant enhancements to the Universe tax software offering greater efficiencies in report creation, account adjustments, and payment processing
- Provided ongoing construction use tax reconciliation support and stipulated use tax agreements related to economic development activities within the City
- Worked with the Colorado Department of Revenue and MUNIREvs to implement Sales and Use Tax System portal
- Support Human Resources in the hiring process for the vacant Sales Tax Manager and Revenue Agent positions

Performance Snapshot



The Sales Tax Division collects revenue due and maximizes voluntary compliance. On average, over \$2 million in audit and enforcement revenue was collected in each of the past ten years.

Division Overview

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

Budget Overview

Fund: 100 - General Fund

Dept.: 15 - Finance

Division: 240 - Treasury

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	352,257	373,195	380,671	399,715
Contractual	5,475	6,201	7,406	5,210
Commodities	-	-	-	-
Other	-	-	-	-
Sub-Total	357,732	379,396	388,077	404,925
Benefits	-	-	-	112,010
Program Total	357,732	379,396	388,077	516,935

Fund: 200 - Water Fund

Dept.: 15 - Finance

Division: 240 - Treasury

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	333,853	389,969	597,195	554,114
Contractual	468,306	489,180	552,416	588,626
Commodities	15,917	11,379	34,505	35,662
Other	3,984	6,643	2,597	1,440
Sub-Total	822,060	897,171	1,186,713	1,179,842
Benefits	-	-	-	139,580
Program Total	822,060	897,171	1,186,713	1,319,422

2022 Objectives

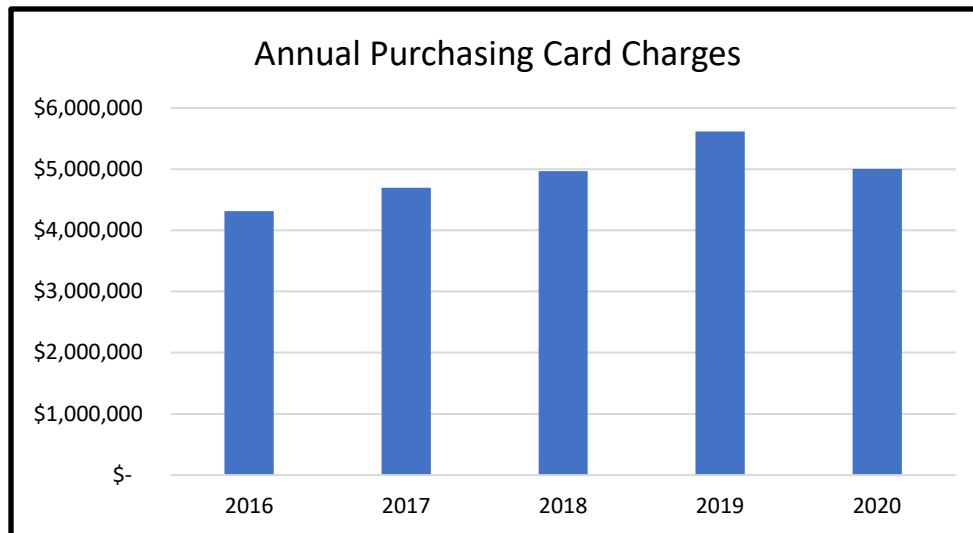
- Provide financial and analytical support related to the City's Urban Renewal Areas and strategic development projects
- Research and implement strategic financing options for the City's Utility Enterprise capital programs
- Provide ongoing administrative support for the City's purchasing card program
- Implement more robust communication modes for utility customers
- Provide financial solutions to address funding needs

2021 Accomplishments

- Completed \$6,700,000 financing on behalf of the Golf Course Enterprise for major irrigation replacement project at the City's two golf courses
- Completed *Continuing Disclosure Report* related to the City's bond compliance requirements
- Completed upgrade of the utility billing software system
- Transitioned all purchasing card program participants from a paper-based system to electronic utilizing JD Edwards Expense Management for expense reports and approvals
- Completed comprehensive Request for Proposal encompassing banking, lockbox, purchasing card, and merchant services
- Implemented a customer interface portal for utility billing customers to manage their consumption
- Completed equipment lease purchases for a fire truck (\$613,388) and for maintenance equipment (\$2,209,616) for the Parks, Recreation and Library's Department and Golf Course Enterprise

Performance Snapshot

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This table shows the total dollar volume of purchasing card transactions over the past five years. The City receives a rebate based on the total spend amount annually. In 2020, the City received rebates totaling \$83,214.

FIRE

Department Overview

The Westminster Fire Department’s mission is “to protect community interests through exemplary service” 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. The Department operates from six fire stations located throughout the City and utilizes five fire engines, two ladder trucks, five advanced life support ambulances, and specialty apparatus as needed.

Budget Overview

Fund: 100 - General Fund
Dept.: 25 - Fire
Division: 260- Emergency Services

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	14,371,303	14,860,069	14,821,019	15,817,894
Contractual	1,548,118	1,663,483	1,900,240	2,075,383
Commodities	235,847	238,687	258,669	279,076
Other	240,878	237,808	249,208	381,494
Sub-Total	16,396,146	17,000,047	17,229,136	18,553,847
Benefits	-	-	-	3,979,150
Program Total	16,396,146	17,000,047	17,229,136	22,532,997

Staffing Overview

	2019	2020	2021	2022
FTE Staff	143	143	143	144

The additional FTE in 2022 is for a Fire Lieutenant - Fire Plans Examiner/Inspector which allows for faster review of plans and development proposals to ensure increased public safety;

2022 Objectives

- Complete apparatus storage building
- Complete an updated Community Risk Assessment/Standards of Cover (CRA/SOC) document
- Purchase or order replacement apparatus as scheduled including an aerial fire truck, dive van, and staff vehicles
- Remount two medic unit patient compartments onto two new chassis
- Recertify all paramedics in Pediatric Advanced Life Support (PALS)
- Working with Facilities Maintenance, institute recommendations from the Fire Facility Study
- Realign schedules and duties of plan reviewer and fire inspector to provide better coverage and enhance customer service (based on approval of requested new position)
- Replace current Opticom system with an upgraded/new traffic preemption system
- Fully institute the Computer Aided Dispatch (CAD)-to-CAD and updated Knox Box systems in order to fully implement automatic aid throughout the north area

2021 Accomplishments

- Implemented new records management system
- Completed the second required Annual Compliance Report (ACR) for the Commission on Fire Accreditation International (CFAI) to maintain accreditation
- Increased Emergency Management visibility through Social Media
- Oversaw several retirements, including a Battalion Chief, and promoted replacement personnel into several positions
- Received a new fire engine, and placed an order for another new fire engine.
- Completed a Fire Facility Study through a third-party vendor
- Worked with Facilities Maintenance to replace or upgrade fire station generators
- Initiated a storage facility project to house fire apparatus and equipment
- Retained a former engine to be used as a dedicated training engine
- Received and placed new/replacement self-contained breathing apparatus (SCBA) into service as well as new air fill stations for these new SCBA
- Initiated a partnership with Brycer, LLC, “The Compliance Engine” to ensure fire protection systems such as fire sprinklers, fire alarms, hood systems and others are code compliant, inspected, tested and maintained

**TOTAL INCIDENT RESPONSE
2017-2020**

TYPE OF CALL	2017	2018	2019	2020
EMS	7,946	8,025	8,331	8,365
Cancelled—Good Intent Service Calls	1,312	1,487	1,659	1,585
Service Call	996	1,063	1,032	1,129
False Alarm or False Call	678	643	756	655
Hazardous Condition—No Fire	197	245	219	262
Fire	238	257	164	213
Rescue	180	187	217	204
911 Citizen Complaint	3	7	4	10
Special Incident	4	5	5	4
Overpressure, Rupture, Explosion, Overheat—No Fire	4	3	9	3
Severe Weather or Natural Disaster	1	2	2	1
Grand Total	11,559	11,924	12,398	12,431

The Westminster Fire Department continues to experience increasing service call volume. The call volume from 2019 to 2020 only increased by a total of 33 incidents, likely due to COVID related circumstances.

From 2016-2019, incident service calls increased 15.8%. 2020 showed a very minimal increase. However, 2021 YTD is showing a 15% increase in calls for service over 2020, continuing the pre-COVID trend.

GENERAL SERVICES

Department Overview

The General Services Department is primarily an internal service provider that is a strategic partner with all City departments and provides services to support the community's needs. The Department includes Administration, Facilities Maintenance, Fleet Management, and Municipal Court.

Budget Overview

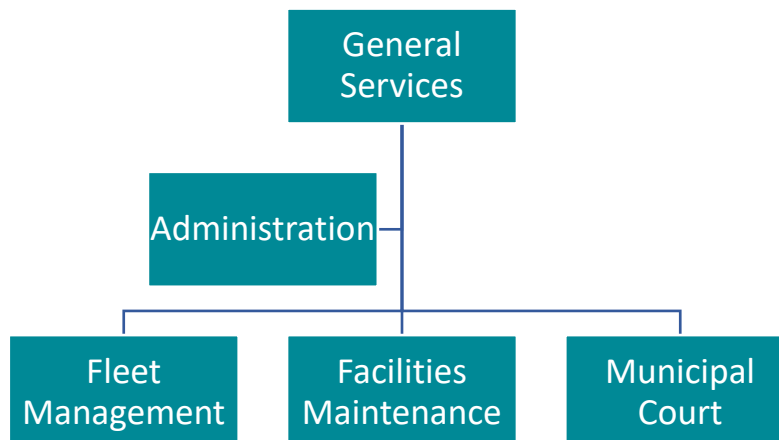
Dept.: 12 - General Services

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	3,961,407	4,101,786	4,282,855	4,677,322
Contractual	2,260,341	2,724,152	2,758,597	3,121,089
Commodities	1,625,302	1,358,341	1,504,762	2,288,575
Other	44,502	37,636	87,923	130,500
Sub-Total	7,891,552	8,221,915	8,634,137	10,217,486
Benefits	-	-	-	1,304,920
Program Total	7,891,552	8,221,915	8,634,137	11,522,406

Staffing Overview

	2019	2020	2021	2022
FTE Staff	52.416	53.416	54.416	55.6

The additional FTE staff is to create a new Environmental Compliance Technician and provide for an additional Mechanic.



General Services – Administration

Division Overview

The Administration Division leads Department-wide efforts to develop and implement a comprehensive strategy consistent with the City’s mission, vision and strategic objectives. Administration oversees all Department divisions and corresponding budgets, continuous improvement efforts, implements applicable legislation, and manages the environmental compliance program, print shop, messenger and community assistant functions.

Budget Overview

Fund: 100 - General Fund
Dept.: 12 - General Services
Division: 050 - Administration

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	723,517	584,104	731,697	893,146
Contractual	91,744	65,088	102,787	158,506
Commodities	11,842	5,773	32,832	22,832
Other	-	636	43,000	2,500
Sub-Total	827,103	655,601	910,316	1,076,984
Benefits	-	-	-	244,240
Program Total	827,103	655,601	910,316	1,321,224

2022 Objectives

- Develop key metrics to gauge performance in each division.
- Improve department’s efforts at data-driven decision making.
- Continue to evaluate overall budget asks with program goals.
- Develop customer feedback channels to ensure that the department is engaging all stakeholders and meeting customer needs.
- Increase transparency in operations and decision making with the organization, department and community.
- Improve department communication to be more purposeful, strategic and consistent.
- Continue to engage and empower department employees.
- Continue implementing an Environmental Management System across City facilities.
- Carry out facility assessments according to tiered schedule to ensure adherence to Federal and State environmental compliance regulations.

- Enhance feedback channels through the newly established Environmental Compliance Steering Committee.
- Continue to fulfill the vast majority of print jobs in-house.

2021 Accomplishments

- Finalized and began implementing the General Services Department strategic plan.
- Implemented numerous operational changes to the Print Shop, Community Assistant and Messenger functions as the City reopened facilities and programs.
- Began offering notarization services at the information desk to provide prompt service to customers.
- Completed environmental compliance audits at 20 City facilities.
- Trained 99% of applicable employees on spill prevention.
- Partnered with Sustainability and Stormwater to create and offer a general environmental training class for City employees.
- Completed the first phases of an Environmental Management System, including a gap analysis, environmental policy statement, and establishment of key policies and procedures.
- Implemented a pilot Environmental Management System in Fleet Management, Water, Legacy Ridge Golf Course and Walnut Creek Golf Preserve.
- Completed long-term radon testing at almost every City-owned facility.
- Released a Request for Information and received seven responses to improve City-managed community recycling sites.

Performance Snapshot

The City's Environmental Compliance Program ensures that City operations meet or exceed Federal and State regulations.

Employees trained in spill prevention	140 (100% of applicable employees)
Average number of resident recycling/disposal questions answered per month	28
Approximate number items properly recycled in 2020 (from internal operations and illegal dumping). <ul style="list-style-type: none"> • Ink/toner cartridges • Televisions • Boxes of electronics • Gallons of paint 	175 23 4 90

General Services – Municipal Court

Division Overview

The Municipal Court Division 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.

Budget Overview

Fund: 100 - General Fund
Dept.: 12 - General Services
Division: 130 - Municipal Court

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	1,503,906	1,551,467	1,549,316	1,625,638
Contractual	476,280	551,057	563,398	614,046
Commodities	12,994	16,340	13,340	13,340
Other	41,621	37,000	3,423	10,000
Sub-Total	2,034,801	2,155,864	2,129,477	2,263,024
Benefits	-	-	-	465,980
Program Total	2,034,801	2,155,864	2,129,477	2,729,004

2022 Objectives

- Continue to actively seek opportunities to identify areas of improvement in order to enhance effective service delivery.
- Continue to engage in communication and partnership with other City departments, municipal courts throughout the state, and key justice partners.
- Embrace the use of available technology to enhance and streamline delivery of service and operate virtually. This includes implementing digital signatures on documents to allow for paperless operations.
- Continue to implement building and security upgrades.
- Complete improvements in the case management system that were noted in recent audit.
- Purchase and install new jury module that is integrated in the Court's database.
- Update the jury summons database (jury wheel).
- Continue to expand imaging and work toward paperless probation records.
- Implement digital signature pads in probation.
- Seek opportunities for staff to attend industry specific conferences.

2021 Accomplishments

- Welcomed a new Presiding Judge, Jason Lantagne.
- Created and implemented compliance procedures for newly enacted legislation.
- Contracted with additional law firms to provide alternate defense counsel services in cases where a conflict with the public defender has been declared.
- Continued to work with the Adams County and Jefferson County jails to conduct video appearances, reducing safety risks and costs associated with inmate transportation.
- Continued to engage in communication and partnership with other municipal courts in the Denver Metro area in order to adopt best practices in response to legislative and social-economic changes.
- Partnered with the Police Department to transition to electronic tickets and disposition export to Police Records.
- Created new ordinance table to align with Police Department and City Code.
- Quickly adapted procedures to shut down and reopen the Court twice due to COVID-19, such as completing paperwork electronically, expanding online payment options, and holding court appearances virtually.
- Probation continued the Rehabilitation Assistance and Support Program, a voucher program to assist clients in meeting the requirements of their court sentence.
- Continued staffing sessions with the Victim Advocates for domestic violence revocation cases.
- Installed and trained staff on the imaging module in FullCourt software and started imaging summons into the court system, which is the first step toward becoming paperless.
- Expanded text messaging to include reminders of payments due, notice of cases going to collections, issuance of warrants, outstanding judgment warrants, and defaults.
- Expanded payment portal to include partial payments and to allow payment for cases that are in collections.
- Installed updated version of For The Record (FTR) software for court proceeding recordings.
- Completed updates in Courtroom A to allow for virtual hearings.
- With the assistance of IT, transitioned all staff to laptops to allow for teleworking and minimize the number of desktop computers needed for shared spaces.
- Worked with IT to install soft phones on city laptops, allowing staff to take incoming calls from home.
- Completed a request for quotes for interpreter services and selected new vendor.
- Secured and extended funding for Defense Counsel First Appearance Grant.
- Implemented document shredding services with a new vendor through a cooperative purchasing agreement.
- Probation transitioned back to in-person meetings with clients while maintaining a virtual option for those in compliance. This flexibility allows clients to save time spent traveling and taking time off work.

- Started imaging probation documents.
- Continued to send new clients their probation information and referrals digitally rather than providing a paper copy.
- Translated most probation and court documents to Spanish.
- Began adding photos of clients to digital record in FullCourt.

Performance Snapshot

Court Cases 2017 through 2021

	2017	2018	2019	2020	2021 (est)
Criminal	2,226	2,427	2,442	1,586	1,600
Traffic	5,506	8,281	7,365	3,284	4,100
Parking	1,002	1,545	1,037	693	750
TOTAL	8,734	12,253	10,844	5,563	6,450

Westminster had a slight increase in criminal cases in 2019, but due to COVID all cases are lower in 2020. Traffic and parking tickets have decreased over the last three years.

Total Probationers supervised, 2018 - 2021

	2018	2019	2020	2021 (As of June '21)
Adult	679	602	416	152
Domestic Violence	462	408	365	284
Juvenile	178	140	93	39
TOTAL	1319	1150	874	475
Successful Completion	53%	55%	65%	60%

General Services – Facilities Maintenance

Division Overview

The Facilities Maintenance Division oversees routine and major remodels, 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.

Budget Overview

Fund: 100 - General Fund
Dept.: 12 - General Services
Division: 390 - Facilities Management

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	942,480	1,125,308	1,163,343	1,287,030
Contractual	1,190,475	1,817,361	1,668,801	1,916,196
Commodities	228,826	215,231	288,223	291,514
Other	-	-	-	-
Sub-Total	2,361,781	3,157,900	3,120,367	3,494,740
Benefits	-	-	-	373,930
Program Total	2,361,781	3,157,900	3,120,367	3,868,670

2022 Objectives

- Begin developing a five-to-ten-year infrastructure horizon plan.
- Complete all funded capital improvement projects, including the replacement of the Swim & Fitness pool HVAC system, construction of the new Fire Station 6 Storage Facility, replace makeup-air units on City Hall, and replacing domestic hot water at the Public Safety Center.
- Continue to evaluate energy usage and look for measures that reduce energy consumption by specifying energy efficient equipment and design practices.
- Continue to support space needs across the city to accommodate operational requirements.
- Rebid City facilities custodial services contract, trash and recycling contract, and electrical services contract.
- Begin a formal review of the facilities portion of the ADA transition plan.
- Maintain appropriate inventory levels of COVID supplies.
- Complete the annual review and make necessary changes to the Preventive Maintenance Program.

- Complete all Parks, Recreation and Libraries annual facility closure tasks within defined timelines.

2021 Accomplishments

- Identified, purchased and installed Needlepoint Bipolar Ionization for every major facility to address COVID-related concerns about air quality.
- Began earnest planning for a future electric vehicle fleet and associated fleet charging system infrastructure.
- Completed high priority capital improvement projects, including replacing the major HVAC equipment at City Park Recreation Center, two make-up-air units on City Hall, make-up-air unit for the Walnut Creek Golf Preserve Clubhouse kitchen, domestic hot water storage tank at Public Safety Center, repairing the exterior façade of Countryside Recreation Center, and completing the design for the new Fire Station 6 Storage Facility.
- Maintained change order cumulative percentage of less than 1% for all projects.
- Improved Preventive Maintenance work order completion time by 15.3 days while increasing the number of work orders by 70%.
- Conducted a Request for Bids for several contracts, including roof repair services, mechanical engineering services, and door system services.
- Utilized the facilities asset management software (MOCA Plan) to create strategic, long-term planning decisions and prioritization of capital improvement projects for the 2022 budget and beyond.
- Refined preventive and predictive maintenance management processes.
- Utilized asset management software to track key metrics and future planning.
- Implemented building automation systems by installing new Siemens software in key facilities to increase energy and operational efficiency.
- Successfully completed major project work during an extended shutdown at City Park Recreation Center including, plumbing, flooring and painting.
- Updated HVAC controls at Irving Street Library.
- Adjusted operational strategy to address COVID-related challenges.

Performance Snapshot

Work Orders Completed

Type	Number of Work Orders
Emergency	5
Planned	1,529
Preventative Maintenance	1,368
Project	74
Total	2,976

The Facilities Maintenance Division performs maintenance and repairs in 36 City facilities. The table represents the total number of work orders completed from July 1, 2020 through June 30, 2021.

General Services – Fleet Management

Division Overview

The Fleet Management Division 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.

Budget Overview

Fund: 300 - Fleet Fund
Dept.: 12 - General Services
Division: 460 - Fleet Management

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	791,504	840,907	838,499	871,508
Contractual	501,842	290,646	423,611	432,341
Commodities	1,371,640	1,120,997	1,170,367	1,960,889
Other	2,881	-	41,500	118,000
Sub-Total	2,667,867	2,252,550	2,473,977	3,382,738
Benefits	-	-	-	220,770
Program Total	2,667,867	2,252,550	2,473,977	3,603,508

2022 Objectives

- Provide 95% fleet availability for delivery of service across the City.
- Achieve 100% on-time completion of critical preventative maintenance services and 85% for non-critical.
- Continue to reduce equipment downtime and road call repair requests.
- Continue to incorporate information derived from the 20-Year Equipment Replacement Plan into 2022 equipment purchase decisions.
- Use telematics data to enhance the Equipment Replacement Plan, reduce risk, streamline operations, and control costs.
- Purchase 95% of the City’s gasoline and 85% of the City’s diesel fuel on fixed forward contracts.

2021 Accomplishments

- Achieved 92% fleet availability rate for delivery of services to the City for the first half of 2021.
- Maintained 100% on-time completion rate for critical preventative maintenance

services.

- Updated the 20-Year Equipment Replacement Plan for the City's fleet.
- Engaged with local and national fleet professional organizations, including FleetPros Rocky Mountain Fleet Management Association Colorado Chapter and NAFA Fleet Management Association.
- Fleet Manager obtained the NAFA Certified Automotive Fleet Manager (CAFM) certification.
- Maintained Automotive Service Excellence (ASE) Blue Seal shop certification.
- Purchased 95% of the City's gasoline and 85% of the City's diesel fuel on fixed forward contracts.
- Purchased and disposed of 39 fleet assets in 2021.
- Ran successful request for bids for Police Harley Davidson Electra-Glide motorcycles.
- Performed a successful request for bids for Public Works & Utilities water break van.
- Migrated FASTER fleet management information system from Windows to Web based.
- Deployed new telematics platform across the entire fleet.

Performance Snapshot

Fleet Management operations should attempt to maximize their preventative maintenance (PM) activities and minimize their unscheduled maintenance activities. There will always be some system or component whose failure can neither be predicted nor prevented, but the failure of these can be held to a minimum by a thorough PM program. The benefits of a robust PM system are:

- Extended life cycles of vehicles and equipment;
- Increased fleet availability for delivery of service to the community and increased productivity across the organization;
- Reduction of peaks and valleys in the fleet operation workload;
- Better forecasting for the budgeting of staffing and parts; and
- Higher residual value when the asset is sold.

Completion Rate for Preventative Maintenance of City Vehicles and Equipment

	Completed	Not Completed
2018	95%	5%
2019	99.6%	0.4%
2020	93.5%	6.5%

HUMAN RESOURCES

Department Overview

The primary objective of Human Resources is to act as an internal service provider and strategic partner for all City departments and employees. The Human Resources Team has years of experience spanning multiple industries with a broad scope of expertise in many human resource related disciplines, focused on organizational and employee development. The team proudly follows a STAR (Safe, Trustworthy, Aligned, Respectful) Standard Commitment to establish and encourage a culture of Employee Engagement. Human Resources develops city-wide efforts to implement a comprehensive strategy consistent with the mission of the City of Westminster and its strategic objectives. All initiatives are integrated in a systematic approach for optimum development.

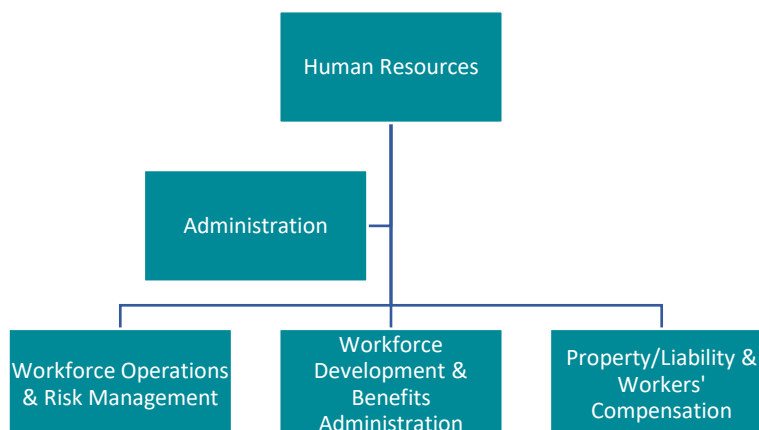
Budget Overview

Fund: 100 - General Fund
Dept.: 45 - Human Resources
Division: 050 - Administration

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	1,883,930	1,929,174	2,065,383	2,279,338
Contractual	413,642	332,229	533,759	682,369
Commodities	68,907	56,822	104,150	103,650
Other	700	2,054	2,900	21,700
Sub-Total	2,367,179	2,320,279	2,706,192	3,087,057
Benefits	-	-	-	555,760
Program Total	2,367,179	2,320,279	2,706,192	3,642,817

Staffing Overview

	2019	2020	2021	2022
FTE Staff	24.8	24.8	26.0	26.0



2022 Objectives

- Elevate Leadership and unity between City Manager's Office Executive Team, the Executive Team (ELT) and the Division Manager Team.
- Develop and implement - "Our Leadership Evolution: The Journey to Success and Performance Management" to elevate the supervisor role in the organization.
- Proactively and effectively continue to respond to the COVID Emergency, including economic challenges, recovery and legislation.
- Continue to fully embrace workforce diversity, equity, and inclusion (DEI) assessment work and implementation of action plan.
- Continue ongoing budget process initiatives to include pay and benefits analysis and recommendations to attract and retain a competitive workforce.
- Develop and implement formal succession programming.
- Continue to be an employer of choice through effective workforce development and marketing.
- Continue to implement process improvement initiatives, including continued work on technology functionality and data analysis.
- Continue to review and analyze benefits package and the possibility of unbundling medical and dental benefits. Determine process improvements in the administration of benefits.
- Improve employee and team communication and connectivity.
- Conduct an Employee Opinion Survey.
- Continue to review, research and comply with employment laws and regulations to follow HR best practices.

2021 Accomplishments

- Helped strategically lead the workforce through financial, social and environmental challenges.
- Continued to proactively develop and implement policies and procedures that meet the needs of the changing employment landscape.
- Provided strategic options and change management support in a financially sustainable manner.
- Continued to proactively respond to changing workforce needs as the pandemic evolves.
- Continued to lead efforts in fostering an organizational culture that focuses on developing a premier workforce that surpasses all expectations and embodies the mission and values of the organization.
- Championed Diversity, Equity and Inclusivity efforts, both internally and externally.
- Continued to focus on being a respectful, innovative, and responsive Employer of Choice using best practices in support of employee engagement.
- Continued to proactively address inclusivity and equity, and foster an environment of openness including continuing outreach efforts to diverse populations for recruiting, employee placement and development

- Reviewed and implemented new legislative initiatives and laws
- Strategized with and supported the Police Department regarding social change and police reform
- Expanded on our behavioral support programs to help employees during difficult and uncertain times
- Refined Department Standard Operating Guidelines

Performance Snapshot

Risk Factor	(2019)	(2020)
Body Mass Index	388	391
Glucose Serum	108	102
Hemoglobin A1C	68	67
Systolic Blood Pressure	53	51
Diastolic Blood Pressure	30	27
Total Cholesterol/HDL Ratio	170	165
Triglycerides	126	89
Tobacco Use	53	42

Risk Stratification is the movement of defined health risk factors between three categories: low, moderate, and high. The goal of employee engagement is to decrease the number of employees in the high-risk factor category to moderate, and from moderate to low risk. Monitoring this movement also allows the City to develop and coordinate concentrated health education efforts as we strive to reduce insurance claims related to preventable chronic disease.

Data from 2019-2020 indicates that 76% of wellness members maintained or decreased their health risk category.

Human Resources – Property/Liability and Workers’ Compensation

Division Overview

The Property/Liability and Workers’ Compensation Division manages the property and liability, and workers’ compensation programs to minimize potential liabilities to the City and oversees the Safety and Loss Control Program and Safety Committee to prevent accidents and reduce the consequences if an accident should occur.

Budget Overview

Fund: 460 - Property/Liability Self Insurance

Program: 10 - General Government

Dept.: 900 - Administration

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	268,989	289,225	138,421	145,823
Contractual	1,803,592	2,709,044	2,315,675	2,636,500
Commodities	1,855	320	2,716	2,400
Other	314	-	-	-
Program Total	2,074,750	2,998,589	2,456,812	2,784,723

Fund: 480 - Workers' Compensation

Program: 10 - General Government

Dept.: 900 - Administration

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	3,451	649	138,342	144,823
Contractual	964,122	1,129,254	919,040	1,031,690
Commodities	44,919	11,191	28,051	25,600
Other	-	-	-	-
Program Total	1,012,492	1,141,094	1,085,433	1,202,113

2022 Objectives

- Continue to utilize the SafeStart concepts and error reduction techniques to build on the City's safety culture and decrease injury and accident loss. This includes safety staff becoming certified in the revamped and updated SafeStart program.
- Continue to respond to potential changes to Colorado Workers' Compensation law.
- Continue to control and contain property and liability losses and employee safety through tracking, monitoring and implementing programs to reduce the likelihood of repeat losses.
- Develop and implement improved Defensive Driving training and programs.
- Partner with General Services and Facility Security Analyst to improve security across all facilities. Continue to develop physical security protocols while educating staff.
- Collaborate with General Services and ADA vendor to create and compile training materials and resources for staff, while helping to implement the City's ADA transition plan.
- Respond to the changing dynamics associated with and resulting from the COVID-19 pandemic and recovery while updating employee safety information as necessary.

2021 Accomplishments

- Continued and expanded SafeStart training for all benefited and non-benefited employees along with advanced practice sessions, known as Extended Application Units to promote and enhance employees' life safety.
- Utilized the SafeStart concepts and error reduction techniques to build on the City's safety culture and decrease injury and accident loss.
- Continued to respond to potential changes to Colorado Workers' Compensation law.
- Continued to control and contain property and liability losses and employee safety through tracking, monitoring and implementing programs to reduce the likelihood of repeat losses.
- Continued to find ways to decrease the number of automobile related accidents and enhance the City's driving safety policies and procedures.
- Responded to the changing dynamics associated with and resulting from the COVID-19 pandemic and updating employee safety information as necessary.

HUMAN SERVICES BOARD

The Human Services Board (HSB) annually makes recommendations to the City Council for the allocation of funds to be used to support the mission of aiding in food, health, mental health, and shelter services to Westminster residents.

The members of the HSB are Katie Ruske (Chair), Cathy White (Vice Chair), Rick Garbrielsen, Jessica Robb Mazzant, Karen Zimmerman, and Christine Geerts (Alternate). Councillor Jon Voelz serves as the HSB City Council liaison and John Prejzner as the Staff liaison.

The HSB has continued to remain informed about community needs in Jefferson and Adams counties and prioritized the identified areas of need, in order to make funding recommendations that will best serve Westminster residents. The Board also considers the number of Westminster residents served by applicant programs, the uniqueness of services provided, alignment with the HSB mission, and the impact of HSB funding on the total organizational budget.

The 2022 HSB funding cycle application period was open from April 5, 2021 to May 13, 2021, during which time 33 applications totaling \$271,500 in funding requests were received. HSB members independently reviewed all applications containing each organization's background, goals, budgets, financial audits, and programs seeking funding.

The HSB met to conduct applicant interviews for new applicants and again later to discuss applications in order to come to a consensus on funding recommendations for City Council. Following interviews and board deliberation, the HSB determined they would recommend all 33 of the applicants to receive funding in 2022.

The following pages include the programs recommended for 2022 HSB funding and a brief description of the services each program provides Westminster residents. The funding amounts shown are subject to change should additional funding to be received through American Rescue Plan Act funds to be supplementally appropriated at a later date

AGENCY NAME	REQUESTED	RECOMMENDED
A Precious Child	\$10,000	\$7,000
Action Center, The	\$5,000	\$3,000
Almost Home	\$10,000	\$6,000
Audio Information Network	\$5,000	\$3,000
Beyond Home	\$7,000	\$2,500
Brothers Redevelopment	\$5,000	\$4,000
CASA of Adams County	\$7,500	\$3,000
CASA of Jefferson County	\$5,000	\$3,000
Catholic Charities of Denver	\$10,000	\$3,000
Center for People With Disabilities	\$5,000	\$4,000
Clinica Campesina Family Health Services, Inc.	\$10,000	\$6,000
Community Reach Center	\$10,000	\$4,000
Community Table/Arvada Community Food Bank	\$7,500	\$5,000
Denver Hospice	\$10,000	\$2,500
Family Tree	\$10,000	\$5,000
FISH Inc.	\$10,000	\$10,000
Five Star Education Foundation	\$10,000	\$5,000
Front Range Community College	\$10,000	\$2,000
Growing Home	\$10,000	\$6,000
Have a Heart Project, Inc.	\$10,000	\$5,000
Hope House Colorado	\$10,000	\$4,000
Jefferson Center for Mental Health	\$9,000	\$6,000
Kids First Health Care	\$10,000	\$4,000
Outdoor Lab Foundation	\$7,500	\$2,000
Period Kits	\$5,000	\$2,500
Project Angel Heart	\$5,000	\$3,000
Ralston House (Arvada Child Advocacy Center)	\$10,000	\$4,000
Reading Partners	\$10,000	\$1,000
Rocky Mountain Immigrant Advocacy Network	\$10,000	\$2,500
Rocky Mountain Multiple Sclerosis Center	\$5,000	\$2,000
Senior Hub	\$10,000	\$4,000
Seniors' Resource Center	\$10,000	\$4,000
Volunteers of America Colorado Branch	\$3,000	\$2,000
TOTAL	\$271,500	\$130,000

HUMAN SERVICE BOARD

Agency Descriptions

A Precious Child – Provides children in need with opportunities and resources to empower them to achieve their full potential.

The Action Center – Provides an immediate response to basic human needs and promotes pathways to self-sufficiency.

Almost Home – Promotes self-sufficiency and aids those experiencing housing instability.

Audio Information Network of Colorado – Provides news and information in audio format to those who cannot read print materials due to being visually impaired or unable to process print materials so that listeners can make information decisions, engage with their communities, and lead independent and meaningful lives.

BeyondHome – Helps working families who are experiencing homelessness or who are on the verge of becoming homeless by helping them achieve self-sufficiency for life. BeyondHome provides affordable housing while people heal and learn and implement new life skills.

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 and Broomfield Counties – 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 and 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 and Community Services of the Archdiocese of Denver – Provides emergency services to people of all faiths 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 – Aids with disabled individuals who encounter difficulties in the pursuit of independent living.

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

Community Reach Center – Behavioral health and wellness provider that serves people of all ages at seven outpatient offices throughout Adams County.

Community Table – Provides food and resources to those in need to foster self-sufficiency and achieve long term success through innovation, compassion, and community support.

Denver Hospice – Helps those facing advanced illness with unprecedented levels of comfort, compassion, and expertise. The Denver Hospice is the region’s leading, largest, and most trusted not-for-profit provider of life-enhancing hospice and palliative care.

Family Tree –Partners with all people to prevent and overcome the interconnected issues of child abuse, domestic violence, and homelessness to promote safety, healing, and stability across generations.

FISH of Westminster – Provides residents in-need with short term, emergency staple foods.

Five Star Education Foundation – Contribute to the improvement of the overall quality of life in our community through investments in educational services and programs to assist Adams 12 students in achieving their full potential.

Front Range Community College Foundation – Provides opportunities for individuals seeking to change their lives through education.

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

Have a Heart Project – Provides food, clothing, school supplies, and soaps for in-need elementary age children and their families.

Hope House Colorado – Empowers parenting teen moms to strive for personal and economic self-sufficiency.

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 – Provides infants, children, and youth primary and preventative health services in partnership with schools and other community organizations.

Outdoor Lab Foundation – Forges relationships with businesses, the community and non-profit organizations to fund the Outdoor Lab Schools which give students the opportunity to explore and experience subjects such as earth science, wildlife biology, astronomy and forestry in a unique mountain setting.

Period Kits - Provides kits and direct products to individuals experiencing homelessness, unstable housing, and extreme poverty.

Project Angel Heart - Provides medically tailored meal services to clients with life threatening illnesses promoting the power of food as medicine; referrals come from hospitals, social workers, renal care units, and the visiting nurse association.

Ralston House - Offers a child-friendly, safe place for young children to come during the investigative process of their outcries of sexual abuse.

Reading Partners - Help children become lifelong readers by empowering communities to provide individualized instruction with measurable results.

Rocky Mountain Immigrant Advocacy Network - Serves low-income adults and children in immigration proceedings.

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

The Senior Hub - Delivers hot or frozen meals to homebound residents who are unable to prepare nutritious meals themselves, are unable to travel independently to a senior center or restaurant to obtain a balanced meal, and are unable to afford the purchase of meals.

Seniors' Resource Center - Provides person-focused, coordinated services to enhance independence, dignity, and quality of life for adults age 60 and over in Westminster, both in Adams and Jefferson counties.

Volunteers of America Colorado Branch - Provides complete meals to elderly residents (60 or older) via a congregate dining center located at Westminster Commons three days per week.

INFORMATION TECHNOLOGY

Department Overview

The Information Technology Department serves as the City's technology consultant and provides citywide technology services and support. The Department aligns technology objectives with City Council's Strategic Plan. The Department supports all areas of technology services including infrastructure, end user support, application development and management, technology procurement, and cybersecurity.

Budget Overview

Fund: 100 - General Fund

Dept.: 60 - Information Technology

Division: 230 - Information Technology

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	3,311,674	3,522,570	3,683,729	4,263,556
Contractual	606,779	920,202	1,305,546	1,620,452
Commodities	26,823	27,269	41,900	55,800
Other	132,498	221,934	175,000	170,000
Sub-Total	4,077,774	4,691,975	5,206,175	6,109,808
Benefits	-	-	-	1,083,540
Program Total	4,077,774	4,691,975	5,206,175	7,193,348

Staffing Overview

	2019	2020	2021	2022
FTE Staff	33.3	33.3	34.3	37.0

Staffing increased by 2.7 FTE in 2022 which consists of Software Engineers, Network Technician, and an Information Security Analyst.

2022 Objectives

- Conduct a major replacement of core network hardware
- Complete enhancements to audio/visual (A/V) services for City Council and other public meetings to gain consistency and functionality
- Complete implementation of an enhanced business licensing management system to standardize licensing across all City departments
- Integrate the *Cityworks* asset management system with the utility billing system to reduce manual data transfers
- Analyze and prototype Microsoft's Power Apps platform for possible use within the City's environment
- Conduct or participate in a regional tabletop exercise for cybersecurity threat assessment and training
- Assist the Finance Department in replacing the City's legacy sales tax system and with implementing new p-card and merchant banking services
- Assist the City Clerk's Office in replacing the City's agenda and meeting management system
- Assist the Policy and Budget Department in implementing new procurement services technology
- Participate in a free regionally provided security assessment
- Implement an Endpoint Detection and Response (EDR) tool to enhance security

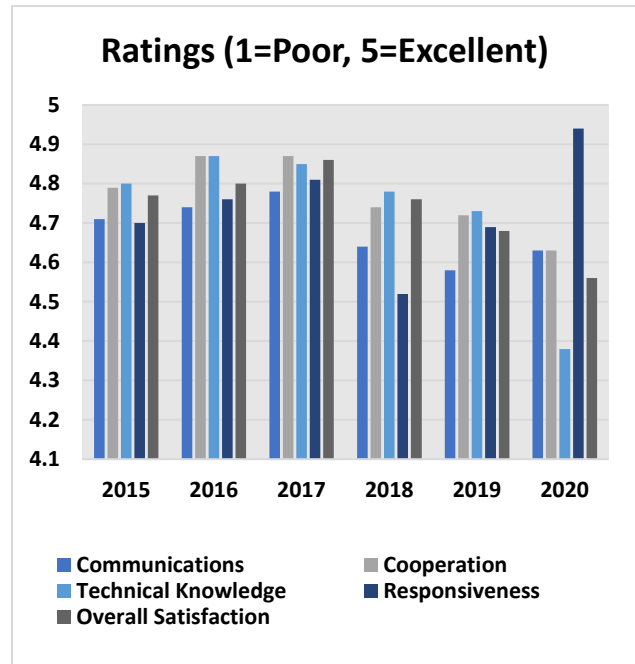
2021 Accomplishments

- Transitioned City Council and other public meetings to virtual streaming in response to pandemic concerns and public health orders
- Completed a major replacement of the City's Police records management system and Computer Aided Dispatch system (CentralSquare)
- Replaced the Fire Department's records management system (ImageTrend)
- Upgraded the City's utility billing system (CIS Infinity) to a more robust and flexible version (CIS v4)
- Implemented a new technology project portfolio management system and migrated it to Microsoft's Project Online
- Implemented Oracle's JD Edwards EnterpriseOne Expense Management module to enhance expense management across the City
- Implemented the use of Microsoft Teams citywide to meet business communication and collaboration needs
- Replaced the City's primary Storage Area Network (SAN) to increase speed, security and storage capacity of data storage
- Enhanced data recovery capabilities by replicating over 100TB of backup data to a secure cloud storage provider
- Implemented grant-funded Arctic Wolf, a Security Information Event Management system (SIEM), to enhance the City's cybersecurity posture
- Reconfigured 13 conference rooms with hardware and software to support virtual meetings and integrate with the City's Teams software

- Upgraded the City’s 1,200+ computing devices to Microsoft’s office suite 2019
- Maintained above average industry Phishing click scores of under 6% in simulated campaigns, underscoring an increase in the workforce’s general cybersecurity knowledge
- Implemented Remote Desktop Services to provide staff with external access to web services

Performance Snapshot

One way that the IT Department measures customer satisfaction is via a survey sent out after IT service requests are completed. The survey measures communications, cooperation, technical knowledge, responsiveness, and overall satisfaction. The graph reflects the uniqueness of 2020 as the grouping is less uniform. Technical knowledge is unusually low, though responsiveness is unusually high. These numbers could be attributed to the amount of new technology introduced as IT transitioned most staff to remote work, and the commitment IT had toward responsiveness during that time. It should be noted that even with a dip in score totals, all ratings remained above 4.3 on a scale of 1 to 5.



PARKS, RECREATION, AND LIBRARIES

Department Overview

The Parks, Recreation, and Libraries Department (PRL) creates exceptional opportunities for a vibrant community committed to nature, wellness, and literacy. The Department manages the parks, recreation facilities, programs, open spaces, golf courses, and libraries.

Budget Overview

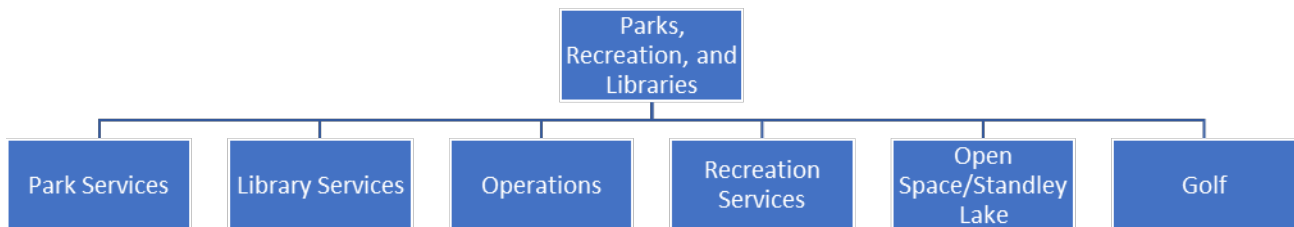
Dept.: 50 - Parks, Recreation and Libraries

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	14,541,798	13,371,243	16,130,150	17,655,830
Contractual	6,337,708	5,774,055	6,809,395	7,818,138
Commodities	2,506,306	1,898,634	2,607,700	2,355,512
Other	401,653	228,716	2,431,923	250,000
Sub-Total	4,077,774	4,691,975	5,206,175	28,079,480
Benefits	-	-	-	4,053,690
Program Total	4,077,774	4,691,975	5,206,175	32,133,170

Staffing Overview

	2019	2020	2021	2022
FTE Staff	206.88	205.80	205.80	204.30

Although there is a net decrease of 1.5 FTE staff due to a reorganization of some staff to the City Manager’s Office, there are three new positions - a mechanic, a player development coordinator, and a homeless navigator.



Parks, Recreation, and Libraries – Operations

Division Overview

Operations assists in the overall management of the Parks, Recreation, and Libraries Department, including policy and financial oversight, human services functions related to homelessness and food security, administration, and personnel management.

Budget Overview

Fund: 100 - General Fund
Dept.: 50 - Parks, Recreation and Libraries
Division: 050 - Operations

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	1,306,786	1,298,801	1,314,396	829,377
Contractual	596,365	161,151	469,431	399,791
Commodities	113,015	41,092	110,672	17,100
Other	-	-	362	-
Sub-Total	2,016,166	1,501,044	1,894,861	1,246,268
Benefits	-	-	-	183,250
Program Total	2,016,166	1,501,044	1,894,861	1,429,518

2022 Objectives

- Support the implementation and analysis of the 2022 PRL operating and capital improvement project budget
- Continue to use the service delivery model to guide PRL operations
- Connect people to services and provide support when seeking to exit homelessness, particularly through the homeless navigator program
- Coordinate with regional partners to address basic human services needs of community members
- Ensure an equitable and inclusive approach to services for community members

2021 Accomplishments

- Continued the implementation of the Arts and Culture Master Plan
- Partnered with both Adams and Jefferson counties to provide hotel stays to people experiencing homelessness on extreme weather nights during the COVID pandemic

- As a City, committed to the Metro Denver Homeless Initiative's *Built for Zero Initiative* to eliminate homelessness for veterans in the region
- Partnered with more than 100 agencies, especially local governments and health departments, to align equitable strategies around rental assistance, next-steps for sheltering options, as well as food policies and camp procedures while transitioning into long-term recovery mode for human services needs of community members
- PRL partnered with Growing Home to support food bank operations during the 2021 COVID pandemic
- Continued to support the City's Equity Action Team while engaging in community-wide equity action strategies with partner agencies
- Supported Public Health Order initiatives to provide community and City COVID-19 testing and vaccination sites.
- Adopted the Site Naming Policy which guides the naming and renaming of City sites
- Collaborated with the Recreation Division to launch Art ala Carte, a mobile art studio
- Supported the installation of the new sculptures honoring Air Force, Coast Guard, and Merchant Marine at the Armed Forces Tribute Garden as well as a virtual Armed Forces Day Ceremony
- Staff continued to utilize the service delivery model within PRL operations to support the development of cost recovery tools

Parks, Recreation, and Libraries – Park Services

Division Overview

Park Services performs all park, athletic fields, median, and right-of-way maintenance, and manages the City’s two golf courses, and greenhouse operations.

Budget Overview

Fund: 100 - General Fund
Dept.: 50 - Parks, Recreation and Libraries
Division: 550 - Park Services

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	1,778,138	1,578,181	2,677,675	2,753,540
Contractual	2,476,803	2,699,498	2,451,539	2,974,301
Commodities	405,777	320,166	442,022	451,828
Other	248,197	129,097	955,070	69,000
Sub-Total	4,908,915	4,726,942	6,526,306	6,248,669
Benefits	-	-	-	702,710
Program Total	4,908,915	4,726,942	6,526,306	6,951,379

2022 Objectives

- Continue water conservation efforts.
- Implement the next phase of Downtown park development focused on Center Park and East Park.
- Continue environmental stewardship efforts and support the City’s Sustainability plan through best management practices (BMP’s) and improved cultural practices.
- Fully implement tiered watering program within parks system.
- Continue turf conversion program to increase the use of low water/drought tolerant grasses and xeric landscapes.
- Convert 50% of hand-held equipment to alternative fuels.
- Continue to increase maintenance responsibilities for Downtown.
- Complete a full parks irrigation control system replacement and upgrade.
- Implement a city-wide tennis/basketball court renovation program.
- Pursue equipment automation/technology geared towards efficiency and sustainability.

- Start a prioritized replacement of parks irrigation system city-wide to improve water conservation efforts, water use efficiency, and reduce overall irrigated turf areas.
- Plan future renovations of Squires Park, Wolff Run Park, and Park 1200.
- Continue to emphasize safety and health protocols to protect staff and citizens.

2021 Accomplishments

- Adjusted all operations for employee and guest safety during the pandemic following both public health orders and City Policy.
- During COVID facility shutdowns, cross-trained Recreation and Libraries staff to support parks and golf operations that were fully open to the public.
- Completion and grand opening of Westminster Station Park Phase I-Nature Play.
- Supported the 10-day Sparkler Tournament at pre-COVID attendance and games.
- Continued the Turf Conversion Program.
- Fully implemented the Tiered Watering and Evapotranspiration (ET) based watering in parks.
- Continued Parks Irrigation Central Control System replacement and upgrade.
- Implemented parks facilities security system upgrades.
- Implemented multiple landscape and infrastructure upgrades at City Park and Christopher Fields.
- Corrected a reoccurring drainage issue at Fire Station #1 in collaboration with Facilities Maintenance.
- Implementation and purchase of the 2021 Parks Maintenance equipment package.

Parks, Recreation, and Libraries – Library Services

Division Overview

Library Services meets the cultural, informational, intellectual, and social needs of residents and patrons of all ages at the College Hill and Irving Street Libraries, and through online services. The Division also administers satellite locations at West View Recreation Center and City Park Fitness Center.

Budget Overview

Fund: 100 - General Fund

Dept.: 50 - Parks, Recreation and Libraries

Division: 620 - Library Services

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	2,296,288	2,114,720	2,120,898	2,640,215
Contractual	421,524	383,665	438,017	443,181
Commodities	518,126	517,264	642,230	505,370
Other	26,864	29,652	11,900	11,900
Sub-Total	3,262,802	3,045,301	3,213,045	3,600,666
Benefits	-	-	-	845,390
Program Total	3,262,802	3,045,301	3,213,045	4,446,056

2022 Objectives

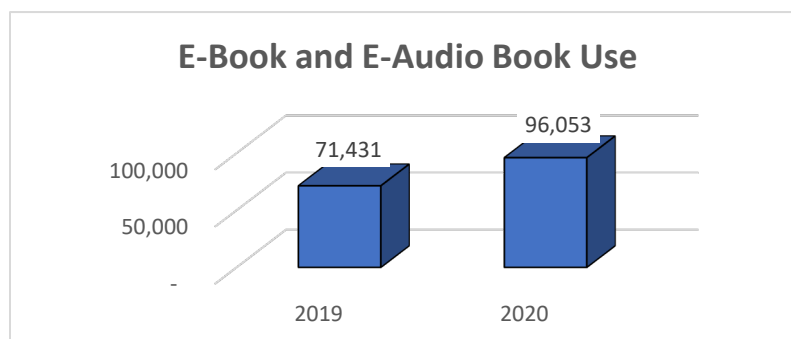
- Return library services to pre-COVID levels through completion of hiring and onboarding of new staff and resumption of pre-COVID hours.
- Update 2017-2021 Westminster Public Library Master Plan.
- Make in-house courier service permanent.
- Pursue grants to enhance library services and operations.
- Collaborate with Front Range Community College (FRCC) on the replacement of the HVAC system and air handler at College Hill.
- Coordinate supplementary services during the projected 3-4-month closure of College Hill Library during FRCC HVAC replacement project.
- Expand digital collection to address anticipated increased demand due to closure.
- Launch Library 2 Go, the mobile library outreach services van.
- Foster community partnerships for joint services and programming.
- Continue and expand Wireless Hot Spot program.

- Collaborate with open space to start circulating bicycles and other outdoor gear at Irving Street Library.
- Complete replacement of 50 public access and staff computers.
- Establish the library's translation policy through the City's Language Access Plan.

2021 Accomplishments

- As allowed by public health order, reopened the library to the public, transition from remote operations to in-person services
- Installed self-serve kiosks at City Park Fit and West View Recreation Center
- Completed implementation of the 2017-2021 Westminster Public Library Master Plan
- Implemented wireless printing, printing from home, and free printing at libraries
- Established regular schedule of communication with library card holders
- Modernized study rooms audio/visual (AV) equipment
- Launched 50 wireless Wi-Fi hotspots for checkout
- Implemented remote reference services for staff
- Added non-English language support to Summer Reading registration
- Upgraded library's catalog system to a new format that allows users to find digital content more easily
- Installed new self-checkout machines at both libraries
- Continued expansion of digital collections to meet community need
- Began circulating Great Outdoors Colorado (GOCO)-funded outdoor equipment at Irving Street Library
- Continued to provide curbside service as an accessible option for patrons even after resumption of normal library services
- Continued virtual programming through Zoom and Facebook
- Received multiple grant funding opportunities to supplement library operations

Performance Snapshot



Parks, Recreation, and Libraries – Open Space/Standley Lake

Division Overview

The Open Space/Standley Lake Division manages open space, Standley Lake Regional Park, the City's urban forestry inventory as well as constructs and maintains the City's trail system. The Division also acquires strategic land parcels, provides environmental education, outdoor recreation, stewardship, and sustainability opportunities to the public. Standley Lake collaborates with the Public Works and Utilities Department to support a high-quality water resource for the City of Westminster.

Budget Overview

Fund: 100 - General Fund
Dept.: 50 - Parks, Recreation and Libraries
Division: 660 - Standley Lake

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	440,582	365,593	438,384	498,284
Contractual	127,721	92,861	122,716	126,087
Commodities	21,797	21,181	22,091	22,091
Other	14,868	11,864	15,000	13,000
Sub-Total	604,968	491,499	598,191	659,462
Benefits	-	-	-	102,540
Program Total	604,968	491,499	598,191	762,002

Fund: 200 - Water Fund
Dept.: 50 - Parks, Recreation and Libraries
Division: 660 - Standley Lake

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	104,572	39,735	121,040	153,500
Contractual	10,007	4,750	16,823	18,323
Commodities	6,928	7,191	8,500	8,500
Other	-	-	-	-
Program Total	121,507	51,676	146,363	180,323

Fund: 540 - POST Fund

Dept.: 50 - Parks, Recreation and Libraries

Division: 550 - Park Services

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	1,587,034	1,650,737	2,166,899	2,352,979
Contractual	294,868	224,570	229,083	259,711
Commodities	213,997	136,835	169,416	198,000
Other	110,527	56,283	135,000	150,000
Sub-Total	2,206,426	2,068,425	2,700,398	2,960,690
Benefits	-	-	-	611,990
Program Total	2,206,426	2,068,425	2,700,398	3,572,680

2022 Objectives

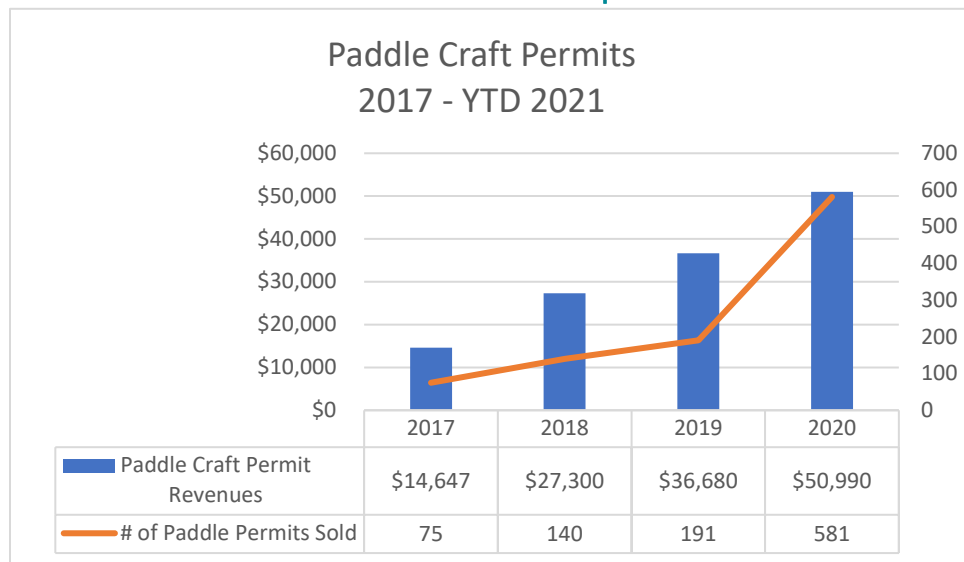
- Update and continue to implement the Open Space Stewardship Plan.
- Contract to treat City-owned ash trees in prevention of the Emerald Ash Borer infestation
- Resolve the flooding issue on the McKay Lake trail and increase parking lot size
- Implement an annual maintenance schedule for Big Dry Creek Trail system
- Continue with Trail Wayfinding sign installation program
- Restore volunteer programming and projects
- Complete study of Westminster Hills dog park to alleviate overcrowding and parking issues
- Explore fee-based use of open space sites, particularly dog parks
- Partner with local youth corps on natural resource management projects
- Restore nature education programming to include all open space, parks and recreation areas
- Begin using the new Nature Trailer, purchased and outfitted with CARES funds, to take environmental education programming to schools and businesses

2021 Accomplishments

- Ensured trail maintenance of the 150-mile trail system through increased usage since onset of COVID pandemic
- Awarded an additional \$990,000 to extend the Great Outdoors Colorado (GOCO) Generation Wild programming through June 2026 to provide after school and summer outdoor programming for Westminster Public School students and outdoor gear access at Irving Street Library
- Began restoration and trail building work at Lower Church Lake with the help of

- GOCO grant funding. Project will continue in 2022
- Added and improved data in Geographic Information System (GIS) to include fencing, signs, informal trails and more invasive species mapping
 - Completed trail maintenance with the Mile-High Youth Corps and paid for by a GOCO grant
 - Personal paddle craft program sold a record number of permits
 - Aquatic Nuisance Species (ANS) Program successfully prevented the introduction of zebra mussels at Standley Lake
 - Rocky Mountain Greenway Trail was constructed through Westminster and linked to City's trail system
 - Completed the Big Dry Creek Trail upgrade project which provides a dual surface and year around accessibility
 - Trail wayfinding signage installation was initiated along Big Dry Creek Trail
 - Coordinated volunteer efforts for Habitat Demonstration site and protection of Colorado Butterfly Plant
 - Disseminated biological pest management controls at Standley Lake Regional Park, Walnut Creek Golf Preserve, and throughout the City's open space and parks system

Performance Snapshot



Parks, Recreation, and Libraries – Recreation Services

Division Overview

Recreation Services provides opportunities to be active and improve health and wellness through programs and facilities throughout the year. This is accomplished through the operation of 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).

Budget Overview

Fund: 100 - General Fund
Dept.: 50 - Parks, Recreation and Libraries
Division: 720 - Recreation Facilities

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	3,562,219	3,179,430	3,595,144	4,183,827
Contractual	1,153,669	1,001,892	1,218,936	1,306,141
Commodities	317,099	235,976	453,623	309,264
Other	-	-	-	-
Sub-Total	5,032,987	4,417,298	5,267,703	5,799,232
Benefits	-	-	-	932,080
Program Total	5,032,987	4,417,298	5,267,703	6,731,312

Fund: 100 - General Fund
Dept.: 50 - Parks, Recreation and Libraries
Division: 760 - Recreation Programs

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	1,837,261	1,589,297	2,068,266	2,379,422
Contractual	398,038	193,902	411,947	403,221
Commodities	246,789	87,818	249,791	247,906
Other	-	-	-	-
Sub-Total	2,482,088	1,871,017	2,730,004	3,030,549
Benefits	-	-	-	309,940
Program Total	2,482,088	1,871,017	2,730,004	3,340,489

2022 Objectives

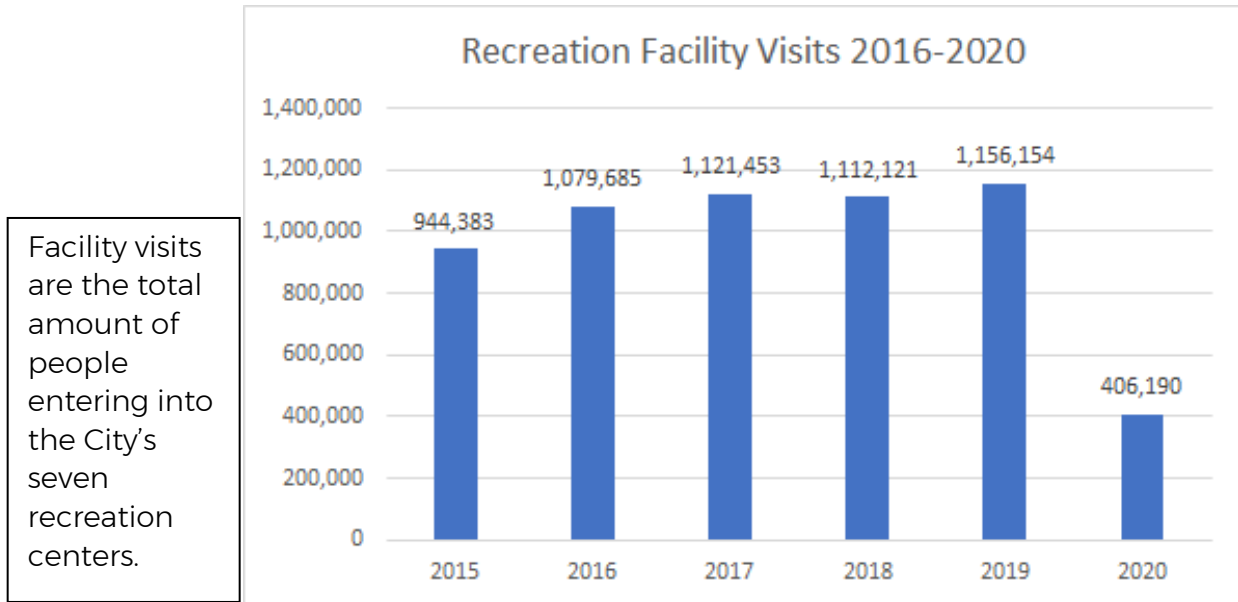
- Continue to support the community as needed to assist in recovery from pandemic
- Assess facility and field rental fees, and procedures in order to ensure affordability access
- Complete CIP projects to improve the overall guest experience and employee safety through all PRL facilities
- Incorporate health and safety standards into daily operations of facilities and recreational programs
- Work with Facilities Maintenance staff to plan for future needs related to infrastructure across all facilities
- Engage partners to develop programs to meet the needs of all of Westminster.
- Evaluate Recreation Services to ensure relevance for the community
- Actively recruit employees to fill recreation positions and expand facility hours and program offerings as staffing becomes stable

2021 Accomplishments

- Continued to support the community need for food distribution, COVID testing, and vaccination sites as needed
- Continued partnerships with Kids Night Out, Westminster Soccer and little leagues to provide programs for Westminster youth
- Continued to work with Westminster Public Schools to provide free meals to the community distributed at various recreation facilities
- Reassignment of staff throughout the City. Oversight of COVID testing sites, vaccination sites and food distribution sites as a result of community need brought on by the pandemic
- Partnership with A-Lift for transportation for seniors
- CIP projects to enhance facilities including construction of outdoor classroom and fitness areas through the use of CARES funds, pottery studio upgrades, facility painting, construction of additional office spaces, and safety upgrades related to pandemic
- Continued with a robust field rental program including drawing national tournaments such as the Triple Crown Sparkler tournament
- Continued partnership with Silver Sneakers, Renew Active and offering Pedaling for Parkinson's
- Offered community programming during the pandemic to include Summer Camp and outdoor programs including opening Countryside Outdoor Pool, softball, pickleball, fitness, arts and youth programs

- Reopened indoor recreation facilities, including aquatics areas in line with public health orders. Responded appropriately to public health orders and keeping staff and community safe
- Major Aquatics Renovation at City Park to address aging infrastructure
- Partner with Libraries on Rec & Read kiosks at West View and City Park Fitness

Performance Snapshot



Parks, Recreation, and Libraries – Golf

Division Overview

The Golf Course Enterprise Fund provides resources for the ongoing operation of the City's two high-quality championship golf courses: Legacy Ridge Golf Course and Walnut Creek Golf Preserve.

Budget Overview

Fund: 220 - Legacy Ridge Fund

Dept.: 50 - Parks, Recreation and Libraries

Division: 720 - Recreation Facilities

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	822,712	805,342	811,108	933,064
Contractual	371,342	415,761	469,986	675,043
Commodities	360,483	300,774	271,405	314,753
Other	599	-	628,233	3,000
Sub-Total	1,555,136	1,521,877	2,180,732	1,925,860
Benefits	-	-	-	186,800
Program Total	1,555,136	1,521,877	2,180,732	2,112,660

Fund: 230 - Walnut Creek Fund

Dept.: 50 - Parks, Recreation and Libraries

Division: 720 - Recreation Facilities

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	806,206	749,407	816,340	931,622
Contractual	487,371	596,005	980,917	1,212,339
Commodities	302,295	230,337	237,950	280,700
Other	598	1,820	686,358	3,100
Sub-Total	1,596,470	1,577,569	2,721,565	2,427,761
Benefits	-	-	-	178,990
Program Total	1,596,470	1,577,569	2,721,565	2,606,751

2022 Objectives

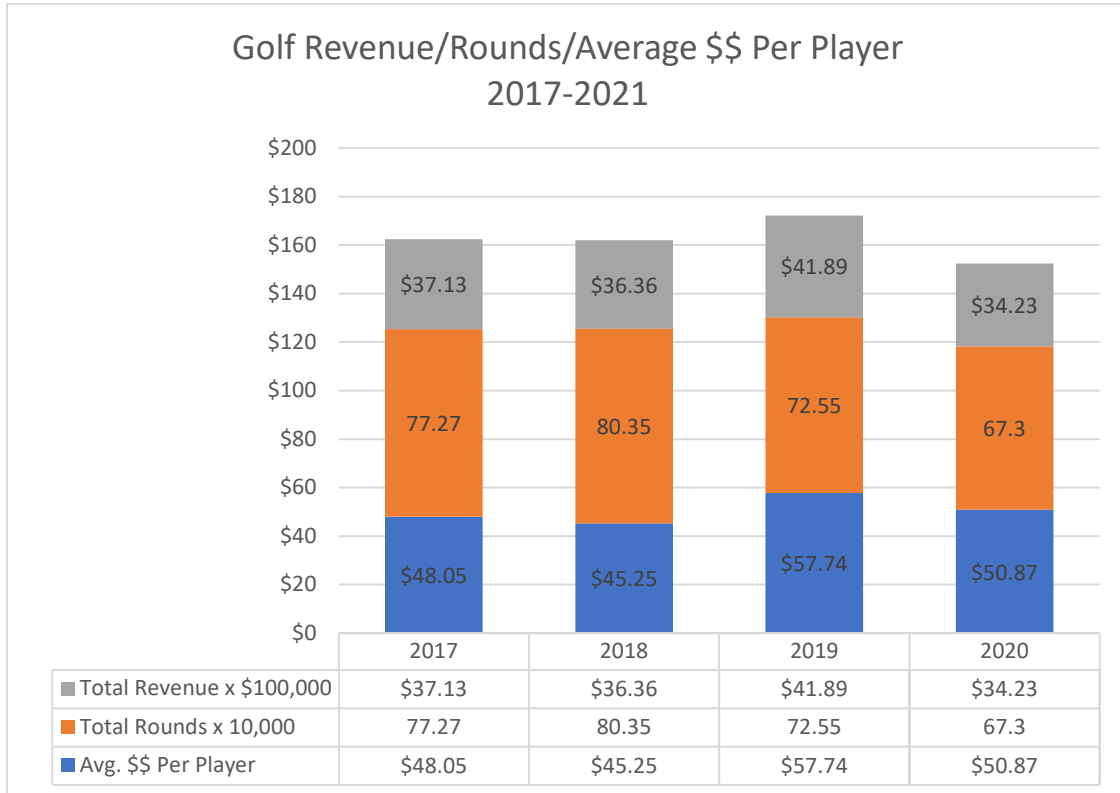
- Continue water conservation efforts
- Solicit feedback and respond to input from the community
- Host community-oriented events at low or no cost
- Foster a culture of collaboration both internally and externally
- Continue to emphasize safety and health protocols to protect staff and citizens
- Continue environmental stewardship efforts and support the City's Sustainability plan through best management practices (BMP's) and improved cultural practices
- Pursue equipment automation/technology geared towards efficiency and sustainability
- Complete the Legacy Ridge Golf Course Irrigation replacement and lake renovation.
- Complete the Walnut Creek Golf Preserve Irrigation replacement and Master Plan renovation

2021 Accomplishments

- Successfully hosted national and state tournaments
- Hosted the highly successful 3rd annual Westminster Open with a full field for the one-day event
- All operations adjusted for employee and guest safety during the pandemic following public health orders and City Policy
- Utilized Recreation and Libraries staff through a department wide cross-training effort during COVID facility shut downs to support parks and golf operations that were fully open to the public
- Hosted events and programs focused on youth golf and with industry partners.
- Started the Legacy Ridge Golf Course Irrigation replacement and lake renovation
- Collaborated with PW&U and CD-Storm Water to expand reclaimed water storage capacity and create the first storm water "rain garden" in conjunction with the Legacy Ridge irrigation project
- The new irrigation system will also add Foxshire and Windsor Parks to the City's Reclaimed System
- Purchase and implementation of the Golf Maintenance equipment package
- Purchase and implementation of the Golf Cart Rental Fleet
- Supported numerous local charities through round donations for fundraisers
- Partnered with the City of Westminster Wellness and Library Adventure Pass programs

Performance Snapshot

The popularity of the City's golf courses continues to grow. Since 2012, the City's golf courses have seen a sustainable upward trend in all three categories of Revenues, Rounds and Average Dollar Per Player.



POLICE

Department Overview

The Police Department (PD) provides high level law enforcement services to an ever-growing community with continuously changing needs. The PD provides valuable information and resources to citizens through several educational campaigns. Through various partnerships, the PD continues to strive to reduce crime and enhance the quality of life to the Westminster community.

Budget Overview

Fund: 100 - General Fund

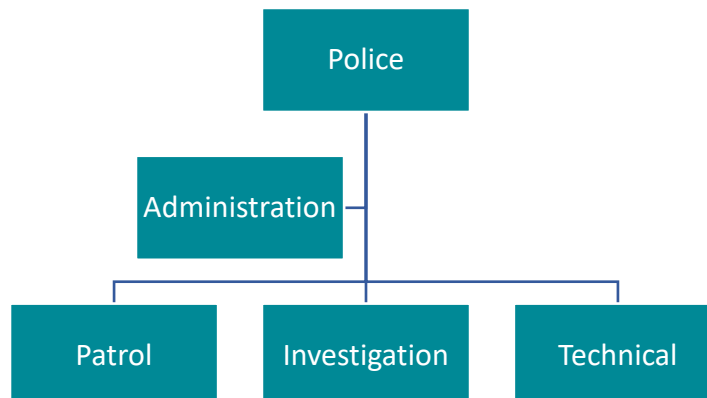
Dept.: 20 - Police

Expenditure Category	Actual	Actual	Budget	Budget
	FY 2019	FY 2020	FY 2021	FY 2022
Personnel	24,289,427	25,286,417	26,167,183	27,974,895
Contractual	2,980,617	3,083,611	3,689,835	4,234,148
Commodities	240,337	198,329	235,366	295,495
Other	192,285	129,958	110,325	240,122
Sub-Total	27,702,666	28,698,315	30,202,709	32,744,660
Benefits	-	-	-	7,047,880
Program Total	27,702,666	28,698,315	30,202,709	39,792,540

Staffing Overview

	2019	2020	2021	2022
FTE Staff	273.8	273.8	274.8	279.3

The increase of 4.5 FTE will provide staffing for a new special events team, increase animal management operations, and improve the use of data to better focus enforcement efforts.



Police Department - Administration

Division Overview

The Administration Division is responsible for the department’s budget (coordination, planning and oversight), overall policies, goals and objectives, crime analysis, intelligence information, statistical reports, activity analysis, cost allocation studies, memos and reports to City Council, performance measurements, special management level research projects, and overall leadership and evaluation of police services for the citizens of Westminster.

Budget Overview

Fund: 100 - General Fund

Dept.: 20 - Police

Division: 050 - Administration

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	372,999	370,429	496,937	745,527
Contractual	1,069,665	832,643	931,621	691,096
Commodities	9,927	22,701	25,500	10,000
Other	27,815	-	1,325	9,710
Sub-Total	1,480,406	1,225,773	1,455,383	1,456,333
Benefits	-	-	-	186,140
Program Total	1,480,406	1,225,773	1,455,383	1,642,473

2022 Objectives

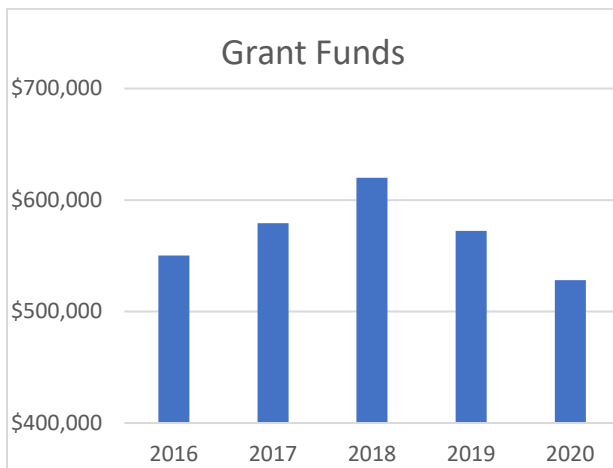
- Ensure positive and cost-effective budget oversight and strategies for the Department’s operational budget, capital improvement projects, and asset forfeiture funds.
- Research and administer viable grant funding for the Department.
- Monitor and respond to public safety-related legislation.

2021 Accomplishments

- Continued ongoing interaction and outreach with community groups, associations and programs.
- Obtained grant funding from state, federal and local entities that provided for salary, benefits, overtime reimbursement, equipment, personal protective equipment, supplies, training, travel and community outreach programs.

- Hired essential positions during COVID strategic hiring process and promoted essential leadership roles within the PD.
- Formed the Chief's Community Advisory Panel to develop and maintain relationships with the community.
- Placed Deputy Chief as a representative to Colorado Association of Chief of Police Legislative Committee.
- Review State legislation that passed and update policies and procedures to reflect the changes.

Performance Snapshot



The Police Department (PD) continually looks for viable and effective grant funding. Although there has been a decline in grant funds, in 2020 the PD was still awarded over \$500,000 in grant funding.

Police Department – Patrol Services

Division Overview

The Patrol Services Division includes patrol operations, SWAT Team, K9 Unit, Special Enforcement Team, Field Training Instructor program, Mobile Field Force, extra duty/off duty employment, Crisis Intervention Team and emergency management.

Budget Overview

Fund: 100 - General Fund
Dept.: 20 - Police
Division: 500 - Patrol Services

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	13,890,234	11,594,321	11,968,125	13,084,959
Contractual	893,641	658,927	747,585	915,715
Commodities	66,475	51,598	41,340	63,750
Other	164,470	3,000	-	55,689
Sub-Total	15,014,820	12,307,846	12,757,050	14,120,113
Benefits	-	-	-	3,219,540
Program Total	15,014,820	12,307,846	12,757,050	17,339,653

2022 Objectives

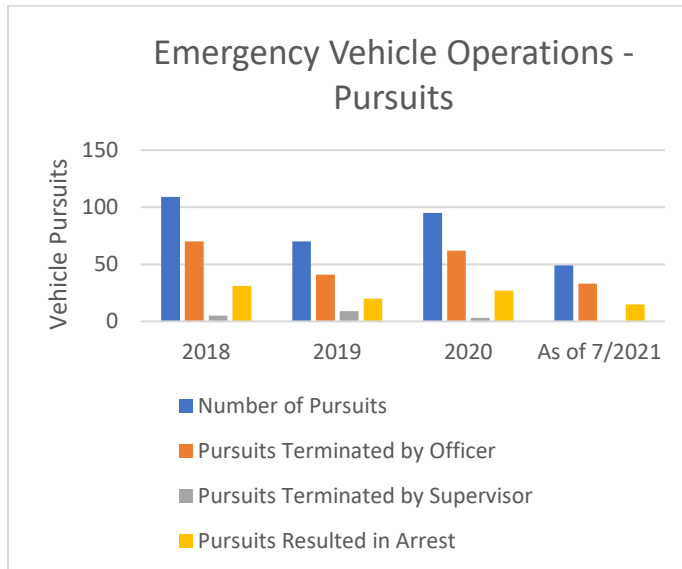
- Remain committed to safety of police personnel and citizens visiting or living in this community.
- Ensure shift-minimum staffing levels are adhered to for the safety of both officers and the community.
- Ensure open communication and collaboration with other city departments.
- Continue working on community outreach and engagement.
- Partner with the community and other areas of city government to solve problems.
- Continue to provide support for users of records management system (RMS).
- Continued focus on employee wellness while breaking down the negative stigma associated with seeking mental health assistance.
- Continue implementation of body worn cameras.
- Continue training to increase the number of Terminated Emergency Vehicle Operations – Pursuits by Police Officer.

2021 Accomplishments

- Attended community-based events when COVID restrictions allowed and staffing permitted.
- Continued to build and maintain a more robust mental health response and comprehensive policy that has been embraced and encouraged by Patrol personnel.
- Successfully worked hand-in-hand with the Fleet division to phase out rebuilt vehicles.
- Completed Phase III purchase of the Rifle Program.
- Replaced the old SWAT equipment truck with a new and more efficient one.
- Initiated testing of Patrol vest carriers.

Performance Snapshot

Of the total number of Emergency Vehicle Operations – Pursuits in 2020, 65% were terminated by the Officer and resulted in 27 arrests.



Police Department – Investigation Services

Division Overview

The Investigation Services Division includes investigatory services related to criminal activity, intelligence gathering, sex offender registration, crime scene processing, prisoner extraditions and transports, victim services, liquor enforcement, public information, crime prevention, employee background investigations, internal affairs, training, records management and storage/safekeeping of evidence and found property.

Budget Overview

Fund: 100 - General Fund
Dept.: 20 - Police
Division: 300 - Specialized Services

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	10,026,194	7,526,355	7,618,287	7,788,525
Contractual	1,017,311	562,588	739,548	675,574
Commodities	163,935	100,231	130,889	181,438
Other	-	10,302	-	149,723
Sub-Total	11,207,440	8,199,476	8,488,724	8,795,260
Benefits	-	-	-	1,994,230
Program Total	11,207,440	8,199,476	8,488,724	10,789,490

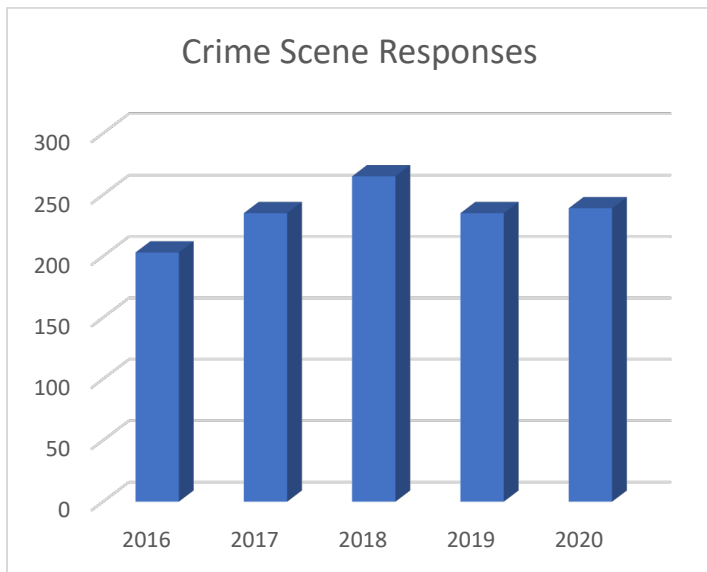
2022 Objectives

- Continue to maintain adequate staffing levels where needed.
- Collaborate with Human Resources to effectively and efficiently recruit quality personnel.
- Continue community outreach and partnerships for service delivery to the community.
- Continued involvement in community events.

2021 Accomplishments

- Implemented of the new Records Management System (RMS) and moved old RMS to Laserfiche.
- Began *Cuisine with the Cops Program* and continued to be involved with community outreach and engagement by attending community meetings.
- Continued success of the Co-Responder Program.

Performance Snapshot



In 2020, the Criminalists responded to 239 Crime Scenes. A 2% increase compared to 2019.

Police Department – Technical Services

Division Overview

The Technical Services Division is responsible for assessing and implementing department technology needs, technical services, animal management and graffiti enforcement/removal. The Special Events Section is responsible for enforcement and special needs of city-owned parks, recreation facilities, libraries, and trail systems; providing safe learning environments for children through School Resource Officers; and enforcement of traffic regulations/control, accident investigation and safety education through the Traffic Unit. The Communications Unit responds to emergent and non-emergent calls for assistance, prioritizes and coordinates critical services to the community by dispatching police, fire and ambulance services and provides support to responding officers.

Budget Overview

Fund: 100 - General Fund
Dept.: 20 - Police
Division: 700 - Technical Services

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	-	5,795,312	6,083,834	6,355,884
Contractual	-	1,029,453	1,271,081	1,951,763
Commodities	-	23,799	37,637	40,307
Other	-	116,656	109,000	25,000
Sub-Total	-	6,965,220	7,501,552	8,372,954
Benefits	-	-	-	1,647,970
Program Total	-	6,965,220	7,501,552	10,020,924

2022 Objectives

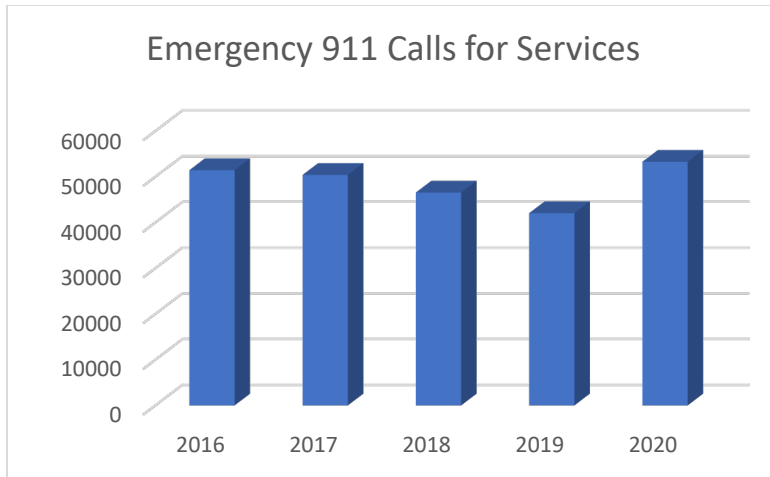
- Continue to work towards advancements in technology to better serve citizens and improve staff efficiency.
- Continue to maintain adequate staffing levels.

2021 Accomplishments

- Implemented the new RMS and Computer Automated Dispatch (CAD).
- Began the Body Worn Camera Program.

- Collaborated with Arvada Police Department to conduct a successful Teen Academy.
- Engaged with property management companies and Westminster School District to seek collaborative solutions to criminal activity around housing complexes and Westminster High School.

Performance Snapshot



The City of Westminster Dispatch Center received 53,259 Emergency 911 Calls for Service in 2020. This is a 4% increase compared to 2016.

POLICY AND BUDGET

Department Overview

The Policy and Budget Department is comprised of two divisions responsible for overseeing the City’s budget, policy, legislative, and procurement activities.

Budget Overview

Fund: 100 - General Fund

Dept.: 80 - Policy and Budget

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	-	602,757	827,628	1,281,255
Contractual	-	4,151	9,575	26,840
Commodities	-	746	37,450	37,500
Other	-	6,380	7,000	7,000
Sub-Total	-	614,034	881,653	1,352,595
Benefits	-	-	-	305,220
Program Total	-	614,034	881,653	1,657,815

Staffing Overview

	2019	2020	2021	2022
FTE Staff	3	6	11	11

Prior to 2019, Policy and Budget was a division within the City Manager’s Office. In 2019, an organizational redesign added 3 full-time staff and made it its own Department. In 2021, procurement staff were moved from the Finance Department to the Policy and Budget Department, resulting in the creation of the department’s second division.

Policy and Budget - Administration

Division Overview

This division oversees and coordinates the City's budget processes, legislative efforts, as well as long-term strategic and financial planning. The division also supports the development and implementation of City policies and programs, manages the biennial Community Survey, and advises City Council on financial and legislative issues.

Budget Overview

Fund: 100 - General Fund

Dept.: 80 - Policy and Budget

Division: 050 - Administration

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	-	602,757	685,793	862,050
Contractual	-	4,151	9,575	11,840
Commodities	-	746	17,450	7,500
Other	-	6,380	7,000	7,000
Sub-Total	-	614,034	719,818	888,390
Benefits	-	-	-	220,620
Program Total	-	614,034	719,818	1,109,010

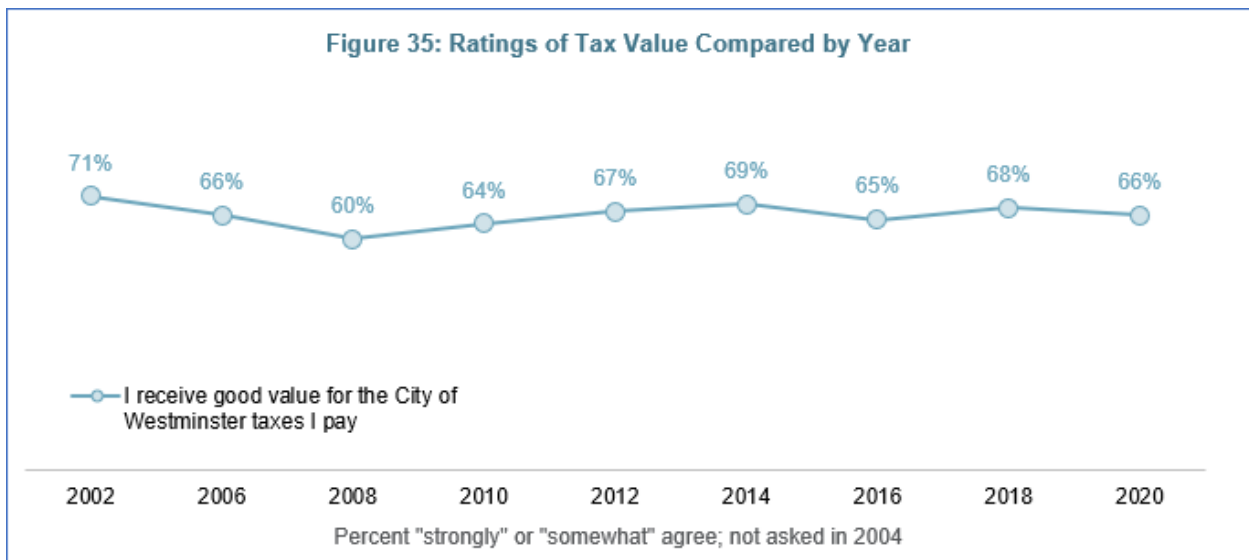
2022 Objectives

- Increase financial/budget understanding within City's operating departments in order to improve budget accuracy and continue to build a collaborative budget development process.
- Increase use of reporting tools in order to present data in a variety of formats to internal and external customers.
- Provide increased financial support to the Human Services Board.
- Manage spending of American Rescue Plan Act (ARPA) funds.
- Enhance long-term financial planning within organization
- Submit for and receive the Distinguished Budget Presentation Award through the Government Finance Officers Association (GFOA).
- Coordinate State and Federal legislative program
- Conduct biennial Community Survey

2021 Accomplishments

- The City of Westminster, CO has been awarded the Distinguished Budget Presentation Award by the GFOA, for its 2021 Budget. This was the first time the Policy & Budget Department submitted a budget for review by GFOA.
- Participated in 25+ boards/teams/committees both internal and external.
- Made a number of changes to the budget to ensure more long-term financial sustainability and increased tracking/accountability.
- Released a Request for Proposals, reviewed, and engaged a contract federal lobbyist to lobby for infrastructure funding for critical City projects.
- Managed millions of dollars in emergency spending through the federal CARES Act and proposed spending under the American Rescue Plan Act.
- Partnered with other City departments to recommend and implement changes to the City's employee benefits program in order to improve recruitment and retention efforts.
- Reviewed hundreds of pieces of proposed legislation and successfully lobbied for state legislation on behalf of the City.
- Facilitated 2 rounds of grants administered by the Human Services Board, providing \$230,000 to non-profit organizations aiding Westminster residents.
- Successful evaluation of City's financial status as pandemic evolved and, in response, recommended and received approval for a 2021 Budget Amendment to allow for restoration of many City services
- Implemented full cost budgeting of employee benefits

Performance Snapshot



Policy and Budget – Procurement

Division Overview

A staff-driven Innovation Team recommended the establishment of a dedicated Procurement Division and City Council approved the recommendation and additional staff to improve the City’s procurement function mid-year in 2021. The Procurement Division is responsible for the effective procurement of goods and services across the City. The Division also ensures that standards, controls, policies, and procedures are fully executed to manage the acquisition and reporting of all the City’s third-party spending efficiently and effectively.

Budget Overview

Fund: 100 - General Fund

Dept.: 80 - Policy and Budget

Division: 800 - Procurement

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	-	-	141,835	419,205
Contractual	-	-	-	15,000
Commodities	-	-	20,000	30,000
Other	-	-	-	-
Sub-Total	-	-	161,835	464,205
Benefits	-	-	-	84,600
Program Total	-	-	161,835	548,805

2022 Objectives

- Onboard and integrate new Procurement Division staff members into the Department
- Revamp Westminster Municipal Code and administrative policies to reflect procurement best practices and efficiencies

2021 Accomplishments

- Migrated requests for bids and proposals to BidNet Direct electronic platform.
- Facilitated trainings to stakeholders in City departments on grants administration and award procedures.
- Formalized the process for hosting bid openings virtually.



WESTMINSTER

- Established a City-wide Amazon Business Prime program to take advantage of preferred pricing.
- Participated in the City Procurement/Contracting I-Team whose goal was to collaborate to revamp the procurement process including best practices for using cooperative purchasing.
- Facilitated approval level changes resulting from prior procurement changes to Westminster Municipal Code (Code).
- Provided instructional documents for internal grant compliance requirements including grant transaction reports.
- Hosted updated grant administration policy training for each department which included, processing internal JDE reports, SAM.gov requirements, understanding the grant cycle and the Office of Management and Budget-Uniform Guidance required information for reporting on the Schedule of Expenditures and Federal Awards and internal audit reports.
- Provided oversight of the term dates for agreements/contracts in Cobblestone.
- Facilitated the City's procurement financial response team whose responsibility was to manage and monitor fiscal accountability of nearly \$9 million in pass-through Federal CARES allocation and over \$400,000 in CARES funding to various city departments.

PUBLIC WORKS AND UTILITIES

Department Overview

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.

Budget Overview

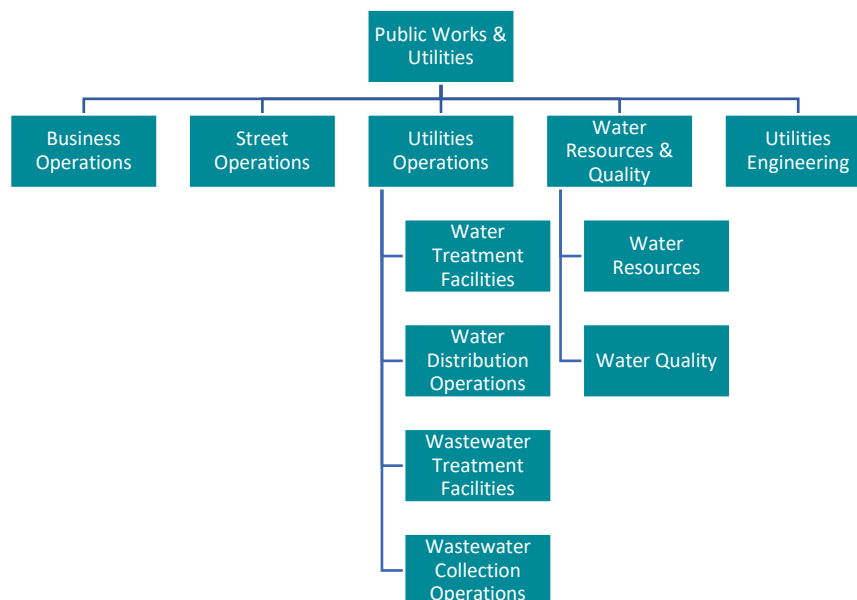
Dept.: 35 - Public Works and Utilities

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	11,086,525	11,392,792	12,017,602	12,744,883
Contractual	21,091,160	21,196,802	24,823,771	26,090,752
Commodities	3,048,329	2,786,829	4,103,295	4,096,404
Other	175,737	85,114	315,931	234,850
Sub-Total	35,401,751	35,461,537	41,260,599	43,166,889
Benefits	-	-	-	3,481,290
Program Total	35,401,751	35,461,537	41,260,599	46,648,179

Staffing Overview

	2019	2020	2021	2021
FTE Staff	151.5	154.5	154.5	153.5

The reduction of 1.0 FTE is due to a reorganization of staff.



Public Works and Utilities - Business Operations

Division Overview

Business Operations oversees the creation and management of the department's operating budget, financial management and sustainability efforts, public communications, and ongoing citywide collaboration efforts. The division is also responsible for managing the City's water conservation programs and the utility customer assistance programs.

Budget Overview

Fund: 200 - Water Fund
Dept.: 35 - Public Works and Utilities
Division: 050 - Business Operations

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	591,157	673,020	701,140	648,653
Contractual	307,747	240,767	480,947	478,225
Commodities	2,650	3,327	4,000	4,000
Other	6,282	856	-	-
Sub-Total	907,836	917,970	1,186,087	1,130,878
Benefits	-	-	-	162,010
Program Total	907,836	917,970	1,186,087	1,292,888

2022 Objectives

- Develop the 2023/2024 water and sewer rate/fee recommendations for City Council consideration
- Continue to offer a robust suite of water conservation programs to our customers
- Continue to provide a variety of assistance programs to our income-qualifying customers
- Continue to manage the short- and long-term finances of the Department to ensure long term fiscal sustainability
- Continue to communicate with our rate paying customers about the projects and programs their bills fund

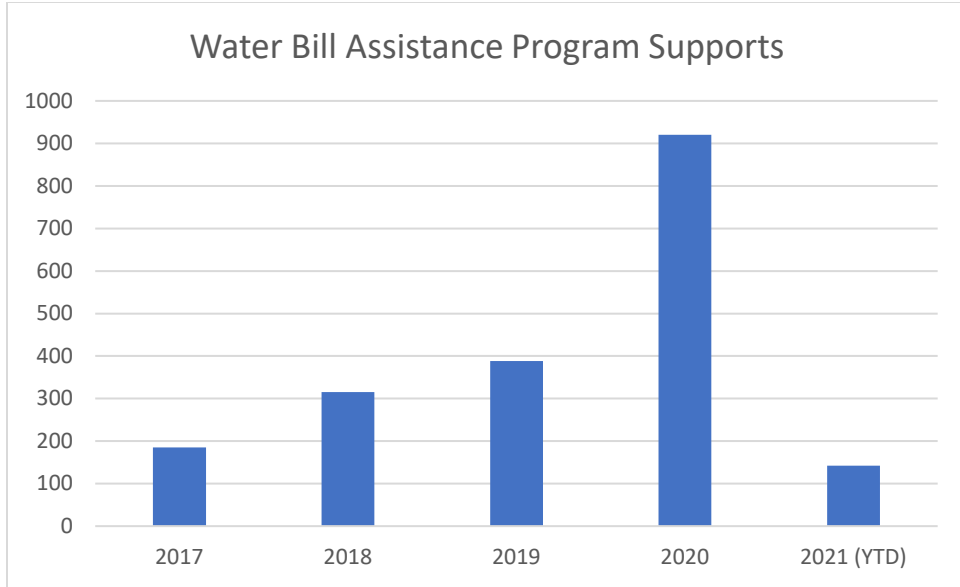
2021 Accomplishments

- Presented the 2022 water/sewer rate and fee recommendations to City Council
- Collaborated with the Finance Department to implement a customer water use software application to provide customers with the ability to review and manage their water use
- Streamlined our Bill Credit Assistance Programs to an auto-enroll feature for our customers who are already qualified with Xcel Energy's Low-income Energy Assistance (LEAP) program
- Communicated to our customers on a variety of platforms about the value of the water and wastewater services provided.
- Provided customers with a series of water conservation programs to help manage their water bills while keeping their lawns attractive.
- Managed the short- and long-term finances of the Department to ensure long term fiscal sustainability
- Offered \$100 CARES Act grants to customers financially impacted by the COVID-19 pandemic
- 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 were provided to foster an engaged, committed, inclusive, and high-performing workforce.

Performance Snapshot

In 2021, Public Works and Utilities offered five financial assistance programs to our income-qualified customers, including: 1) a \$15 monthly bill credit; 2) a free indoor efficiency audit; 3) two free toilet replacements; 4) hardship bill payment; and 5) no-cost plumbing repair. Program reach continues to grow each year due to proactive outreach of staff.

The City also continued the \$100 CARES Act grant (federally funded) to utility customers upon proof of financial hardship caused by the COVID-19 pandemic.



Public Works and Utilities - Street Operations

Division Overview

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.

Budget Overview

Fund: 100 - General Fund
Dept.: 35 - Public Works and Utilities
Division: 450 - Street Maintenance

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	1,847,877	1,743,042	1,761,219	1,968,509
Contractual	7,595,173	6,806,915	7,527,491	8,336,983
Commodities	1,081,149	997,841	1,172,445	1,290,061
Other	1,501	336	20,000	20,000
Sub-Total	10,525,700	9,548,134	10,481,155	11,615,553
Benefits	-	-	-	609,320
Program Total	10,525,700	9,548,134	10,481,155	12,224,873

Fund: 250 - Storm Drainage Fund
Dept.: 35 - Public Works and Utilities
Division: 450 - Street Maintenance

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	-	-	-	-
Contractual	237,886	265,458	408,907	293,666
Commodities	3,730	886	10,000	10,000
Other	-	-	-	-
Program Total	241,616	266,344	418,907	303,666

2022 Objectives

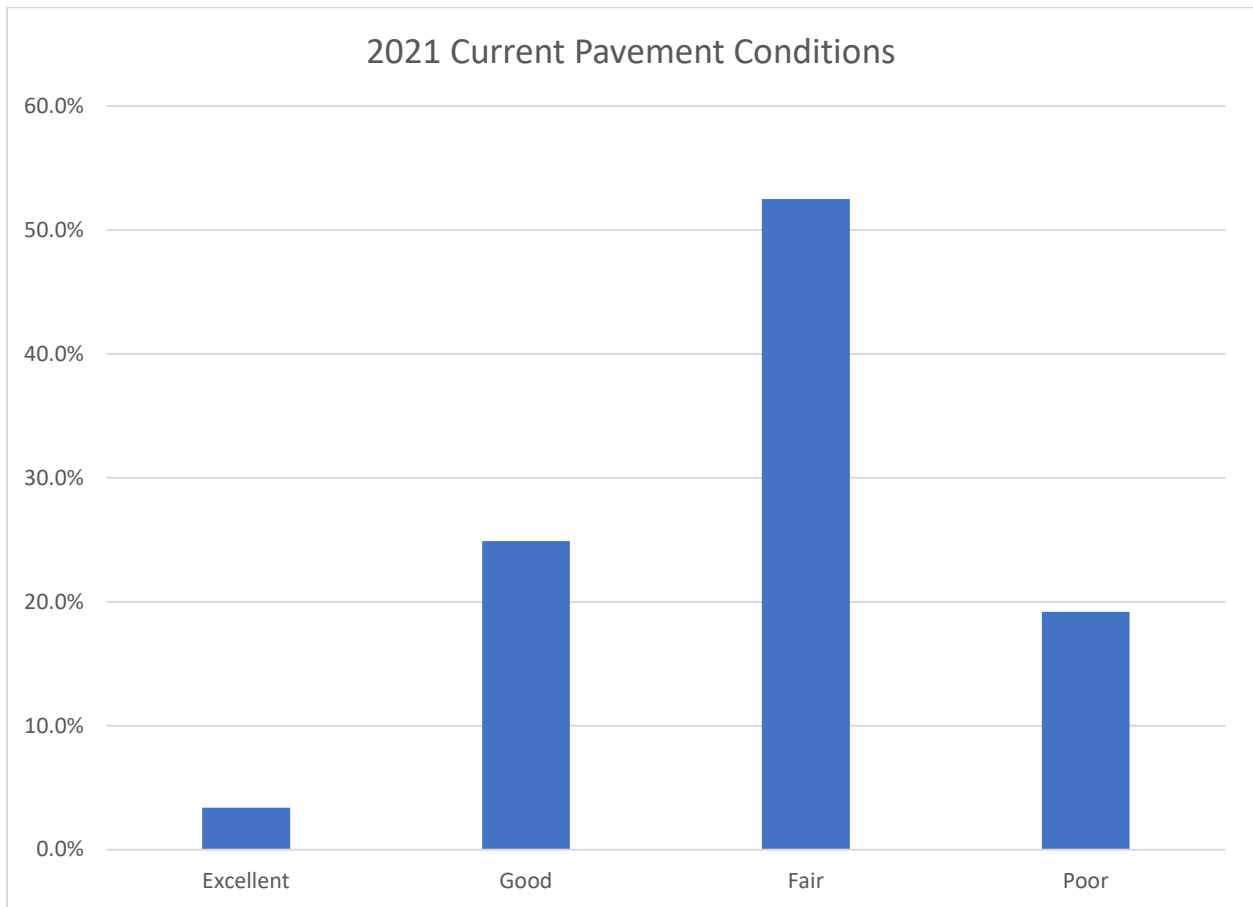
- Utilize the pavement management system optimizing the street maintenance to improve pavement condition.
- Replace deteriorated concrete sidewalks, curb and gutter adjacent to street rehabilitation projects.
- Increase the overall pavement condition ratings of City facility parking lots through asphalt pavement rehabilitation.
- Provide efficient snow and ice control to ensure safety for the walking, bicycling and driving public.
- Assist in the implementation of bike lanes throughout the City.
- Collaborate proactively 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.
- Maintain bridges and re-paint architectural pedestrian railings.
- Provide enhanced street maintenance activities in Downtown area as development occurs.
- Continue to assist, participate and support city wide events.
- Maintain the storm sewer inlets for proper drainage in areas known to be prone to collect water.
- Continue to collaborate with the Stormwater Division to collect GPS data on all storm inlet locations and condition details.

2021 Accomplishments

- Maintained 1,135 lane miles of roadways throughout the City.
- Utilized a computerized pavement management system to efficiently manage the street network with the ability to create future Street Improvement Master Plans.
- Improved pavement condition ratings of eight City facility parking lots in 2021 through High Density Mineral Bond asphalt preservation process and hot mix asphalt overlay of three lots.
- Collaborated with the City's Stormwater Division for GPS data and condition details of storm inlets. Currently 228 of the 5,356 storm inlets have been identified and have condition details documented.
- Assisted in the implementation of 5.52 miles of new bike lanes on City roadways 2021.
- Maintained the established traffic control device tracking program.
- Replaced deteriorated curbs, gutters, sidewalks, and curb ramps in the Ranch and Ranch Reserve subdivisions through the Major Concrete capital program.
- Provided efficient snow and ice control to assure safety for the public during 17 crew deployments throughout the 2020/2021 snow season.

Performance Snapshot

A pavement management program is used in the City to assign a pavement condition rating to each roadway in the City of Excellent, Good, Fair, Poor and Very Poor. The goal is to maintain 65% of all roads at a rating of Fair or better. The chart below reflects the current ratings, of which 80.8% of the 2,430 streets have a rating of Fair or better. Staff is working to maintain the condition rating with additional street operations crewmembers and additional future funding will be needed in order to prevent further declines in the pavement condition.



Public Works and Utilities - Utilities Operations

Division Overview

Utilities Operations maintains approximately 530 miles of water lines, 27 miles of reclaimed water lines, 24 miles of raw water lines, 399 miles of sanitary sewer lines and 12 water storage facilities located within the City. The Division also maintains and operates two water treatment facilities, as well as reclaimed and wastewater treatment facilities.

Budget Overview

Fund: 200 - Water Fund
Dept.: 35 - Public Works and Utilities
Division: 470 - Utility Field Operations

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	2,818,266	2,831,260	3,085,616	3,255,770
Contractual	1,322,213	1,466,097	1,936,576	2,065,829
Commodities	692,345	727,114	985,630	893,370
Other	155,733	76,243	228,000	213,700
Sub-Total	4,988,557	5,100,714	6,235,822	6,428,669
Benefits	-	-	-	881,890
Program Total	4,988,557	5,100,714	6,235,822	7,310,559

Fund: 210 - Wastewater Fund
Dept.: 35 - Public Works and Utilities
Division: 470 - Utility Field Operations

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	726,903	862,179	1,011,693	1,081,808
Contractual	323,591	237,143	303,072	372,831
Commodities	132,019	2,525	129,400	165,400
Other	7,969	4,732	65,000	-
Sub-Total	1,190,482	1,106,579	1,509,165	1,620,039
Benefits	-	-	-	275,060
Program Total	1,190,482	1,106,579	1,509,165	1,895,099

Fund: 200 - Water Fund

Dept.: 35 - Public Works and Utilities

Division: 490 - Plants

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	1,585,914	1,600,053	1,564,608	1,632,506
Contractual	1,069,484	1,236,450	1,547,889	1,537,610
Commodities	890,347	794,436	1,103,164	1,118,019
Other	-	-	-	-
Sub-Total	3,545,745	3,630,939	4,215,661	4,288,135
Benefits	-	-	-	435,060
Program Total	3,545,745	3,630,939	4,215,661	4,723,195

Fund: 210 - Wastewater Fund

Dept.: 35 - Public Works and Utilities

Division: 490 - Plants

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	1,349,652	1,363,887	1,489,919	1,589,728
Contractual	4,431,333	4,785,511	5,374,055	5,580,041
Commodities	165,703	175,089	599,702	515,899
Other	-	2,112	-	-
Sub-Total	5,946,688	6,326,599	7,463,676	7,685,668
Benefits	-	-	-	394,830
Program Total	5,946,688	6,326,599	7,463,676	8,080,498

2022 Objectives

- Continue to meet or exceed all state, federal, and local discharge regulations.
- Participate in stakeholder meetings and help reshape Colorado Department of Public Health and Environment Regulations.
- Work with other department divisions and consultants on generating innovative and optimal design ideas and criteria for the Water 2025 replacement water treatment facility project.

- Collaborate closely with the Water Quality Division to improve water treatment by examining their raw water and distribution system water quality data and acting upon the results by adjusting, further optimizing, treatment.
- Evaluate and optimize wastewater treatment operations to ensure reliability of critical onsite infrastructure, and to proactively plan for anticipated regulatory changes.
- Optimize distribution system pumping and surge reduction improvements to continue reducing the overall number of water breaks in the distribution system.
- Survey approximately 50-100 miles of water distribution pipe to identify non-surfacing leaks, which can possibly cause system contamination risk.
- Begin working on One Sub-basin concept for wastewater maintenance, which entails cleaning and inspecting all of the gravity sewer lines in a sub-basin while also repairing manholes and identifying lines to be repaired, replaced or lined.
- Collaborate with Front Range Community College on a reclaimed community garden.
- Begin a Demand Management Pilot Program for reclaimed customers.
- Enter Phase 2 and 3 of Partnership for Clean Water program at Big Dry Creek Water & Wastewater Treatment Facility
- Bring online anoxic zone mixing improvement and instrumentation
- Replace approximately 8,000 feet of distribution water main with the Distribution Construction team.
- Start replacing Parks irrigation meters with the new SENSUS product providing staff the ability to monitor usage and develop a strategy for efficient irrigating.
- Reach 100% completion for State-required backflow surveys.

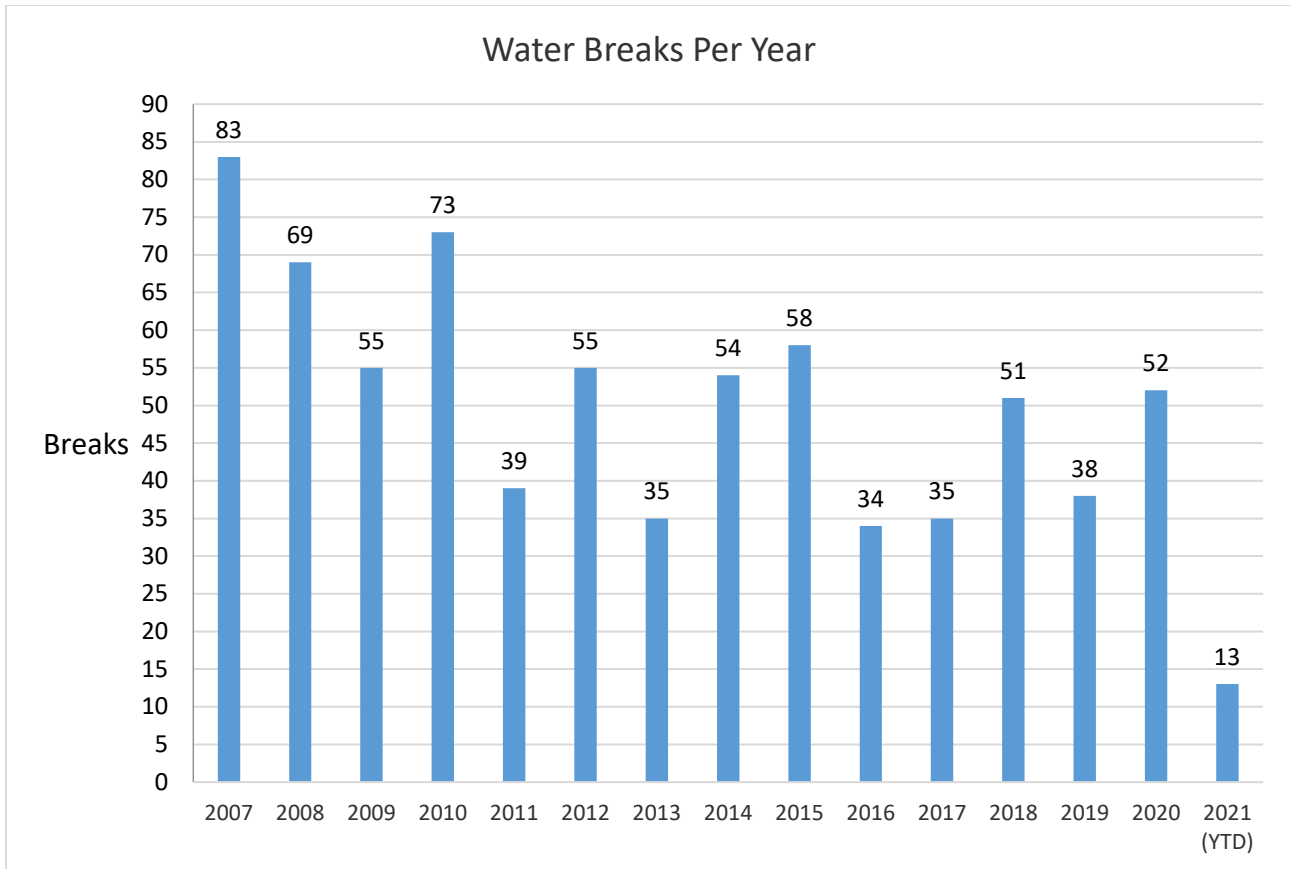
2021 Accomplishments

- No regulatory violations or significant deficiencies were issued by Colorado Department of Public Health and Environment (CDPHE) in the City's potable water treatment facilities during their recent comprehensive inspection which occurs once every three years.
- Currently negotiating with CDPHE to grant the City a 2021 Exemption within the current Environmental Protection Agency (EPA) Technologically Enhanced Naturally Occurring Radioactive Material (TENORM) regulations. This will allow sludge-generated in the water treatment process to be recycled and applied to farmers' fields at approximately 20% the cost of direct burial in a landfill.
- All distribution system pumps at Semper Water Treatment Facility (WTF) are now re-equipped with major surge protection to reduce water breaks, and variable speed, high efficiency drives to reduce power usage.
- Staff has replaced all of the outdated programmable logic controllers (PLCs) at the Semper WTF. These are part of the plant control supervisory control and data acquisition (SCADA) system.
- Major capital renovations have been made to the Semper WTF chemical feed and sludge collection and disposal systems, helping assure that water quality and production are reliable as possible.

- All heavy-duty pumps in the Northwest WTF have been rebuilt and new variable speed, high efficiency drives are installed and operational.
- Identified and corrected 10 uncontrolled cross-connections. Our testing compliance is now 98.47%.
- Strategically deployed 100 pressure sensors throughout the 10 different water system pressure zones allowing the team to identify critical pressure fluctuations and anomalies.
- Replaced/updated reclaimed plant high service pump variable frequency drives (VFD) and influent storage tank VFD to ensure robust delivery system.
- Completed design of anoxic zone improvements and selected instrumentation
- Continued to optimize watering windows for City Park and the entire reclaimed system.
- Successfully commissioned new dewatering building
- Connected three new customers to reclaimed system, including the Westmoor Buildings 1 and 2. Approval for an additional two more sites was approved by CDPHE.

Performance Snapshot

A key indicator of a reliable water distribution system is the frequency of water main breaks per 100 miles of pipe per year. Since 2008, the City has experienced an overall decreasing trend of in the number of main breaks per 100 miles of pipe each year. These breaks are well below the industry acceptable standard of 15 breaks per 100 miles of pipe. This is due to aggressive water line replacement efforts through the Distribution Construction team along with the capital repair and replacement program. In 2020 there were 9.36 breaks per 100 miles of pipe, and 2021 has had 2.34 breaks per 100 miles of pipe, year to date. To date in 2021, there have not been any sanitary sewer overflows within the City's collections system.



Public Works and Utilities – Water Resources and Quality

Division Overview

Water Resources and Quality encompasses two work groups: the Water Resources group that manages the City’s raw water supply, valued at approximately \$1 billion, protects existing water rights, and plans for future water needs; and the Water Quality group that monitors the City’s water from source to discharge and ensures compliance with state and federal regulations.

Budget Overview

Fund: 200 - Water Fund
Dept.: 35 - Public Works and Utilities
Division: 480 - Water Resources and Quality

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	1,055,296	1,156,345	1,188,809	1,269,415
Contractual	5,745,984	6,102,611	7,160,638	7,316,478
Commodities	39,580	40,991	52,174	52,875
Other	628	499	2,595	1,150
Sub-Total	6,841,488	7,300,446	8,404,216	8,639,918
Benefits	-	-	-	355,720
Program Total	6,841,488	7,300,446	8,404,216	8,995,638

Fund: 210 - Wastewater Fund
Dept.: 35 - Public Works and Utilities
Division: 480 - Water Resources & Quality

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	341,605	350,839	350,111	371,559
Contractual	49,934	47,961	74,077	97,102
Commodities	37,645	43,928	42,351	42,351
Other	-	-	-	-
Sub-Total	429,184	442,728	466,539	511,012
Benefits	-	-	-	111,750
Program Total	429,184	442,728	466,539	622,762

2022 Objectives

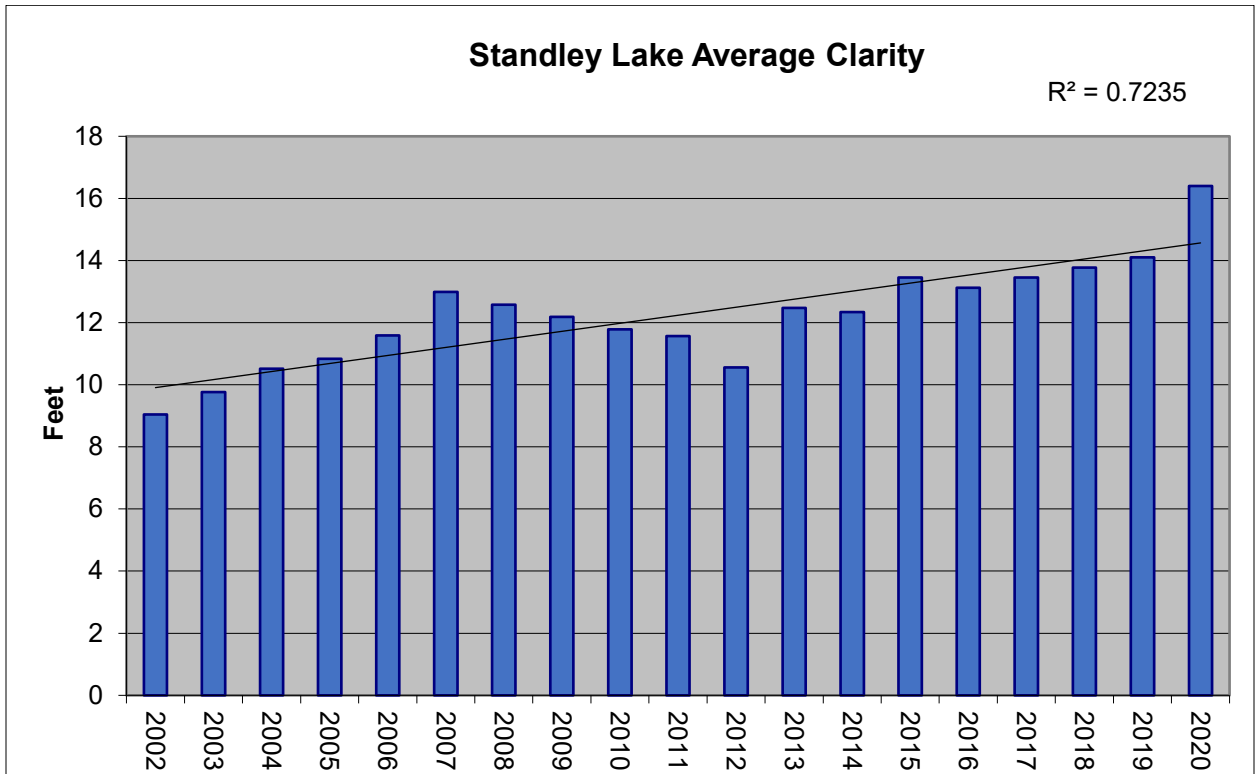
- Complete necessary source water, drinking water, and wastewater quality testing to ensure continued compliance with regulations and to ensure high quality water is delivered to customers and the environment.
- Continue working with partner jurisdictions in wildfire planning efforts for the City's watershed.
- Maintain the City's Source Water Protection Program to ensure continued high-quality raw water that is less expensive to treat and results in high-quality drinking water.
- Adaptively manage new water quality regulatory requirements.
- Complete the complex water rights change case for a number of City-owned Farmers Reservoir and Irrigation Company (FRICO) shares.
- Maintain and operate the City's raw water system to maximize water supply.
- Monitor and appropriately respond to potential drought conditions.
- Continue monitoring regulatory and legislative processes to ensure compliance with new regulations and legislation and to provide effective feedback through those processes.
- Make improvements to the Milfoil Weevil program which mitigates for invasive species that degrade water quality.
- Complete a security assessment of Standley Lake.
- Collaborate with Utilities Operations staff to complete an update to the Reclaimed Master Plan.

2021 Accomplishments

- Completed the update to the Water Supply Plan – pending final completion of the Comprehensive Plan.
- The first storage cell of the Wattenberg Reservoir complex was purchased.
- Met all source water, drinking water, and wastewater quality monitoring requirements.
- Participated in multiple state-wide efforts to ensure appropriate regulations are developed to protect health, safety, and environment while being conscious of financial limitations.
- Completed a multi-jurisdictional effort to identify high-risk wildfire areas in the City's watershed. This will be the basis for future wildfire mitigation projects.
- Led continuing efforts to monitor and protect the City's source water.
- Completed a variety of legal processes to protect the City's existing water rights.
- Successfully filled all reservoirs during spring runoff period.
- Successfully met increased wastewater monitoring and testing requirements in the City's new discharge permit.
- Developed a cheaper, safer, and socially-distanced methodology for distribution of lead and copper kits to customers.

Performance Snapshot

Protecting the City’s source water at Standley Lake not only assures the Lake continues to be an environmental, ecological, and recreational center for the community, but also reduces drinking water treatment costs and improves the overall drinking water quality at customers’ taps. Many years of hard work and coordination have yielded real and tangible results as can be seen in this graph of lake clarity. Increasing “Secchi Depth” indicates increasing clarity of the water in Standley Lake.



Public Works and Utilities – Utilities Engineering

Division Overview

Utilities Engineering is responsible for planning, prioritizing, and implementing capital improvement projects to sustain the \$4 billion system of infrastructure supporting the public health and economic vitality of our City.

Budget Overview

Fund: 210 - Wastewater Fund

Dept.: 35 - Public Works and Utilities

Division: 470 - Utility Field Operations

Expenditure Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Budget FY 2022
Personnel	726,903	862,179	1,011,693	1,081,808
Contractual	323,591	237,143	303,072	372,831
Commodities	132,019	2,525	129,400	165,400
Other	7,969	4,732	65,000	-
Sub-Total	1,190,482	1,106,579	1,509,165	1,620,039
Benefits	-	-	-	275,060
Program Total	1,190,482	1,106,579	1,509,165	1,895,099

2022 Objectives

- Initiate the 2022 Long Term Planning cycle to prepare for 2025/2026 and out-year budget cycles to identify the highest priority projects to take care of what we own.
- Initiate the design of the Lowell Boulevard Waterline Replacement project and anticipate construction for 2023 and 2024.
- Complete the design of the Water2025 finished water pipeline. Begin construction of the Water 2025 raw water pipeline.
- Complete the design of the Water2025 water treatment facility and anticipate construction to begin in 2023.
- Complete the design of the Northridge Tanks 1 and 2 and initiate construction.
- Complete the design of the Wattenberg Reservoir Spillway & Bank Stabilization project and initiate and complete construction.
- Complete construction of the high-priority water transmission main in Sheridan Boulevard, between West 80th Avenue and West 75th Avenue.
- Complete construction of the Big Dry Creek Interceptor Sewer and continue with site restoration of all areas, as season and weather permits.

2021 Accomplishments

- Initiated the design phases for the Water 2025 raw water and finished water pipelines
- Completed the Basis of Design Report for the Water 2025 treatment facility and continued with the final design phase for the replacement to the Semper Water Treatment Facility.
- Completed construction of the lining portion of the Big Dry Creek Interceptor Sewer system and continued the open cut portion of the work to increase the capacity and improve the condition of the interceptor sewer.
- Completed construction of improvements to the Semper High Service Pump Station that supplies potable water to 80% of the City's customers. This was part of the project to replace aged, critical pumps and control equipment at Northwest Water Treatment Facility and the Reclaimed Water Treatment Facility to improve reliability.
- By the end of 2021, worked to finalize the purchase and sale agreement to acquire the parcel of land on which the replacement water treatment facility will be constructed.
- Completed the design of the high-priority water transmission main in Sheridan Boulevard, between West 80th Avenue and West 75th Avenue.
- Initiated the design for the replacement of the two oldest water storage tanks at the Northridge Pump Station and Tank facility with new water storage tanks.
- Completed the design for the Big Dry Creek Wastewater Treatment Facility Aeration Basins Improvements Project with construction anticipated for 2022. Initiated the design to replace electrical equipment that is at the end of its useful life; and invest in the ultra-violet light disinfection system to maintain appropriate levels of disinfection before discharging treated wastewater to Big Dry Creek.
- Initiated the design for repairs and improvements to the 88th & Zuni Lift Station with construction to follow in 2022.
- Continued with long term Planning to prepare for the 2023/2024 and out-year budget cycles to identify the highest priority capital improvements projects.
- Continued construction of the North Huron Interceptor Sewer, which will be completed in 2022 and paid for from Urban Renewal Authority funds.
- Initiated the design of the Wattenberg Reservoir Spillway & Bank Stabilization project.



WESTMINSTER

CAPITAL IMPROVEMENT PROGRAM

CAPITAL IMPROVEMENT PROGRAM

With the increased stability and predictability of our economic outlook, the City has returned to a comprehensive five-year Capital Improvement Program (CIP), spanning from 2022 through 2026. This CIP projects the financing and construction of major durable and fixed assets, such as streets, buildings, parks, and water and sewer lines. The first year of the CIP will be appropriated, while the out-years are for planning purposes and will create a foundation for future budget processes.

GENERAL CIP PLANNING

The City's CIP preparation begins with planning within City departments. Each department is responsible for managing or implementing capital projects and submits funding requests through the City's budget process. The number of capital projects varies by department and departments with larger capital plans (e.g. Parks, Recreation & Libraries) often have more extensive and detailed capital plans spanning well into the future.

Capital project funding requests are driven both by internal staff evaluating capital needs at the City, as well as feedback received from the community through various communication channels. The Policy & Budget Department collects all capital project funding requests from departments and coordinates the development of the City's overall CIP. This process involves a series of CIP meetings with the departments throughout the budget process. Initial meetings are intended to provide relevant details about project proposals and how the project aligns with City's Vision and Strategic Plan goals.

The City also relies on an internal **CIP Coordination Committee** comprised of representatives and project managers from each department. The role of the committee is to help guide the development of the City Manager's CIP using an inclusive budget development process. The CIP Coordination Committee plays a critical role in prioritizing and guiding the funding of capital projects when financial resources are limited. Once a draft CIP is developed, the plan is presented to the City Manager for review and feedback before a final CIP is presented to City Council.

GENERAL BUDGETING AND PRESENTATION OF THE CIP

Not all funds of the City include a capital budget, and the following funds are limited to those funds to receive CIP funding in 2022 or are likely to receive funding in the future:

Governmental Funds

Governmental funds, or funds primarily received from taxes, used for capital projects include the General Capital Improvement Fund (GCIF), Parks, Open Space & Trails (POST) Fund, and Conservation Trust Fund (CTF).

- GCIF projects are primarily funded by transfers from the Sales & Use Tax Fund, city development fees, Adams County transportation sales taxes (restricted for use in Adams County), and transfers from the Westminster Economic Development Authority for reimbursements of past City expenditures to the authority. GCIF projects account for capital projects of the General Fund.

- The POST Fund accounts for the City's .25% POST sales & use tax, as well as the open space taxes received from Jefferson and Adams Counties that. Each of these revenues is subject to varying restrictions that limits the use of the revenues to open space activities.
- The CTF Fund is almost entirely funded by lottery funds received from the State of Colorado. Lottery Funds must be used for the acquisition, development, and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site.

Proprietary Funds

Proprietary Funds include internal service funds and enterprise funds. Proprietary funds receive much of their funding by end-users of the services being provided by the fund. Internal service funds receive funding from other City funds and proprietary funds receive a majority of funding, if not all, from fee and rate payers.

The CIP includes one internal service fund, the General Capital Outlay Replacement Fund or GCORF. GCORF serves as a mechanism to accumulate funds for future capital equipment replacement including General Fund fleet, self-contained breathing apparatus for the Fire Department, General Fund radio replacements, General Fund multi-function device/copier replacements, and citywide personal computer (PC) replacements.

Three enterprise funds may also budget for capital projects and include the Utility Fund, Golf Fund and Parking Management Fund.

- The Utility Fund is the City's largest enterprise fund and accounts for activities of the water, wastewater and storm drainage systems. Each utility system is treated as a separate fund in the budget, but combined into one fund in the City's annual comprehensive financial report.
- The Golf Fund accounts for activities at the City's two municipal golf courses including Legacy Ridge and Walnut Creek Gold Preserve.
- The Parking Management Fund accounts for activities of a parking management program implemented in 2020. Parking program activities are limited to the Westminster Station Area and Downtown Westminster. No capital funding for this enterprise is budgeted in 2022.

The remainder of the CIP section includes:

- An overview of the 2022-2026 CIP;
- 2022-2026 CIP budget distribution by fund and department;
- A comprehensive list of 2022-2026 CIP projects by department receiving new funds;
- A chart showing 2022-2026 CIP projects' connections to the City's strategic plan goals;
- 2022-2026 unfunded CIP list (includes projects where funding was requested, but not funded) and;
- Detailed project descriptions.

2022-2026 CIP OVERVIEW

The 2022-2026 CIP is intended to put the City's money to work and make significant investments in the City's infrastructure. Department Staff were encouraged to look at City needs as well as the capacity of City Staff to implement projects to create an ambitious but attainable five-year CIP. Additionally, Staff looked at existing projects with funds that are not currently being fully utilized in order to reallocate towards more pressing needs.

While the 2022 CIP budget does not include any new debt, the plan proposes to use debt to finance part of the out-year projects. This is in anticipation of past Certificate of Proceeds (COPs) to be paid-off on schedule, freeing up significant space to issue debt.

Major highlights:

- Major investments in Downtown Westminster, including the Sheridan Underpass, Benton Street, and improvements to street lights and parks.
- Considerable increase in street improvements such as the Quiet Zone at 72nd and Lowell, 112th Corridor Signal Improvements, Harris Park Alley Reconstruction
- Large expansion of mill and overlay work across the City
- Investments in public safety including Fire Department's Traffic Preemption System and Police Communications Infrastructure
- Parks, Recreation & Libraries projects such as replacement of the HVAC in the library at FRCC, City Park Renovation, Squires Park, and England Park Greenhouse Renovation
- Includes debt issuance of approximately \$15.5 million in 2023 and \$22 million in 2025 to take advantage of COPs and longer-term financing options
- Includes reallocations from unused funds in existing CIPs of \$4 million in 2022 and \$4 million in 2023
- Public Works & Utilities includes only 2022 projects given current uncertainty around adoption of rate recommendations

Impacts of Restricted Revenues on CIP Projects

Before describing the City's guiding principles as it relates to the prioritization of CIP projects, it is important for the reader to understand the composition of restricted and unrestricted revenues that fund the City's CIP, and how those restrictions may inform funding decisions.

Unrestricted revenue is found only in the General Capital Improvement Fund. This unrestricted revenue includes sales & use taxes from the Sales & Use Tax Fund, interest earnings, and unrestricted reimbursements from the Westminster Economic Development Authority for costs incurred by the City.

Restricted revenues must be used for specific purposes, and therefore, provide less flexibility with allocating funds to projects. Restrictions for City funds that may include a CIP project are briefly described below:

- The General Capital Improvement Fund contains a mix of both restricted and unrestricted revenues. Restricted revenues include:
 - Developer fees, such as Parks Development Fees, Public Land Dedication, and other “cash-in-lieu” payments that must be used for the purposes collected.
 - E911 emergency telephone charge revenues must be used for emergency communications systems pursuant to State law, such as dispatch. These revenues are collected by the Jefferson County Emergency Communications Authority and distributed to participating agencies including Westminster.
 - Adams County transportation sales taxes that are distributed to the City and restricted to road and bridge project uses within Adams County.
- Revenues of the Parks, Open Space and Trails (POST) Fund are all restricted and include:
 - City of Westminster’s .25% POST sales & use tax. These revenues represent the largest component of POST revenues at 74% of all fund revenues and are restricted to:
 - Acquiring, developing, enhancing and maintaining open space and parkland throughout the City;
 - Developing, enhancing, maintaining and extending trails throughout the City; and
 - Developing, enhancing and maintaining recreational facilities.
 - Adams County and Jefferson County Open Space taxes are shared with the City, and are similar in nature to the City’s POST tax. Specific requirements vary by county, and must be used in their respective counties.
- Revenues of the Conservation Trust Fund (CTF) are restricted and include state-shared lottery funds and interest earnings. Uses of these funds are limited to parks, recreation and open space purposes, including the acquisition, development, and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site.
- The General Capital Outlay Replacement Fund is an internal service fund and is financed by transfers from other funds in the form of internal billings. GCORF does receive revenues, such as interest earnings and auction proceeds, and are typically appropriated to individual capital replacement accounts within the fund and serve as informal reserves for capital replacements
- Revenues generated by enterprise funds, including the Utility, Golf and Parking Management Funds are restricted to the purpose for which fees, rates, and other charges for services were collected. If these enterprise funds receive transfers from other funds, the nature of the transfers (restricted or unrestricted), depends the nature of the fund providing the transfer into the enterprise fund.

Guiding Principles for Project Prioritization

The City of Westminster's Vision and Strategic Plan are at the forefront of the CIP planning and prioritization. As noted at the end of this section, there is a table that shows the 2022-2026 CIP projects includes a diverse group of capital projects that service all elements of the Strategic Plan.

- Foster and maintain a beautiful, desirable, safe, and environmentally responsible City
- Cultivate a thriving, inclusive, and engaged community through access to opportunity and a resilient and diverse economy
- Provide visionary, effective, and collaborative government
- Advance the City's long-term sustainability to provide ongoing excellence in City services and a well-planned community that meets the needs of residents now and in the future

Total 5-Year CIP Budget by Fund

Fund	2022	2023	2024	2025	2026	Total
Conservation Trust	\$ 1,375,000	\$ 1,032,000	\$ 1,052,000	\$ 1,072,000	\$ 1,093,000	\$ 5,624,000
General Capital Improvement	\$ 20,731,000	\$ 19,016,000	\$ 13,830,000	\$ 12,773,000	\$ 15,969,000	\$ 82,319,000
General Capital Outlay Replacement	\$ 4,178,000	\$ 5,569,000	\$ 4,814,000	\$ 4,918,000	\$ 3,029,000	\$ 22,508,000
Golf	\$ 524,000	\$ 575,000	\$ 575,000	\$ 575,000	\$ 575,000	\$ 2,824,000
Parks, Open Space and Trails	\$ 5,940,000	\$ 3,938,000	\$ 4,475,000	\$ 4,699,000	\$ 4,935,000	\$ 23,987,000
Water	\$ 19,776,000	\$ -	\$ -	\$ -	\$ -	\$ 19,776,000
Wastewater	\$ 9,401,000	\$ -	\$ -	\$ -	\$ -	\$ 9,401,000
Storm Drainage	\$ 3,422,000	\$ 3,153,000	\$ 2,275,000	\$ 2,275,000	\$ 2,275,000	\$ 13,400,000
TOTAL	\$ 65,347,000	\$ 33,283,000	\$ 27,021,000	\$ 26,312,000	\$ 27,876,000	\$ 179,839,000

Total 5-Year CIP Budget by Department

Department	2022	2023	2024	2025	2026	Total
City Attorney's Office	\$ 74,000	\$ -	\$ -	\$ -	\$ -	\$ 74,000
Community Development	\$ 7,372,000	\$ 8,642,000	\$ 6,298,000	\$ 4,726,000	\$ 7,707,000	\$ 34,745,000
City Manager's Office	\$ 78,000	\$ 78,000	\$ 53,000	\$ 53,000	\$ 53,000	\$ 315,000
Economic Development	\$ 850,000	\$ 1,175,000	\$ 1,175,000	\$ 1,175,000	\$ 1,175,000	\$ 5,550,000
Fire	\$ 1,775,000	\$ 1,216,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 4,341,000
General Services	\$ 2,326,000	\$ 3,537,000	\$ 3,007,000	\$ 3,007,000	\$ 3,007,000	\$ 14,884,000
Information Technology	\$ 768,000	\$ 641,000	\$ 454,000	\$ 1,104,000	\$ 529,000	\$ 3,496,000
Police	\$ 793,000	\$ 614,000	\$ 560,000	\$ 560,000	\$ 560,000	\$ 3,087,000
Parks, Recreation & Libraries	\$ 13,352,000	\$ 4,845,000	\$ 5,402,000	\$ 5,646,000	\$ 5,903,000	\$ 35,148,000
Public Works & Utilities	\$ 33,931,000	\$ 7,116,000	\$ 4,958,000	\$ 4,823,000	\$ 5,613,000	\$ 56,441,000
General Government*	\$ 4,028,000	\$ 5,419,000	\$ 4,664,000	\$ 4,768,000	\$ 2,879,000	\$ 21,758,000
TOTAL	\$65,347,000	\$33,283,000	\$27,021,000	\$26,312,000	\$27,876,000	\$179,839,000

*General capital outlay replacement

Full List of Projects by Department and Fund

Project	Fund	2022	2023	2024	2025	2026	Total
City Attorney's Office							
Computerized Workflow Management	GCIF	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Prosecutor FullCase Software Module	GCIF	\$ 44,000	\$ -	\$ -	\$ -	\$ -	\$ 44,000
		\$ 74,000	\$ -	\$ -	\$ -	\$ -	\$ 74,000
Community Development							
CD - General Fund							
112th Corridor Signal Improvements	GCIF	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
80th Avenue and Sheridan Intersection Improvements	GCIF	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000
Benton Street, Phase 1 & 2 - Downtown Westminster	GCIF	\$ 250,000	\$ 3,740,000	\$ -	\$ -	\$ -	\$ 3,990,000
Bicycle Master Plan Implementation	GCIF	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Corrosion Control Huron Corridor	GCIF	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
Enhanced Mobility and Connectivity	GCIF	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000
Federal Boulevard Multi-Modal Improvements	GCIF	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
Geographic Information System	GCIF	\$ 39,000	\$ 39,000	\$ 39,000	\$ 43,000	\$ 43,000	\$ 203,000
Harris Park Alley Reconstruction	GCIF	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
Independence Drive Traffic Calming Project	GCIF	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
Miscellaneous Community Development Construction	GCIF	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000
New Development Participation	GCIF	\$ -	\$ 300,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 450,000
New Street Light Program	GCIF	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 175,000
New Traffic Signal at West 115th Avenue and Sheridan Boulevard	GCIF	\$ -	\$ -	\$ 50,000	\$ 350,000	\$ -	\$ 400,000
Qzone at 72nd/Lowell/Bradburn	GCIF	\$ 528,000	\$ -	\$ -	\$ -	\$ -	\$ 528,000
Roadway Guardrail Projects	GCIF	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
School Mobility Improvements	GCIF	\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000
Sheridan Underpass at Downtown	GCIF	\$ 1,218,000	\$ 170,000	\$ -	\$ -	\$ -	\$ 1,388,000
Sheridan Widening - 105th to 112th Avenue	GCIF	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
Sidewalk Connection Program	GCIF	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000
Simms Street, Westmoor to 112th	GCIF	\$ -	\$ -	\$ 100,000	\$ 400,000	\$ 4,000,000	\$ 4,500,000
Traffic Mitigation Program	GCIF	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 175,000
Traffic Signal Pole Replacement	GCIF	\$ 611,000	\$ 300,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,511,000
Transit Improvements	GCIF	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Underground Utility Line	GCIF	\$ 99,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 199,000
Vision Zero Plan Development	GCIF	\$ 20,000	\$ 20,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 190,000
Wall repair project	GCIF	\$ 160,000	\$ 355,000	\$ 355,000	\$ 293,000	\$ 224,000	\$ 1,387,000
West 100th Avenue and Simms Intersection Improvements	GCIF	\$ 185,000	\$ -	\$ 2,514,000	\$ -	\$ -	\$ 2,699,000
West 128th Avenue Improvements	GCIF	\$ -	\$ -	\$ 200,000	\$ 500,000	\$ -	\$ 700,000
West 72nd Avenue Complete Streets Study	GCIF	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Widening of Federal Parkway Bridge over Big Dry Creek	GCIF	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
		\$ 3,950,000	\$ 5,489,000	\$ 4,023,000	\$ 2,451,000	\$ 5,432,000	\$ 21,345,000

Full List of Projects by Department and Fund

Project	Fund	2022	2023	2024	2025	2026	Total
CD - Stormwater Fund							
Asset inventory and condition assessment	Storm	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Big Dry Creek Stabilizations	Storm	\$ 1,000,000	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000
Engineering design CIPs	Storm	\$ 225,000	\$ 150,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 1,050,000
Open Channel Major Maintenance	Storm	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
Stormwater Miscellaneous Fund	Storm	\$ 750,000	\$ 500,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 3,500,000
SW Infrastructure Major Repair and Replacement	Storm	\$ 500,000	\$ 250,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,250,000
Westminster Station Area - Water Basin Water Quality Pond	Storm	\$ 547,000	\$ 1,953,000	\$ -	\$ -	\$ -	\$ 2,500,000
		\$ 3,422,000	\$ 3,153,000	\$ 2,275,000	\$ 2,275,000	\$ 2,275,000	\$ 13,400,000
City Manager's Office							
Sustainability Planning & Implementation	GCIF	\$ 78,000	\$ 78,000	\$ 53,000	\$ 53,000	\$ 53,000	\$ 315,000
		\$ 78,000	\$ 78,000	\$ 53,000	\$ 53,000	\$ 53,000	\$ 315,000
Economic Development							
Business Development Assist (TOD)	GCIF	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 240,000
Facelift Program	GCIF	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 60,000
Historic Westy Revitalization	GCIF	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,000,000
Job Training Incentive Grant	GCIF	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Maintenance of City Developable Property	GCIF	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Small Business Assistance Program	GCIF	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000
Street Lights in Downtown	GCIF	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
WURP City Participation	GCIF	\$ 475,000	\$ 475,000	\$ 475,000	\$ 475,000	\$ 475,000	\$ 2,375,000
		\$ 850,000	\$ 1,175,000	\$ 1,175,000	\$ 1,175,000	\$ 1,175,000	\$ 5,550,000
Fire Department							
Driving Simulator	GCIF	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000
Fire Station Concrete/Asphalt Replacement	GCIF	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 200,000
Fire Station Emergency Generators	GCIF	\$ -	\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Fire Station Major Modifications	GCIF	\$ 45,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 745,000
Fire-IT & Radio Upgrades	GCIF	\$ 5,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 105,000
SCBA and Air Fill Station Replacements	GCORF	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000
Station One Sprinkler System	GCIF	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000
Storage Building	GCIF	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Traffic Preemption System	GCIF	\$ 1,000,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 1,500,000
Training Tower and Lot Repair and Upgrades	GCIF	\$ -	\$ 216,000	\$ -	\$ -	\$ -	\$ 216,000
		\$ 1,775,000	\$ 1,216,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 4,341,000
General Government							
Citywide PC Replacements	GCORF	\$ 601,000	\$ 580,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 2,831,000
Citywide Radio Replacement	GCORF	\$ 550,000	\$ 399,000	\$ 500,000	\$ -	\$ -	\$ 1,449,000
General Fund Copier Replacements	GCORF	\$ 33,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 133,000

Full List of Projects by Department and Fund

Project	Fund	2022	2023	2024	2025	2026	Total
General Fund Fire Truck Leases	GCORF	\$ 614,000	\$ 614,000	\$ 614,000	\$ 614,000	\$ 614,000	\$ 3,070,000
General Fund Fleet	GCORF	\$ 709,000	\$ 1,301,000	\$ 515,000	\$ 1,064,000	\$ 743,000	\$ 4,332,000
General Fund Public Safety Fleet	GCORF	\$ 1,521,000	\$ 2,500,000	\$ 2,460,000	\$ 2,515,000	\$ 947,000	\$ 9,943,000
		\$ 4,028,000	\$ 5,419,000	\$ 4,664,000	\$ 4,768,000	\$ 2,879,000	\$ 21,758,000
General Services							
ADA Compliance Assessment and Transition Plan	GCIF	\$ -	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 440,000
City Hall HVAC Work	GCIF	\$ 227,000	\$ 555,000	\$ -	\$ -	\$ -	\$ 782,000
City Facilities Security Upgrades	GCIF	\$ 100,000	\$ 172,000	\$ 172,000	\$ 172,000	\$ 172,000	\$ 788,000
Electrification Infrastructure	GCIF	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Fleet Fuel System R&R	GCIF	\$ -	\$ 75,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 375,000
FM - Major Maintenance	GCIF	\$ 254,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 3,254,000
FM Horizon Infrastructure Planning	GCIF	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000
Municipal Court Security and Building Upgrades	GCIF	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000
Parks & Recreation Facilities Major Maint	POST	\$ 1,250,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 5,250,000
Public Safety Facilities Major Maintenance	GCIF	\$ 120,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,120,000
		\$ 2,326,000	\$ 3,537,000	\$ 3,007,000	\$ 3,007,000	\$ 3,007,000	\$ 14,884,000
Information Technology							
AdCo SAN Replacement	GCIF	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
CAD/RMS Hardware Replacement	GCIF	\$ -	\$ 18,000	\$ 106,000	\$ 106,000	\$ 106,000	\$ 336,000
Collaborative Technologies	GCIF	\$ 75,000	\$ 250,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 550,000
JD Edwards System Upgrades	GCIF	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 240,000
Network Core Upgrade	GCIF	\$ 480,000	\$ -	\$ -	\$ -	\$ -	\$ 480,000
SAN Replacement	GCIF	\$ 163,000	\$ 163,000	\$ 163,000	\$ 163,000	\$ 163,000	\$ 815,000
UPS Replacement	GCIF	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000
Virtual Desktop Infrastructure	GCIF	\$ -	\$ -	\$ -	\$ 650,000	\$ -	\$ 650,000
Voice and Data Network Expansion and Upgrades	GCIF	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
		\$ 768,000	\$ 641,000	\$ 454,000	\$ 1,104,000	\$ 529,000	\$ 3,496,000
Police Department							
Communications Infrastructure	GCIF	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000
Public Safety Center Infrastructure	GCIF	\$ 293,000	\$ 114,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 587,000
		\$ 793,000	\$ 614,000	\$ 560,000	\$ 560,000	\$ 560,000	\$ 3,087,000
Parks, Recreation & Libraries							
Armed Forces Trib Statue	POST	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
CE - General Maintenance	POST	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
CE - Neighborhood Enhancemen	POST	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
CEP - ROW/Median Cntrct. Mnt	POST	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 1,625,000
City Park Repair/Mtce	CTF	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ 100,000	\$ 300,000
City Park Repair/Mtce	POST	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ 200,000

Full List of Projects by Department and Fund

Project	Fund	2022	2023	2024	2025	2026	Total
Concrete Repair/Replacement	POST	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 550,000
Downtown Westminster Parks	GCIF	\$ 2,506,000	\$ -	\$ -	\$ -	\$ -	\$ 2,506,000
England Park Corridor	GCIF	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ 600,000
England Park Corridor	POST	\$ -	\$ 30,000	\$ 36,000	\$ -	\$ -	\$ 66,000
EPGC: Old Greenhouse Reno	POST	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
FRCC HVAC	GCIF	\$ 2,057,000	\$ -	\$ -	\$ -	\$ -	\$ 2,057,000
Golf Course Improvement	GOLF	\$ 160,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 660,000
Golf Course Improvement	GOLF	\$ 40,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 540,000
Greenbelt Drainage Imp (JCOS)	POST	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Legacy Ridge Golf Cart Replacement	GOLF	\$ 87,000	\$ 87,500	\$ 87,500	\$ 87,500	\$ 87,500	\$ 437,000
Legacy Ridge Golf Course Cart Path Replacement	GOLF	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000
Library Master Plan Implementation	CTF	\$ 20,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 140,000
Library Materials Acquisition	CTF	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Library Repair & Maintenance	CTF	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Metzger Farm	CTF	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000
Metzger Farm	POST	\$ 40,000	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ 160,000
Minor Median Maintenance	POST	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000
Open Space Land Acquisition	GCIF	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
Open Space Planning	POST	\$ 150,000	\$ 150,000	\$ 100,000	\$ -	\$ -	\$ 400,000
Open Space Repair/Maint	POST	\$ 150,000	\$ 220,000	\$ 220,000	\$ 220,000	\$ 220,000	\$ 1,030,000
Park and Rec Comp Plan	POST	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
Park Op Facilities Repair/Maintenance	POST	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000
Park Sustainability Program	CTF	\$ -	\$ -	\$ -	\$ -	\$ 313,000	\$ 313,000
Park Sustainability Program	POST	\$ 1,035,000	\$ 1,035,000	\$ 1,035,000	\$ 1,035,000	\$ 722,000	\$ 4,862,000
Playground Surface Maint	CTF	\$ 245,000	\$ 157,000	\$ -	\$ -	\$ -	\$ 402,000
Playground Surface Maint	POST	\$ 30,000	\$ 118,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ 973,000
POST Capital Outlay Replacement	POST	\$ 100,000	\$ -	\$ 99,000	\$ 155,000	\$ 287,000	\$ 641,000
Pottery Studio R&M (CTF)	CTF	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
PRL Facility Security	POST	\$ -	\$ -	\$ 75,000	\$ 10,000	\$ 10,000	\$ 95,000
RecFac Major Prj&LT Plan (CTF)	CTF	\$ 885,000	\$ 250,000	\$ 647,000	\$ 452,000	\$ 250,000	\$ 2,484,000
RecFac Major Prj&LT Plan (CTF)	POST	\$ 615,000	\$ -	\$ 103,000	\$ 548,000	\$ -	\$ 1,266,000
Recreation Facilities Improvements	CTF	\$ -	\$ 305,000	\$ 225,000	\$ 340,000	\$ 250,000	\$ 1,120,000
Recreation Facilities Improvements	POST	\$ 275,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 295,000
SL Prk MstrPlan Impl Phs1 (JCOS)	POST	\$ 250,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 650,000
SL Regional Park	POST	\$ 230,000	\$ 125,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 505,000
Squires Park Renovation	GCIF	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
Trail Development	POST	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Tree Mitigation Program	POST	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 400,000
Walnut Creek Golf Cart Replacement	GOLF	\$ 87,000	\$ 87,500	\$ 87,500	\$ 87,500	\$ 87,500	\$ 437,000

Full List of Projects by Department and Fund

Project	Fund	2022	2023	2024	2025	2026	Total
Walnut Creek Golf Preserve Cart Path Replacement	GOLF	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000
Wayfinding	POST	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Wesley Chapel Cemetery	POST	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
Westminster Sports Center	POST	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ 125,000
Westy Station Park Construction	GCIF	\$ 200,000	\$ -	\$ -	\$ 300,000	\$ 300,000	\$ 800,000
Westy Station Park Construction	POST	\$ -	\$ -	\$ 227,000	\$ 251,000	\$ 1,216,000	\$ 1,694,000
		\$ 13,352,000	\$ 4,845,000	\$ 5,402,000	\$ 5,646,000	\$ 5,903,000	\$ 35,148,000
Public Works & Utilities							
PWU - Water							
City Facility Parking Lots - Utility Fund	Water	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000
Conservation Programs	Water	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Fleet vehicle replacements	Water	\$ 714,000	\$ -	\$ -	\$ -	\$ -	\$ 714,000
Lowell Water Main replacement	Water	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
Northridge Water Tank #2 - replacement	Water	\$ 8,000,000	\$ -	\$ -	\$ -	\$ -	\$ 8,000,000
Wattenberg Cell #2	Water	\$ 2,600,000	\$ -	\$ -	\$ -	\$ -	\$ 2,600,000
Wattenberg Spillway and Bank Stabilization	Water	\$ 6,667,000	\$ -	\$ -	\$ -	\$ -	\$ 6,667,000
		\$ 19,776,000	\$ -	\$ -	\$ -	\$ -	\$ 19,776,000
PWU - Wastewater							
88th Avenue and Zuni Lift Station	WW	\$ 3,100,000	\$ -	\$ -	\$ -	\$ -	\$ 3,100,000
Big Dry Creek Wastewater Treatment Facility Electrical Improvements	WW	\$ 6,095,000	\$ -	\$ -	\$ -	\$ -	\$ 6,095,000
Fleet Vehicle Replacements	WW	\$ 206,000	\$ -	\$ -	\$ -	\$ -	\$ 206,000
		\$ 9,401,000	\$ -	\$ -	\$ -	\$ -	\$ 9,401,000
PWU - Streets							
94th Avenue Storm Drainage design/construction	GCIF	\$ 50,000	\$ -	\$ 1,100,000	\$ -	\$ -	\$ 1,150,000
Arterial Roadways	GCIF	\$ 1,652,000	\$ 1,820,000	\$ 2,000,000	\$ 2,200,000	\$ 2,400,000	\$ 10,072,000
Bridge and Railing Repairs	GCIF	\$ 1,265,000	\$ 988,000	\$ 500,000	\$ 994,000	\$ 1,606,000	\$ 5,353,000
City Center Drive Reconstruction Study	GCIF	\$ -	\$ 61,000	\$ -	\$ -	\$ -	\$ 61,000
City Facility Parking Lots - General Fund	GCIF	\$ 172,000	\$ 182,000	\$ 193,000	\$ 204,000	\$ 217,000	\$ 968,000
City Facility Parking Lots - General Fund Major Rehab	GCIF	\$ 220,000	\$ 350,000	\$ 250,000	\$ 350,000	\$ 450,000	\$ 1,620,000
Citywide Bridge Maintenance/Repair	GCIF	\$ 300,000	\$ 300,000	\$ 325,000	\$ 325,000	\$ 350,000	\$ 1,600,000
Major Concrete Replacement	GCIF	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,000,000
MSC Warm Storage Bay Floor Recon.	GCIF	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ 175,000
PSC Secured Lot Concrete Maintenance/Repair	GCIF	\$ -	\$ 325,000	\$ -	\$ -	\$ -	\$ 325,000
RR Crossing Surface Replacement	GCIF	\$ 80,000	\$ -	\$ -	\$ 160,000	\$ -	\$ 240,000
Street Lighting Improvements	GCIF	\$ 190,000	\$ 190,000	\$ 190,000	\$ 190,000	\$ 190,000	\$ 950,000
Trailside Subdivision Roadway Study and Improvements	GCIF	\$ 250,000	\$ 2,500,000	\$ -	\$ -	\$ -	\$ 2,750,000
		\$ 4,754,000	\$ 7,116,000	\$ 4,958,000	\$ 4,823,000	\$ 5,613,000	\$ 27,264,000

2022-2026 CIP Project Connection with Strategic Plan Goals

Capital Projects 2022-2026	Goal: Foster and maintain a beautiful, desirable, safe, and environmentally responsible City.	Goal: Cultivate a thriving, inclusive, and engaged community through access to opportunity and a resilient and diverse economy.	Goal: Provide visionary, effective, and collaborative government.	Goal: Advance the City's long-term sustainability to provide ongoing excellence in City services and a well-planned community that meets the needs of residents now and in the future.
112th Corridor Signal Improvements	X			X
80th Avenue and Sheridan Intersection Improvements	X			X
88th Avenue and Zuni Lift Station	X			X
94th Avenue Storm Drainage design/construction	X			X
ADA Compliance Assessment and Transition Plan				X
AdCo SAN Replacement				X
Armed Forces Trib Statue	X	X		
Arterial Roadways	X	X		X
Asset inventory and condition assessment	X		X	X
Benton Street, Phase 1 & 2 - Downtown Westminster		X		
Bicycle Master Plan Implementation	X			X
Big Dry Creek Stabilizations	X		X	X
Big Dry Creek Wastewater Treatment Facility Electrical Improvements				X
Bridge and Railing Repairs	X			X
Business Development Assist (TOD)	X	X	X	
CAD/RMS Hardware Replacement				X
CE - General Maintenance	X			
CE - Neighborhood Enhancemen	X	X		
CEP - ROW/Median Cntrct. Mnt	X			X
City Center Drive Reconstruction Study	X			X
City Facility Parking Lots - General Fund	X			X
City Facility Parking Lots - General Fund Major Rehab	X			X
City Facility Parking Lots - Utility Fund	X			X
City Hall HVAC Work				X
City Facilities Security Upgrades				X
City Park Repair/Mtce	X			X
Citywide Bridge Maintenance/Repair	X			X
Citywide Radio Replacement	X			X
Collaborative Technologies				X
Communications Infrastructure	X		X	X

2022-2026 CIP Project Connection with Strategic Plan Goals

Capital Projects 2022-2026	Goal: Foster and maintain a beautiful, desirable, safe, and environmentally responsible City.	Goal: Cultivate a thriving, inclusive, and engaged community through access to opportunity and a resilient and diverse economy.	Goal: Provide visionary, effective, and collaborative government.	Goal: Advance the City's long-term sustainability to provide ongoing excellence in City services and a well-planned community that meets the needs of residents now and in the future.
Computerized Workflow Management			X	
Concrete Repair/Replacement	X			X
Conservation Programs	X	X		X
Corrosion Control Huron Corridor	X			X
Downtown Westminster Parks	X			X
Driving Simulator	X		X	
Electrification Infrastructure	X			X
Engineering design CIPs	X		X	X
England Park Corridor	X	X		
Enhanced Mobility and Connectivity	X			X
EPGC: Old Greenhouse Reno				X
Facelift Program	X	X	X	
Federal Boulevard Multi-Modal Improvements	X	X	X	X
Federal Parkway Improvements - West 120th to West 122nd Avenue				X
Fire Station 4 & Fire Admin	X	X	X	X
Fire Station Concrete/Asphalt Replacement	X			X
Fire Station Emergency Generators	X			X
Fire Station Major Modifications	X		X	X
Fire-IT & Radio Upgrades	X		X	X
Fleet Fuel System R&R				X
FM - Major Maintenance				X
FM Horizon Infrastructure Planning				X
FRCC HVAC		X		
Geographic Information System				
Golf Course Improvement	X	X		X
Greenbelt Drainage Imp (JCOS)	X			X
Harris Park Alley Reconstruction	X	X		
Historic Westy Revitalization		X	X	
Independence Drive Traffic Calming Project	X			X
JD Edwards System Upgrades				X
Job Training Incentive Grant		X	X	
Legacy Ridge Capital Projects (FM)				X
Legacy Ridge Golf Cart Replacement	X			X
Legacy Ridge Golf Course Cart Path Replacement	X	X		X
Library Master Plan Implementation		X		X

2022-2026 CIP Project Connection with Strategic Plan Goals

Capital Projects 2022-2026	Goal: Foster and maintain a beautiful, desirable, safe, and environmentally responsible City.	Goal: Cultivate a thriving, inclusive, and engaged community through access to opportunity and a resilient and diverse economy.	Goal: Provide visionary, effective, and collaborative government.	Goal: Advance the City's long-term sustainability to provide ongoing excellence in City services and a well-planned community that meets the needs of residents now and in the future.
Library Materials Acquisition		X		
Library Repair & Maintenance		X		X

2022-2026 CIP UNFUNDED PROJECT LIST**Economic Development**

Rodeo Market Renovation

Fire

Fire Station 4 and Administration Building

Information Technology

Voice and Data Network Expansion and Upgrades

Parks, Recreation & Libraries

City Park Renovation - Phase 1

Disc Golf Renovation

Field Lighting Conversion to LED

Golf Maintenance Equipment

Park 1200 Renovation

Park Maintenance Equipment

Promenade Reno-Phase 1

Public Works & Utilities

120th Waterline Assessment and Pre-Design

Big Dry Creek Wastewater Treatment Facility

Liquid Improvements Phase 1

Big Dry Creek Wastewater Treatment Facility

Solid Improvements Phase 1

Future Wastewater Utility Projects

Future Water Utility Projects

Kershaw Pump Station improvements

Northwest Treatment Facility Clearwell R&R

WATER 2025 - Facility Construction - Phase 1

WATER 2025 - Finished Water Pipeline

WATER 2025 - Raw Water Pipeline

Project Descriptions

112th Corridor Signal Improvements **\$ 100,000**

This funding request is to improve 5 intersections along the 112th Ave corridor as requested by several residents over the years. The improvements include required work to provide for left turn phase from 112th Ave. The required improvements include new cabinet, signal heads, wiring and detection.

80th Avenue and Sheridan Intersection Improvements **\$ 200,000**

This intersections signal equipment is in need of an upgrade. In addition, safety improvements for pedestrians needs to be addressed by evaluating the intersections configuration including the channelizing islands. This project would require coordination with CDOT as this is a state highway and Arvada, the adjacent municipality. The initial stage of the project would be to evaluate and design improvements to better develop the estimate to complete the improvements.

88th Avenue and Zuni Lift Station **\$ 3,100,000**

The 88th & Zuni Lift Station was originally constructed in the 1980s and has had incremental updates to portions of the facility in the 1990s. A new backup emergency generator was installed in 2017. A second forcemain was installed in 2018. The existing facility does not meet current City Level of Service Goals for emergency back-up storage, age of existing pumps, safety features, and operability. This R&R work is needed to bring the level of reliability up to current City standards for lift stations.

94th Avenue Storm Drainage design/construction **\$ 1,150,000**

Project to investigate current situation (\$50K-2022) and ID potential solution (\$1.1M, 2024). Currently there is an existing open channel for storm water drainage between Raleigh Street and Quitman Street that carries water from 92nd Avenue to 94th Avenue. There is a 24" concrete drainage pipe underground at 92nd Avenue for about 530 feet to the North where it than turns into an open storm water channel. The open channel runs between the back yards of the houses that are on Raleigh Street and Quitman Street and dumps into an inlet at 94th Avenue. Over the years the Street Division has been tasked to maintain the channel and keep it clear of debris so it can flow. The open drainage way is 1,060 feet long and this open drainage way becomes overfilled with debris from runoff and illegal dumping. The City does not own a Right of Way or an Easement to access the channel. When the area receives heavy rainfall, the outlet structure at 94th Avenue becomes clogged with debris and requires frequent and immediate cleaning and maintenance by City crews to avoid flooding of the adjacent private properties.

ADA Compliance Assessment and Transition Plan **\$ 440,000**

This project provides funding to address items identified in the Americans with Disabilities Act Self-Assessment and Transition Plan, which was completed in 2019 and is required by Federal law. The project will prioritize and address items across multiple departments and divisions.

AdCo SAN Replacement **\$ 100,000**

We have had a SAN at Adams County Government Center since 2017 when we entered into an IGA with Adams County to co-locate some of our equipment in their data center, we have extended the warranty on the unit until August 2023 which is end of life for that product. We would like to replace the unit with a new SAN device which would allow us to continue having a third off site backup location for a portion of the more highly sensitive and important Data the City needs to retain.

Armed Forces Tribute Statue **\$ 75,000**

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 sixth, and last service statue. Total project cost to install the statues is estimated at over \$700,000; additional funding will continue to be pursued through fundraising. This project has approximately \$271,000 in funds previously appropriated.

Arterial Roadways **\$ 10,072,000**

This project supplements arterial street maintenance in the operating budget. Project funds will be used for improvements to existing pavement on major arterials to extend the life of the pavement and to offset repair costs. In addition to various resurfacing strategies, improvements include crack sealing, concrete replacement, re-striping of lane lines and new pavement marking installations. Maintaining arterial roadways is the highest priority for the Street Operations Division. Approval of this CIP request will assure the annual street improvement funds for arterial roadways are available. The pavement management 5-year master plan is dependent on continuation of this CIP project. Requested funding for this project has increased to cover inflation costs for the past 9 years.

Asset inventory and condition assessment **\$ 100,000**

This project is intended to fund a study delivering a complete itemization and condition assessment of all City stormwater assets, including all storm pipes, inlets, manholes, outlets, and detention ponds. This project will develop a risk matrix repair and replacement schedule. The project also includes inventory and assessment data centralization, tracking and organization.

Benton Street, Phase 1 & 2 - Downtown Westminster **\$ 3,990,000**

The project scope includes the roadway and utility construction for West 89th Avenue, Park Place, W. 90th Avenue, and Benton Street connecting the previously mentioned streets. This project will provide the public infrastructure needs for new anticipated development in Downtown Westminster.

Bicycle Master Plan Implementation **\$ 250,000**

This project is for funding needed to implement bike facilities as identified in the Transportation and Mobility Plan which include striping, signing or other equipment or infrastructure for bike lanes on certain streets that are going to be resurfaced or other roadways that provide connections to existing bike facilities. Typically used in support of Street resurfacing program. Funds can also support other bicycle needed infrastructure as Bicycle detection equipment at crossings or signalized intersections.

Big Dry Creek Stabilizations **\$ 2,500,000**

Project will include all of Big Dry Creek from Standley Lake to I-25. Concept design, creation of economical off the-shelf design plans to then construction of improvements as budget is available. Improvements include channel stabilization, culvert and bridge replacement, drop structure installation and, trail improvements. Staff will also pursue matching funds from Mile High Flood District (MHFD).

Big Dry Creek Wastewater Treatment Facility Electrical Improvements **\$ 6,095,000**

At the BDCWWTF electrical equipment such as the primary power switchgear line up has exceeded its useful life and must be replaced.

Bridge and Railing Repairs **\$ 5,353,000**

This project is for repainting railings along bridges, drainage ways and right of way walkways throughout the City. Staff has identified 11 bridge locations with railings and fencing over state highways and railroad overpasses throughout the City.

Business Development Assist (TOD) **\$ 240,000**

The purpose of this project is to attract and support businesses that align with the vision for the Westminster Station area and the strategic objective of encouraging

economic resilience through innovative initiatives, entrepreneurship, and small business incubation.

CAD/RMS Hardware Replacement **\$ 336,000**

This project provides a hardware refresh and replacement for servers and storage at the PSC in 2023, the original hardware was purchased in 2019 as part of the CAD and RMS application upgrade. This environment supports the CentralSquare CAD/RMS infrastructure for Police and Fire departments. This CIP is to ensure approximately \$350K is available for hardware replacement in 2023. This CIP has already appropriated \$315K of the estimated \$350K needed. IT requests \$18K for the next two years to meet its target. Projecting out to 2026, this project will need \$106K annually to prepare for the 2027 replacement estimated at \$425K (an estimated 5% annual increase). This hardware is critical for running the Public Safety applications and servers and if this hardware fails or is not refreshed on a regular basis reliability will be compromised and public safety services could suffer as a result.

CEP - General Maintenance **\$ 1,000,000**

Provides funding for Promenade maintenance, Forestry and Greenhouse operations. Promenade- Utility expenses for Promenade Lake and Common Areas. Forestry- Plant a Tree program expenses. Greenhouse- Annual and Perennial plantings for Gateways and City Facilities.

CEP - Neighborhood Enhancement **\$ 250,000**

This continuing effort by the PRLOS Advisory Board to provide funding for an annual landscape enhancement of neighborhood entrances and common areas, with a new emphasis on sustainability including irrigation efficiency and water wise landscaping. Other small grants are being pursued that will enhance neighborhood and community culture and cohesiveness.

CEP - ROW/Median Contract Maintenance **\$ 1,625,000**

Provides funding for maintenance of contracted landscaping services in rights-of-way and medians within the City. Roughly 233 acres of ROW, medians, bluegrass and native grass are cared for under this contract.

City Center Drive Reconstruction Study **\$ 61,000**

City Center Drive began with a trial cement paving project in 1992. It is 1 of only 2 cement roadways in Westminster. The cement pavement began to deteriorate over time and the decision was made to not remove and replace the cement, but to place asphalt pavement over the top of the existing concrete pavement. This roadway has been resurfaced with Hot Applied Chipseal in 2003, and Hot Mix Asphalt in 2016. Due to the cement pavement under the existing asphalt, this roadway will require an engineering study to determine the most cost effective strategy for complete replacement, and the timing of that replacement. Total reconstruction may require removing existing asphalt pavement, 21,000 square yards of 8" thick concrete pavement, stabilizing the sub-grade and construction of a new 7" thick, rut resistant, Hot Mix Asphalt (HMA) pavement. Before requesting funds to complete a full reconstruction Staff believes an engineering firm should be consulted to determine the most cost effective strategy. The \$61,000 requested for 2023 will be used to develop a long term pavement rehabilitation strategy and give better direction as to the need for a total pavement reconstruction. If the consultants determine a reconstruction is the most cost effective strategy, Staff estimates this cost will be approx. \$5,000,000-\$6,000,000 in 2021 dollars.

City Facility Parking Lots - General Fund **\$ 968,000**

This project provides for contractual crack sealing, resurfacing, seal coating and concrete replacement as required at 105 municipal parking lot sites. 86 locations have asphalt pavement, 16 have concrete pavement, and 3 have a combination of

asphalt and concrete pavement, all requiring regular maintenance. Rotation for asphalt pavement requires crack sealing every 3 years and seal coating every 6 years. Concrete pavement requires crack sealing every 6 years and sealing every 10 years. Providing timely, low cost pavement maintenance to City facility parking lots has proven to be the most economical way to keep these lots in “good” condition. Failing to conduct preventative maintenance will lead to shorter pavement life and the need for more costly pavement rehabilitation techniques like overlay and reconstruction.

City Facility Parking Lots - General Fund Major Rehab \$ 1,620,000

This project funds the overlay or reconstruction of City Facility parking lots. A comprehensive pavement evaluation of all City Facility parking lots was done in 2013 and found 27 of 105 parking lots have deteriorated to the point where low-cost, preventative maintenance is no longer beneficial. This CIP will help to maintain and increase the condition of City Facility parking lots.

City Facility Parking Lots - Utility Fund \$ 45,000

The project provides funds for contractual cracksealing, resurfacing, sealcoating and concrete replacement as required at nine utility-related municipal sites. Rotation for asphalt pavement requires cracksealing every three years and sealcoating every six years.

City Hall HVAC Work \$ 782,000

This project is for major HVAC major projects at City Hall. The heat pumps throughout the building need to be replaced. This is a phased project expected to take three years.

City Facilities Security Upgrades \$ 788,000

This project is to address security issues at facilities citywide. It was previously named City Hall Security Upgrades, however the security needs expand beyond City Hall which is reflected in this new title.

City Park Repair/Maintenance \$ 500,000

This is an updated description for an existing ongoing account. Ongoing improvements (outdoor) to both Recreation Centers, Christopher Fields and City Park complex. Updated landscaping, drainage, lighting, fixtures, benches and irrigation are among the projects planned. Shade Structures will be added to Christopher Fields along with new infields and warning track material.

Citywide Bridge Maintenance/Repair \$ 1,600,000

The Colorado Department of Transportation (CDOT) contracts with a consulting agency to inspect all bridges within Westminster to include bridges over highways, waterways, railroads and other roadways. For each bridge inspected, the consultant prepares a list of repair recommendations to keep each bridge in good condition. This ongoing project establishes a funding mechanism to allow for timely repairs for bridges inspected by the consulting firm that are off CDOT's network and are the responsibility of Westminster.

Citywide PC Replacements \$ 2,831,000

The City uses this replacement account with the General Capital Outlay Replacement Fund (GCORF) to accumulate replacement funds for all citywide PC replacements that include workstations, laptops and ruggedized laptops used for public safety. Most accounts in GCORF pay for General Fund equipment replacements, but this account facilitates purchases for PC costs in all funds. Contributions made into GCORF for future PC replacements are budgeted in each department's operating budget as a budgeted expenditure, then funds are transferred into GCORF where the PC purchase are made. Replacement contributions are intended to remain fairly consistent over time, but capital outlay patterns out of this replacement account may vary substantially from year-to year based on the underlying devices planned for

replacement.

Citywide Radio Replacement **\$ 1,449,000**

The city's 733 P25 800 MHz radios are on a 7 - 10 year replacement cycle due to normal use and wear as well as keeping up with current public safety communications technology to maintain interoperability with neighboring agencies, e.g. encryption, Phase 2 TDMA, etc.

Collaborative Technologies **\$ 550,000**

This CIP will fund research, development, expansion and citywide deployment of collaborative technologies within Microsoft 365 and related or similar platforms. These efforts include enhancing Microsoft Teams and integrating with Office 365, Microsoft Power Platform including Power BI, and cloud computing and hosting solutions. These technologies will provide a secure, transparent, and collaborative way for all city departments to work together and with the citizens.

Communications Infrastructure **\$ 2,500,000**

This capital project account will be used to accumulate funding received from the Jefferson County Emergency Communications Authority pursuant to CRS Title 29, Article 11, and will be applied to the replacement of the current radio system.

Computerized Workflow Management **\$ 30,000**

Additional funds would be used to engage a consultant to assist the City's team with reconfiguring software workflows; identifying and resolving software-based user challenges; breaking down, simplifying and optimizing Cobblestone's new features; and to support and enhance users' experience by developing additional training materials.

Concrete Repair/Replacement **\$ 550,000**

Ongoing funds for Concrete Replacement including curbs and gutter, sidewalks and pavilions at the 6 recreation facilities and 60 sites in our park system. This work would be done in conjunctions with other replacement projects around the City and within our department to get the best overall price. Requesting \$50k annually for Facilities and \$60k annually for Parks for a combined \$110k annually. Funds can and may be allocated differently depending on the scope of work to be completed each year.

Conservation Programs **\$ 250,000**

Broad implementation of water conservation and efficiency reduces utility costs and customer rates, improves drought resilience, and benefits wildlife habitat. Project may: continue multifamily indoor water efficiency program with County housing authorities; establish new income-qualified program for outdoor water use reductions; and/or fund large-scale Kentucky Bluegrass turf removal at HOAs in cost-share partnership.

Corrosion Control Huron Corridor **\$ 100,000**

This project will evaluate the structural condition of the traffic signal poles along this corridor. Then, if sound enough, remove the existing paint and apply primer and paint.

Downtown Westminster Parks **\$ 2,506,000**

Currently there are three major parks proposed for the new Downtown with funding needs. Central Park, East Park, and West Park. Each of these parks will be developed 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. In addition, art within the new Downtown is a component that has been identified but not funded at this time.

Driving Simulator **\$ 350,000**

A driver training simulator will provide for all personnel to receive training on emergency and non-emergency responses, in all types of vehicles, using a simulator.

This will provide additional training including the simulation of emergency situations, weather issues, and near-miss collisions with other vehicles, training the drivers in taking appropriate evasive actions. The use of a simulator is highly preferred as it does not place any personnel or equipment in jeopardy trying to simulate adverse situations. This simulator will assist with certification of personnel as well as meet CIRSA requirements. The simulator will also reduce fuel use and emissions as vehicles will be used less for driver training. The base price is \$105,000. With advanced equipment such as pumper and aerial apparatus simulation, the price escalates to the request of \$350,000. This simulator may be used by City employees outside of the Fire Department to help meet CIRSA requirements.

Electrification Infrastructure **\$ 250,000**

This CIP will provide funding to install electric vehicle charging stations across the City to accommodate the transition of the City's fleet from gas to electric. This funding will cover the purchase of charging stations, as well as the electrical work to power the charging stations.

Engineering design CIPs **\$ 1,050,000**

The 2018 Master Drainageway Study identified several "nuisance" flooding issues throughout the city. The on-call engineer will help study and design solutions to these minor issues and requests that come in from its citizens.

England Park Corridor **\$ 666,000**

This project is intended for the renovation and redevelopment of parks and open space along the England Park Corridor. A conceptual master plan completed in 2017 includes a new playground, expanding the Westminster Community Garden, public art, sports courts, expansion of the England Park Greenhouse Center, improved bike and pedestrian connectivity, improvements to Little Dry Creek and more. Funding is intended to serve as match for grant applications in addition to the Great Outdoor Colorado INSPIRE grant awarded in December 2017. Additional funds are intended to implement the master plan and continue the current community momentum.

Enhanced Mobility and Connectivity **\$ 100,000**

This project is for funding needed to implement pedestrian and bike connections to public transit or public facilities. This helps the city's goal of ease of mobility, particularly with the first/last mile. Improvements may include striping, signing or other equipment or infrastructure for increasing safety for pedestrians and bicyclist. Could be used for curb ramps, bus stop improvements or as a local match for any grant that improves safety and access to public facilities or transit.

EPGC: Old Greenhouse Reno **\$ 100,000**

The old greenhouse is in need of structural and hail damage repairs as well as functional upgrades.

Facelift Program **\$ 60,000**

This program provides matching grants to qualifying commercial properties and/or businesses to improve the aesthetic appearance of the site and/or buildings. The grant is provided on a one-for-one dollar basis and can be used for landscaping, painting, awnings and signage for facade improvements.

Federal Boulevard Multi-Modal Improvements **\$ 100,000**

Implement recommendations of the Federal Boulevard Multimodal Study for specific near-term improvements (e.g. missing sidewalks, safety improvements for all modes of travel). This project would provide the local match for grants to construct multimodal improvements.

<p>Fire Station Concrete/Asphalt Replacement</p> <p>This project provides funding for replacement of deteriorated concrete including ramps, curb, gutter and sidewalk, along with asphalt paving adjacent to the six fire stations. The account or responsibility for concrete repair and replacement at the facilities depends on the location of the work and the amount of repair or replacement required in the project. This account is specific to fire facilities and generally includes the approach ramps, sidewalks, and associated concrete at the stations.</p>	<p>\$ 200,000</p>
<p>Fire Station Emergency Generators</p> <p>This project tested the emergency generators located at the six fire stations. Four of the generators are reaching their life expectancy. Recent issues have surfaced in terms of some systems (like station alerting) not being connected to the emergency power. Current capacity of the generators may suggest they are now undersized for adequate emergency power. Previous funding evaluated load capacity, as well as identified what is currently on the emergency power circuits and what capacity might exist to add more circuits. The project has helped determine future life expectancy and appropriate sizing of each of the emergency generators. Updating and replacing of several generators is taking place and will continue to take place over the next few years.</p>	<p>\$ 250,000</p>
<p>Fire Station Major Modifications</p> <p>This ongoing project will fund necessary modifications that fall outside of the purview of Facilities Maintenance. This project covers all six fire stations, the training tower and former station #2. This CIP provides for upkeep and maintenance inside of the building shell, such as kitchen remodels, station gear locker purchases, and safety equipment (such as fall protection in the hose towers)</p>	<p>\$ 745,000</p>
<p>Fire-IT & Radio Upgrades</p> <p>This ongoing project funds information technology and radio communication needs at various fire stations. The Knox Box upgrade project will have a balance due in 2022 of ~\$30,000. Radio replacements and additional purchases will likely take place in 2022. The "First In" station alerting system is beginning to show signs of age, and it is anticipated that some components will need to be replaced. Any technology upgrades or equipment will be funded from this account after approval from IT.</p>	<p>\$ 105,000</p>
<p>Fleet Fuel System R&R</p> <p>This project provides funding for the repair and renovation to components of the Fleet fuel system. Examples of planned repairs include the preparation and painting of fuel tanks, pump replacements at the Municipal Services Center and costs associated with the fueling software system.</p>	<p>\$ 375,000</p>
<p>Fleet vehicle replacements (Water Utility)</p> <p>This ongoing project funds vehicle, large equipment and copier replacements associated with water operations. 2022 funding is intended for the replacement of a hydraulic construction hammer, loader, tandem axle dump truck and a single axle dump truck for the water construction team. A trailer for the field operations team will also be replaced.</p>	<p>\$ 714,000</p>
<p>Fleet Vehicle Replacements (Wastewater Utility)</p> <p>This ongoing project funds vehicle, large equipment and copier replacements associated with wastewater operations. 2022 funding is intended for the replacement of a tanker truck, RTV and a single axle pick-up truck for the Big Dry Creek WW facility. A forklift and crane truck will also be replaced for the wastewater field operations team.</p>	<p>\$ 206,000</p>

FM - Major Maintenance	\$	3,254,000
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This project is for major maintenance projects throughout City facilities. The specific list of planned projects are attached on a separate sheets to this form. These projects are considered one-time major maintenance items such as roof and glass replacement and equipment changes.

FM Horizon Infrastructure Planning	\$	1,250,000
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This project will include work related to determining and packaging City building infrastructure needs for 2026-2031. Will include resourcing necessary to have final concept plans and potential ballot language.

FRCC HVAC	\$	2,057,110
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The HVAC system at the College Hill Library is 23 years old and at end of life. The software that is used to control the system is no longer supported by the vendor, and the system is no longer able to efficiently heat/cool the building. This project will provide funding towards the replacement of the existing HVAC system. Through an IGA between the FRCC and the City of Westminster, the City is required to pay 40% of major capital maintenance projects for the joint operation of the College Hill Library.

General Fund Copier Replacements	\$	133,000
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This is the pay-as-you-go funding mechanism for the replacement of General Fund multi-function devices (e.g. copiers). No new multi-function devices are proposed; however, six replacements are anticipated in 2022.

General Fund Fire Truck Leases	\$	3,070,000
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The City purchases fire trucks using lease-financing due to the magnitude of the cost. Lease payments are reflected in the Fire Department budget, but transferred into the General Capital Outlay Replacement Fund (GCORF) where fire truck purchases and lease payments are made. Generally, a down payment of \$100,000 is paid to a vendor who builds the fire truck according to City specifications. The build process may take several months or one year before the new fire truck is delivered. For the portion of the fire truck purchase that is lease-financed, payments are made over a period of seven years and commence the year after the down payment is made. Fire trucks are usually kept for fifteen years, with the first ten being for front line duty and remaining five years held in reserve.

General Fund Fleet	\$	4,332,000
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The City purchases most fleet vehicles using pay-as-you-go financing. The 2022 Adopted Budget anticipates replacing \$1,653,000 in existing General Fund (non-public safety) fleet that is due for replacement. Multiple replacement accounts in GCORF have appropriations that serve as informal reserves; for fleet, target reserves are 8-10% of the estimated replacement value of the fleet. During the 2022 budget development process, staff thoroughly reviewed these balances and determined that funds could be used out of existing balances in order to achieve one-time budget savings in 2022 while remaining within target reserve levels. Specific to General Fund fleet, Staff propose the use of \$944,000 out of existing appropriations for General Fund fleet replacements.

General Fund Public Safety Fleet	\$	9,943,000
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The 2022 Adopted Budget anticipates replacing \$1,926,000 in existing General Fund public safety fleet that is due for replacement. As described previously, multiple replacement accounts in GCORF have appropriations that serve as informal reserves. During the 2022 budget development process, staff thoroughly reviewed these balances and determined that funds could be used out of existing balances in order to achieve one-time budget savings in 2022 while remaining within target reserve levels. Specific to General Fund public safety fleet, Staff propose the use of \$405,000

out of existing appropriations for General Fund public safety fleet replacements and the 2022 Adopted funding reflects the additional funds needed for 2022 General Fund public safety fleet replacements.

Geographic Information System **\$ 203,000**

This project improves virtual workstations hardware and software for geoprocessing and web maps; advanced programming updates with outside vendors; training specifically for GIS staff to stay on top of the latest information related to GIS processes and delivery methods; and for aerial imagery tiles and Nearmap streaming imagery services.

Golf Course Improvement **\$ 1,200,000**

These project funds are for smaller capital projects at the City's two golf courses, Legacy Ridge and Walnut Creek.

Golf Cart Replacement - Legacy and Walnut Creek **\$ 847,000**

This project will be used to replace the rental golf cart fleets on a 4-year cycle. Historically golf cart fleets were replaced as part of a lease agreement in which the City paid interest and financing charges. Starting in 2017 this fund was set up to set funds aside to pay for the cart fleet without a lease agreement.

Golf Cart Path Replacement - Legacy and Walnut Creek **\$ 750,000**

This project replaces various sections of the cart path throughout the Legacy Ridge and Walnut Creek Golf Courses to enhance safety and aesthetics.

Greenbelt Drainage Imp (JCOS) **\$ 250,000**

This project will be used to help keep drainageways and greenbelts through the City operating properly and safe. Many of our neighborhoods have greenbelts and drainage ways in them. These areas are often used to beautify the area and provide trail access to connect neighborhoods to schools and parks. Keeping these safe for our citizens is important because of the use of the area.

Harris Park Alley Reconstruction **\$ 200,000**

This funding would support resident requests for design and reconstruction of the alley west of Lowell Blvd between 72nd Ave and 73rd Ave. This alley serves the US Post Office, commercial and residential uses.

Improvements to include evaluation of drainage, pedestrian and vehicular travel patterns with particular attention to the USPS. In addition, project will evaluate location for placing existing overhead secondary utility services underground in coordination with Xcel Energy and communication utilities.

Historic Westy Revitalization **\$ 1,000,000**

These project funds are to be used in conjunction with planning, appraisals, and capital funding of redevelopment within the Historic Westminster area.

Independence Drive Traffic Calming Project **\$ 100,000**

Traffic Engineering receives a lot of requests for additional safety or speed reduction measures. The Independence Dr corridor was studied and found to have speeds consistently exceeding the posted speed limit. This request is for a design of improvements to keep speeds at the posted limit.

JD Edwards System Upgrades **\$ 240,000**

This project provides for ongoing JD Edwards EnterpriseOne ERP application upgrades and enhancements. In the last year, it has been used for a tools and apps upgrade and training on new functionality. Upcoming projects include a database upgrade, expanding Quicklaunch reporting, and Project Tracking.

Job Training Incentive Grant **\$ 250,000**

This project will provide financial assistance to Westminster businesses with 50 or fewer employees to pay for direct training costs for workers in newly created jobs, or current employees, including trainee wages for on-the-job training, curriculum

development, delivery of training, materials and supplies, and training equipment and facilities.

Library Master Plan Implementation **\$ 140,000**

2021 is the last year of the library's current Master Plan. This funding will pay for consulting services to do community demographic and library drive time analysis. In 2016, this work was completed as part of the 2017-2021 Library Master Plan process through a Buxton analysis. This report provided valuable data on who the library's patrons are and how far they are driving to go to the library. This study allows us to more strategically target resources for collections and programs. For example, through the 2016 Buxton analysis, we knew we had above average Native American and Veteran populations in WPL service areas. We have adjusted collections and programming to meet the needs of those communities. We also learned where there are service gaps in the City, which we can now use to program the mobile library. An updated Buxton analysis in 2022 will be critical for utilizing limited resources efficiently.

Library Materials Acquisition **\$ 500,000**

This project provides funding for the annual purchase of library materials. In 2017, WPL received permission from DOLA to use CTF dollars for the purchase of books. This funding source has been a boon to the Library's physical materials and has provided the resources necessary for the library to maintain a collection that can meet the changing and expanding needs of the community. This project has allowed the Library to expand its Spanish materials collection as well as free up the Library's General Fund collection budget for the purchase of e-materials. This funding represents 1/3 of the library's physical materials budget.

Library Repair/Maintenance **\$ 250,000**

Both the Irving Street and College Hill libraries have annual anticipated and unanticipated capital maintenance needs. This project provides the funding necessary to ensure the libraries can address these needs and ensure continuity of operations. Examples of projects include planned and emergency replacement/repairs of furniture and fixtures, replacement and upgrades of technology systems, repainting of rooms, and carpet replacement and repair.

Lowell Water Main replacement **\$ 1,500,000**

The Lowell Watermain provides water to Historic Westminster. It was originally installed in the 1950s and is at the end of its useful life. The project will be funded from 2022 through 2024.

Maintenance of City Developable Property **\$ 250,000**

This ongoing project is intended to fund the maintenance and basic property management costs associated with the City's inventory of developable properties, managed by the Economic Development Department. This inventory includes both vacant lands, as well as properties with improvements. The project is not intended to cover properties that have been acquired for open space, parks, rights-of-way, infrastructure, or other municipal purposes. Examples of maintenance activities include moving, trash removal, emergency repairs to any structures for safety, posting or removal of signs, and fencing for safety and security. The developable properties are not intended to be permanent City assets with an ongoing operational budget, but held for a limited time during which the assets are evaluated for development.

Major Concrete Replacement **\$ 2,000,000**

Replacement of deteriorated curbs, gutters, sidewalk curb ramps and cross-pans in streets identified for resurfacing and or reconstruction.

Metzger Farm	\$	200,000
<p>This ongoing 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. This farmstead is jointly-owned and operated with the City and County of Broomfield and reflects Westminster's share of the cost</p>		
Minor Median Maintenance	\$	375,000
<p>The medians throughout the City are aging and in need of rehabilitation. Different parts of the City have different planting material and designs lack consistency throughout. These funds are intended to update facility medians to more climate appropriate designs and functionality. This project involves consolidating the Minor Median Maintenance and Median Rehab accounts into 1, ongoing project to update and beautify the City's median.</p>		
Miscellaneous Community Development Construction	\$	125,000
<p>This ongoing project will provide funding for the maintenance and repair of City-owned brick walls and wood fences, as well as minor construction and maintenance work within public rights-of-way and other public lands.</p>		
MSC Warm Storage Bay Floor Recon.	\$	175,000
<p>The existing concrete flooring in the warm storage building at the Municipal Service Center (MSC) has significant deterioration and exposed rebar. This concrete is 14 years old, handles Public Works & Utilities' vehicles driving in and out, parked on it 24/365, and shows the wear and tear of this, with the added component of salt from plowing operations, the concrete is rapidly decaying. The existing floor will be removed, all floor drains will be inspected and repaired/replaced as needed, new concrete floor will be poured, and an epoxy coating will be applied. This coating will place a water resistant barrier between the trucks and the concrete, extending the life of the new concrete flooring.</p>		
Municipal Court Security and Building Upgrades	\$	375,000
<p>This project is for major maintenance projects at the Municipal Court. The specific list of planned projects are attached on separate sheets to this form. These projects are considered one-time major maintenance items such as roof and glass replacement and minor equipment changes.</p>		
Network Core Upgrade	\$	480,000
<p>This CIP is to replace essential networking gear that provides access to resources and services to City employees as well as residents of Westminster. During this phase we would procure and replace the network gear that is "end of life" as far as support. All configuration and installation will be performed by staff so the cost would be entirely for procurement of hardware.</p>		
New Development Participation	\$	450,000
<p>This project funds the City's share of certain public improvements (e.g. the middle portion of arterial streets) installed by private developers.</p>		
New Street Light Program	\$	175,000
<p>This project provides funding for the installation of individual street lights in warranted locations, usually as requested by residents of neighborhoods. City staff follows a certain technical criterion to determine if such requested lights are truly warranted. In the past, residential area street lights were typically installed by developers of these properties in accordance with designs furnished by Xcel Energy. However, those designs are occasionally faulty, and additional street lights may be justified. In such instances, the City pays for the new lights. If at locations where the Xcel cost is high, funds can be used for new City owned street lighting options, including solar powered LED.</p>		

New Traffic Signal at West 115th Avenue and Sheridan Boulevard \$ **400,000**

This project design and construct a new traffic signal at 115th Ave and Sheridan Blvd. This would provide for a safer way to enter onto Sheridan Blvd from the adjacent neighborhoods. It will also support the city’s trail system for pedestrians and bicyclists by providing a protected crossing of Sheridan for residents and visitors using the trail system and Westview Park.

Northridge Water Tank #2 - replacement \$ **8,000,000**

There are three existing potable water storage tanks at the Northridge site. One was recently built in 2017. The other two are both steel, originally installed in 1968 and at the end of their useful lives. The project began in 2021 with the engineering design phase for Northridge Tanks 1 and 2 including a demolition plan and design for two new tanks to replace the steel tanks. The project intends to provide adequate water storage for pressure zone 1 and possible land acquisition if needed. The replacement of the Northridge potable water storage tanks due to age and condition has been planned for a 2021-2022 execution. Staff plans to design both tanks, construct one tank in 2021/2022, and construct the other tank in 2022.

Open Channel Major Maintenance \$ **1,500,000**

The city supports maintenance and correction of minor flood control projects through this account. This work captures and improves those small localized nuisance flooding and drainage issues.

Open Space Land Acquisition \$ **1,000,000**

The ongoing project funds will be utilized for the acquisition of additional open space lands in Westminster. Funding for open space land acquisitions may come from multiple sources, such as the City’s voter-approved POST taxes, open space taxes from Adams and Jefferson Counties, and Public Land Dedication development fees. The City prioritizes potential acquisitions to those parcels that would facilitate the construction of missing links within the open space trails system and acquisitions that protect the City’s open space system.

Open Space Planning \$ **400,000**

This project will provide for the development of an Acquisition Plan, City Wide Trails Plan and the development of area management plans as called for in the Open Space Stewardship plan. Funds will be utilized to provide professional plan development and project management support.

Open Space Repair/Maintenance \$ **1,030,000**

This project will provide for an ongoing repair and maintenance program for the City’s open space properties. Historically, a majority of funding for the open space program has been dedicated to land acquisitions. As the City reaches its open space preservation goal, resource allocation is being shifted to reflect a proactive repair and maintenance program.

Park and Rec Comp Plan \$ **200,000**

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. Additional resources will support IT services, software and asset management.

Park Op Facilities Repair/Maintenance	\$	125,000
Ongoing funding for Maintenance and Repairs to the Parks Operation Center. This facility houses 40 FTE and up to 50 Temporary employees, so the primary focus of this funding is improving safety and operational efficiency.		
Park Sustainability Program	\$	5,175,000
Ongoing funding covers capital renovation and repairs to park features, landscape (including parks irrigation renovations) and amenities. There is an immediate need for phased playground equipment renovation. Over 25 of the City's 46 playgrounds are over 20 years old and while this may seem reasonable, by comparison surrounding agencies have few, if any playgrounds over 15 years old. Replacing playground equipment will allow us the opportunity to impact all areas of the City and will revitalize dated parks without the need for costly full redesign and renovation.		
Parks & Recreation Facilities Major Maintenance	\$	5,250,000
This project is for major maintenance projects throughout City recreation facilities. The specific list of planned projects are attached on separate sheets to this form. These projects are considered one-time major maintenance items such as roof and glass replacement and minor equipment changes.		
Playground Surface Maintenance	\$	402,000
Funding has been ongoing for the ongoing replacement of both unitary (poured in place) playground surfaces and EWF mulched playgrounds. The conversion to EWF from Sand were completed in 2021, so the requested funding amount will be dedicated to unitary (Poured in Place) surfacing. * NEW for 2022- We respectfully request that this account be reclassified to "Playground Maintenance and Repair" so that funds can be applied to replace playground equipment in addition to Playground surfacing. *With that requested name change, our funding request has been increased from \$150k to \$275k to allow ongoing surfacing projects and the inclusion of playground equipment replacement with any remaining funds.		
POST Capital Outlay Replacements	\$	641,000
The 2022 Adopted Budget anticipates replacing \$100,000 in existing General Fund public safety fleet that is due for replacement. During the 2022 budget development process, staff thoroughly reviewed these balances and determined that funds could be used out of existing balances in order to achieve one-time budget savings in 2022 while remaining within target reserve levels.		
Pottery Studio R&M (CTF)	\$	75,000
This project is intended to fund the replacement of equipment in the pottery studio at City Park Recreation Center, including gas and electric kilns, pottery wheels, slab rollers, tables and chairs. Planned renovations of existing spaces include a shelter over the existing patio, additional partitions for classrooms, and additional storage. Status: 3/31/2020 Renovation of the Pottery Studio at City Park has begun and is being completed with coordination with the City's Facility Maintenance team. Equipment has begun to be purchased and contracts are being put in.		
PRL Facility Security	\$	95,000
This account funds improvements to safety and access control across all PRL facilities. Staff have identified access points and various areas throughout all the PRL facilities to function on the citywide card access system.		
Prosecutor FullCase Software Module	\$	44,000
Currently the court is undergoing steps to become a paperless court starting with electronic tickets from the Police Department. If the Prosecutors do not have access to that information as well as other case information, it will cause additional work for both the Court Clerk's and Prosecutors. Further, a digital case management system		

will significantly improve the efficiency and effectiveness of the Prosecutor's office.

PSC Secured Lot Concrete Maintenance/Repair **\$ 325,000**

This project will replace the concrete slab drive on the South side of Public Safety Center. For the past several years the Street Division has been trying to maintain the area. The area continues to degrade and is failing. This CIP will fund the full replacement of concrete area to ensure an adequate surface for vehicle and pedestrian traffic.

Public Safety Center Infrastructure **\$ 587,000**

This project provides for the repair and replacement of integral components and fixtures at the Public Safety Center. Examples include interruptible power supply (UPS) chloride batteries and capacitors that address power failures, security systems, aesthetics, furniture and other equipment.

Public Safety Facilities Major Maintenance **\$ 2,120,000**

This project is for major maintenance projects related to Police and Fire Departmental needs and requests. The specific list of planned projects are attached on a separate sheet to this form. These projects are considered one-time major maintenance items such as roof and glass replacement and minor equipment changes.

Qzone at 72nd/Lowell/Bradburn **\$ 528,000**

This project funds the engineering and construction of quiet zones to meet the Federal Railroad Administration (FRA) requirements to silence train horns at grade crossings of the Burlington Northern Santa Fe Railway at Lowell Boulevard, West 72nd Avenue, and Bradburn Boulevard. These 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. Additional quiet zones will be implemented throughout the City when funding is available.

Rec Facility Major Projects & Long-Term Plan (CTF) **\$ 3,750,000**

The Swim & Fitness center celebrated its 45th anniversary in 2020. While staff have received funding for a variety of smaller projects throughout the years, this new funding would allow for long term planning and facility maintenance. These are projects such as replacing flooring that is 20-30 years old, painting entire facility and remodeling front desks, all which require additional planning and a longer shutdown time. This work will be coordinated with a variety of projects that Facilities Maintenance plans to complete in the next several years. The facility will close down for 2-3 weeks allowing for the opportunity of major work to be completed. This also allows for a shorter shut down time at the facility in future years and limits impact on guest service and revenue loss. This request is in continuation of major work that has been funded and completed in 2019 at the City Park Fitness Center and in 2020/2021 at City Park Recreation Center. This is in line with our 5 year plan to rotate major CIP projects to the 5 different Recreation Facilities.

Recreation Facilities Improvements **\$ 1,415,000**

This is an ongoing project that allows the facilities to update the equipment and amenities based on the trends and needs of the users. Each facility continues to bring in revenue based on its ability to offer high quality recreation and wellness needs for the community. Staff are able to ensure that the most up to date and safe equipment are provided to facility users. Usage of this account includes, but is not limited to, replacement of fitness equipment, tables, chairs, and minor building improvements to the City's seven recreation facilities.

Roadway Guardrail Projects **\$ 100,000**

Staff will complete the design for installation of guardrail at 4 locations, -

104th/Lowell; Countryside Dr w/o Owens; 132nd Ave w/o Huron and 106th Ave w/o Johnson. These locations have been citizen requests and determined to meet criteria for guardrail.

Railroad Crossing Surface Replacement **\$ 240,000**

The City of Westminster and Burlington Northern Railway (BNSF) share a common interest in the nine (9) railroad crossing locations throughout the City, and collaborate together with 50/50 cost sharing agreements when crossing pad failures occur, with BNSF performing the work. The life cycle of these crossing pads are expected to be 15-20 years.

SAN Replacement **\$ 815,000**

We will be replacing all the SAN Hardware in our City Hall Data Center in 2025 with new up to date equipment providing faster speeds that are required by today's modern applications. The SAN replacement is scheduled to happen every 4 years and the current SAN was purchased back in 2021. We will go through a comprehensive study to help us determine the right technology to use and what would best fit the needs of the City today and for the next 4 years. As part of the project we also move our older SAN hardware to our DR facility so we can expand the resources at that location to provide us more capacity for the ever-growing data backups we have to do for compliance and regulation purposes.

SCBA and Air Fill Station Replacements **\$ 750,000**

With the current SCBA and air fill stations being implemented in 2021, the fire department is strategically planning for the anticipated future replacement of these systems. Typically, the life span of SCBA units, and associated air fill stations, is around 12 years, so in order to avoid a large one-time budget need for replacements, this CIP will provide a lower level of annual funding to ease the impact, similar to a 'lay-away' type strategy

School Mobility Improvements **\$ 300,000**

This project seeks to establish a school mobility improvement program dedicated to improving the well-being of children by providing better walking and bicycling conditions on the route to school and enabling and encouraging children to walk and bike. It will focus on infrastructure improvements for all public schools within city limits, including high schools. Preliminary infrastructure analysis conducted by staff show a great need for essential infrastructure improvements including sidewalks, curbs, gutters, ADA ramps, bike lanes, and traffic mitigation solutions (e.g., flashing beacons). This ongoing program will improve conditions for students in all three Westminster public school districts- Adams 12, Jefferson R-1, and Westminster Public Schools.

Sheridan Underpass at Downtown **\$ 1,388,000**

The Sheridan Multimodal Transportation Improvement (MTI) project account will provide funding towards the design of an underpass to be constructed at Sheridan Boulevard adjacent to Downtown Westminster. This underpass will be a multi-modal section, intended to increase safety and mobility from the Regional Transportation District (RTD) Sheridan Station to Downtown Westminster.

Sheridan Widening - 105th to 112th Avenue **\$ 250,000**

The project scope is to widen Sheridan Blvd. from W. 105th Ave. to W. 112th Ave. to include three northbound lanes, sidewalks, and landscaping. The project will start with a conceptual design, followed by final design, and construction. Right-of-Way acquisition is likely for this project. This project was a citizen request.

Sidewalk Connection Program **\$ 375,000**

This project is for funding needed to implement pedestrian and bike improvements where sidewalks have been identified as missing. The Transportation and Mobility

Plan has identified several locations throughout the city to be addressed that would improve the overall safety of the city's sidewalk system. This funding can also be used as a local match to grant opportunities.

Simms Street, Westmoor to 112th **\$ 4,500,000**

The project scope includes improving Simms Street from Westmoor Circle to W. 112th Avenue to a consistent 4- lane roadway, bike lanes, and drainage improvements at the Walnut Creek crossing.

Standley Lake Park Master Plan Implemental Phase 1 (JCOS) **\$ 650,000**

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.

Standley Lake Regional Park **\$ 505,000**

This project will fund improvements that upgrade, update, or renovate existing facilities at the Standley Lake Regional Park.

Small Business Assistance Program **\$ 375,000**

This project provides financial assistance to encourage growth of existing businesses in Westminster with 50 or fewer employees. The program is designed to pay for one-time project related costs. Qualifying projects include tangible asset costs, office furnishings, specialized equipment, software purchase, IT equipment, capital improvements and machinery.

Station One Sprinkler System **\$ 125,000**

The fire sprinkler system at fire station one is over 30 years old, and Facilities Maintenance has determined that fire sprinkler companies cannot supply replacement parts for the system to keep it functional. The companies have also indicated that the system may fail and cannot be repaired. The system needs to be replaced and brought up to current code.

Storage Building **\$ 100,000**

New account approved by City Council in December 2020. This account will provide for a 3,000+ sq. ft. apparatus storage building to be constructed behind Fire Station 6. The project will be coordinated by Facilities Maintenance. Construction is scheduled to take place in the fall of 2021.

Stormwater Miscellaneous Fund **\$ 3,500,000**

This project is intended to fund the design and construction of all types of drainage improvements on an ongoing basis.

Street Lighting Improvements **\$ 950,000**

This ongoing project provides funds for repairs of street lighting infrastructure outside of normal maintenance and repair covered under the Xcel Energy agreements. Maintenance and repairs such as; pole replacements, LED retrofits, bridge pedestrian lighting, and city owned street lighting repairs and upgrades.

Street Lights in Downtown **\$ 1,000,000**

As development continues in Downtown Westminster, the City is required to install adequate street light coverage in the Right of Way. The design has been completed and there are a total of 264 street lights needed. To date, 140 have been installed. That leaves 124 that still need to be purchased and installed over the coming years. The requested \$200k per year will allow for the purchase and installation of approximately 25 street lights per year.

Sustainability Planning & Implementation **\$ 315,000**

This is an existing CIP program to implement the City's Sustainability Plan. The projects in the program are linked to strategies and actions in the Plan including the City's sustainable business program, electric vehicle charging stations, City facility

waste diversion, and sustainability projects in HOAs/neighborhoods.

SW Infrastructure Major Repair and Replacement \$ 2,250,000

Project funds city-wide efforts to repair and replace aging/failing stormwater infrastructure. Projects encompass pipes, manholes, inlets, drainageways, stormwater treatment ponds and more.

Traffic Mitigation Program \$ 175,000

Traffic Engineering receives a lot of requests for additional safety or speed reduction measures. Support of this program would continue to allow Traffic Engineering to perform speed & traffic count studies, stop warrants, install speed awareness signs, school zone flashing beacons, pedestrian crossing flashing beacons, additional striping or other ideas.

Traffic Preemption System \$ 1,500,000

This request is to fund, or at a minimum seed, a replacement program for the current "Opticom" system for traffic preemption. The current system is close to 40 years old, with upgrades, and is way behind current technology. This program can be tied in with the Telematics program from fleet as well as other traffic engineering systems, and could include police and potentially public works. The system needs to be replaced sooner rather than later, so seeding may need to be larger than typical.

Traffic Signal Pole Replacement \$ 1,511,000

This program is for funding needed to continue to improve the city's Traffic Signal Infrastructure, including poles, mast arms, cabinets, controllers, detection and associated equipment. Staff has updated the corroded signal pole replacement priority list for 2022 that indicates 30 poles require replacement during the next three years. Traffic Engineering is estimating that additional equipment requires replacement and that we replace poles and other equipment strategically. While this account is titled "Traffic Signal Pole Replacement" this account will also be used to pay for any appurtenant facilities that are part of this system, such as cameras, signal cabinets, wiring, conduit, etc.

Trail Development \$ 500,000

This ongoing project will complete trail connections and/or improve trail surfaces, including bridges and culverts, where applicable, throughout the City. Projects in the near-term include placing portable toilet stations along regional trails, way finding, addressing missing link trails, and the continued implementation of the Open Space Stewardship Plan.

Trailside Subdivision Roadway Study+ Improvements \$ 2,750,000

Trailside subdivision was built circa 1977 with a flat topography and the roadways have little to no elevation change to provide adequate water flow off of the roadway and along the curb lines. This CIP will have engineering design services completed to study the topography of Trailside subdivision roadways to determine the amount of rise or fall the roads will require to create drainage flow. Results of the study will be followed by construction to implement improvements, likely in 2023/out-years.

Training Tower and Lot Repair and Upgrades \$ 216,000

This will provide some infrastructure upgrades, including new fencing around the perimeter, bollards to protect the property and designate parking areas, solar lighting, security cameras, and a replacement training sprinkler system.

Transit Improvements \$ 250,000

Implement safety, reliability, amenity, and first and final mile access and connectivity improvements at transit stop/station improvements and along transit corridors in Westminster. These improvements could include: increase the comfort and safety for transit users with implementation of transit stop amenities, ensure stops and stations are accessible through first and final mile connections such as completing sidewalk

gaps, and support the reliability of transit at intersections and along corridors through implementation of technology and other speed and reliability improvements.

Tree Mitigation Program **\$ 400,000**

The ongoing project provides for the ongoing maintenance of city trees, including hazard tree removal. This project also includes funding for treatment for the prevention of Emerald Ash Borer damage to the City's ash tree population.

Underground Utility Line **\$ 199,000**

This project houses funds that are collected from private developers as "cash-in-lieu" payments for the underground relocation of overhead utilities adjacent to their sites. Xcel Energy will not perform these relocations for short lengths of lines. In such cases, funds are collected from the developers for future, longer projects.

UPS Replacement **\$ 75,000**

The City of Westminster has made a significant investment in redundant equipment to ensure availability of City systems. The centralized Uninterruptible Power Supply (UPS) located at City Hall is a key component in providing that availability. The current unit was installed in 2013 and has been in operation for over 13 years. Normal lifespan of a UPS is typically 10-12 years. IT staff has replaced the batteries, wiring and performed annual preventative maintenance checks to push its use until 2026, but despite these efforts the current unit will reach end of life and the probability and cost of failure becomes too high a risk for the City to maintain.

Virtual Desktop Infrastructure **\$ 650,000**

We are looking at a Virtual Desktop Environment to enhance the on-site and remote working capabilities of the City Workforce. This would provide a streamlined and more secure PC environment in certain areas of the City. It requires a large investment in back-end infrastructure to be able to handle the large virtual Desktop environment to make sure it provides a stable working experience.

Vision Zero Plan Development **\$ 190,000**

Develop a Vision Zero Plan to establish Westminster's Vision Zero goal and actions to reduce fatalities and serious injuries in Westminster's transportation system. Development of the plan includes evaluation of transportation safety issues and opportunities in Westminster and identification of transportation safety improvements, strategies and actions. Development of the plan will include stakeholder and community engagement, and informed by other regional and state Vision Zero initiatives. Funding will also be used to implement the Vision Zero Plan actions and transportation safety improvements.

Voice and Data Network Expansion and Upgrades **\$ 250,000**

This ongoing project is intended to fund opportunities to expand and enhance the City's voice and data infrastructure in tandem with other projects underway. The strategy of this project is to have funds available to take advantage of proposed fiber and conduit build-outs within the City at a fraction of the cost to the City. These opportunities would upgrade, and extend services to existing and new facilities.

Wall repair project **\$ 1,387,000**

This project is being proposed to address existing wall repair concerns with roughly 9,200 feet of masonry walls owned and maintained by the City of Westminster. The original design of these walls provided inadequate foundational support to prevent the bricks from losing structural integrity and separating over time. This project will provide a study by a structural engineer to analyze and prepare a report of the existing condition of these walls. The report will be identified repair priorities based the condition. The project will install a foundation beneath the existing wall for increased structural integrity.

Wattenberg Cell #2 **\$ 2,600,000**

The City has a complex system of reservoirs and water delivery structures that provide water supply for City customers. The Wattenberg Reservoir Complex, located in Weld County, is part of this complex system. The City has been working towards the completion of this reservoir complex for many years. In 2019 the City purchased raw water storage at the Wattenberg Gravel Lakes site, a mined-out gravel pit. This project will purchase Cell #2 - our remaining capacity in the reservoir. Storing and exchanging water outside of Standley Lake helps keep water in Standley Lake, the City's primary drinking water supply to our water treatment plants. The Wattenberg Reservoir must be protected from flood on the nearby South Platte River by installing a spillway and bank stabilization.

Wattenberg Spillway and Bank Stabilization **\$ 6,667,000**

The City has a complex system of reservoirs and water delivery structures that provide water supply for City customers. The Wattenberg Reservoir Complex, located in Weld County, is part of this complex system. The City has been working towards the completion of this reservoir complex for many years. In 2019 the City purchased raw water storage at the Wattenberg Gravel Lakes site, a mined-out gravel pit. Storing and exchanging water outside of Standley Lake helps keep water in Standley Lake, the City's primary drinking water supply to our water treatment plants. The Wattenberg Reservoir must be protected from flood on the nearby South Platte River by installing a spillway and bank stabilization. This project will design the spillway and bank stabilization and then construct them.

Wayfinding **\$ 150,000**

Phase 2 of the Wayfinding project will be to complete signage on many of the minor trails leading to our major trails such as Big Dry Creek Trail. Project plans include the installation of map and trailhead kiosks that will assist trail users to identify destinations and location. Approximately twelve of the kiosks will be installed throughout the trail system. This project has approximately \$157,000 in funds previously appropriated. The project was delayed in 2021 and has been expanded to include additional trails and roadway side paths.

Wesley Chapel Cemetery **\$ 75,000**

This existing cemetery at 120th Ave. and Huron St, was taken over by the City in 2001. The cemetery received local landmark designation in 2005 and had a preservation plan completed in 2008. In 2019-20 a new fence with decorative brick columns and gates was installed surrounding the cemetery proper. Old fencing was removed from the rest of the site with a refurbished fence being reinstalled on the east property line. Trees were planted along Huron and 121st. Remaining improvements to the site may include a small parking area, connecting paths, interpretive signage, additional trees, and possibly small shelter.

West 100th Avenue and Simms Intersection Improvements **\$ 2,699,000**

The scope of this project includes a roundabout at the West 100th Avenue and Simms Street intersection with access to the Standley Lake Regional Park. In addition, the project will provide concrete multimodal path for the pedestrian and biking public. This project will improve one of the more unsafe intersections in Westminster.

West 128th Avenue Improvements **\$ 700,000**

The project scope includes improving W. 128th Avenue from Huron Street to Zuni Street to a consistent 4-lane roadway, sidewalks, bike lanes, permanent water quality, and upgraded traffic signal at Big Dry Creek Park. This would involve replacing the

bridge over Big Dry Creek to accommodate the roadway. Right-of-Way acquisition is likely for this project.

<p>West 72nd Avenue Complete Streets Study</p> <p>Complete a corridor study of 72nd Avenue to create a create a corridor vision, identify near- and long-term capital transportation improvements and supportive actions to improve the safety, accessibility, connectivity, and placemaking along the corridor, and identify the resources needed to implement the actions including the next phase to design and construct the improvements. The study will also include an evaluation of existing conditions along the corridor, development of conceptual design and cost estimates, and development of a final report and implementation plan. The study will be informed by analysis as well as input from community and stakeholder engagement.</p>	<p>\$ 50,000</p>
<p>Westminster Sports Center</p> <p>Replacement of turf on large soccer fields due to normal wear and tear. Includes removal and replacement of existing turf and padding and safety testing to insure turf meets standards.</p>	<p>\$ 125,000</p>
<p>Westminster Station Area - Water Basin Water Quality Pond</p> <p>There is no water quality for the west basin of the Transit-Oriented Development (TOD) at Westminster Station. To comply with the City's MS4 permit and allow for a regional stormwater management program, similar to the east basin, a water quality pond will need to be built for the west basin. This project will prepare a 60% design to utilize for budget, property acquisition, and future construction.</p>	<p>\$ 2,500,000</p>
<p>Westy Station Park Construction</p> <p>The construction of Westminster Station Park will be completed in multiple phases. Phase I includes a nature playground with water feature and restrooms. Phase II plans include a xeric garden and pavilions. Funding for this project comes both from the General Capital Improvement and Conservation Trust Funds.</p>	<p>\$ 2,494,000</p>
<p>Widening of Federal Parkway Bridge over Big Dry Creek</p> <p>The project scope is to widen the Federal Parkway bridge over Big Dry Creek. After the Federal Parkway Widening project to W. 122nd Avenue is complete, the bridge will be the next bottleneck impacting traffic. The bridge is currently considered Functional Obsolete based on today's average daily traffic counts. The project will also include sidewalk, bike lanes, streetlights, and channel bank stabilization.</p>	<p>\$ 250,000</p>
<p>WURP City Participation</p> <p>The Downtown Westminster City Participation, or more formally, the Westminster Center Urban Reinvestment Project (WURP), is a Westminster Economic Development Authority project that includes operation and overall coordination of the development of the Downtown Westminster. This project funds consulting and professional services in connection to the development of Downtown Westminster.</p>	<p>\$ 2,375,000</p>



WESTMINSTER

COMMUNITY REQUESTS

COMMUNITY REQUESTS

The following requests were made by community members during the development of the 2022 Budget. These requests were delivered to City Council or Staff by way of e-mail, mail, phone call, online, or were provided in-person. Staff have researched each request and a recommendation on each item is provided below.

The community requests noted below are current as of August 25, 2021. Any additional requests received will be reported in the final budget document.

- 1) Request:** On April 27, 2021, Dino Valente submitted the following request addressed to City Council, City Manager, Don Tripp, and the following City Staff - Jenni Grafton and Stephanie Troller from the Economic Development Department, and Heath Klein of the Community Development Department:

Irrigation. In the early 1990s, 72nd Avenue received a makeover which brought new sidewalks, drain pans, under grounding of utilities, new lighting and “decorative” planter boxes. In many of the planter boxes, the irrigation failed and in essentially all of them, the irrigation is now totally failed. The planter boxes are covered with graffiti. They are broken. They are unkempt. They are nothing more than garbage collectors. At least 50% of the trees are dead and the majority remaining are nearing death. The same rationale used by Mayor Atchison about maintaining irrigation systems applies here. These need immediate attention. Let’s be inclusive and get this project to re-beautify moving for a 2022 funding, build and completion. At least \$6 million was spent in the north part of the city last night on irrigation, let’s be equitable and spend in the south part where the problem is identical.

Staff Research:

Based on outcomes of the Harris Park planning process, comments from other stakeholders in Historic Westminster and Mr. Valente, Staff have been in pursuit of funding opportunities to design streetscape and mobility improvements to West 72nd Avenue as desired by the community. In order to ensure this project is completed in a holistic way that maximizes City resources and minimizes the impact to the community, this project needs to be combined with streetscape and/or mobility improvements.

Staff Recommendation:

The City just learned that it has been selected to receive grant funding from the Denver Regional Council of Governments (DRCOG) to support creation of a *72nd Avenue Corridor Study and Plan*. Formal action is still necessary by the DRCOG Board. If formally awarded the funds and factoring in the local City match, this will bring approximately \$230,000 (which represents a combination of DRCOG funding with the City match) to complete study and design efforts. This planning and design process, which will include community engagement, will inform future capital investments in the corridor that could be considered by City Council in forthcoming budget and appropriation processes.

- 2) Request:** On April 27, 2021, Dino Valente submitted the following request addressed to City Council, City Manager, Don Tripp, and the following City Staff - Jenni Grafton and Stephanie Troller from the Economic Development Department, and Heath Klein of the Community Development Department:

Adjacent to the south of the Penguin building, the city owns a vacant parcel of land and a parking lot. I agree with Director Grafton that such lands are a nuisance. For the last several years, the city has allowed the weeds to get feet high. One summer a hazmat team had to be called in to remove spent needles from drug addicts tossing them into this attractive nuisance. You have someone who has started some community gardening. This parcel is 2-5 years from utility. How about a TRUE community garden on the entire plot so that the city doesn't have to take care of the mess and the neighbors don't have to be burdened by crime and drugs? Community gardens would certainly fulfill City Manager Tripp's goal of attracting business to the area as the gardeners would have to come to tend to the plants.

Staff Research:

This lot was purchased with federal funds, and therefore development and long-term uses are prescriptive based on the federal requirements. Currently, there are not any suitable requests to develop this land.

Staff Recommendation:

Staff supports continued use of the interim community garden at the request of the neighborhood residents and until a more suitable use can be found.

- 3) Request:** On April 27, 2021, Dino Valente submitted the following request addressed to City Council, City Manager, Don Tripp, and the following City Staff - Jenni Grafton and Stephanie Troller from the Economic Development Department, and Heath Klein of the Community Development Department:

The new Harris Park Senior apartments will underground 3 of 8 remaining poles in a bigger system. Let's use some COP money and finish the project because I agree with Mayor Atchison that we need to keep our utilities upgraded so they don't fail. The poles are 60-80 years old and cause much failure. Let's finish the project. 1% fund money is not able to be used but the need is there. Let's heed the advice of Mayor Pro-Tem and find a way to be inclusive of this utility upgrade and provide equitable electrical service to the Historic part of Westminster.

Staff Research:

The Engineering Division of Community Development is working with Xcel on plans for utility undergrounding in Historic Westminster. These efforts will be funded by the 1% undergrounding fund.

Staff Recommendation:

Undergrounding in the vicinity of West 72nd Avenue and Lowell Boulevard is identified as a priority area. A capital improvement project for this work entitled, "Underground Utility Line" is in the 2022 Budget with an amount of \$99,000 for 2022, as well as additional amounts in outlying years. Upon approval in the 2022 Adopted Budget, work on this project will begin in 2022.

4) Request: On April 12, 2021, Kyle Mason submitted the following request through *Access Westminster*:

The bridge on W 128th Ave over Big Dry Creek has a sidewalk but there is no sidewalk on either side of the bridge. Please connect the sidewalk from Harmony Parkway to Big Dry Creek Trail.

Staff Research:

During the course of each year, Community Development receives resident requests for mobility improvements. This proposed project will be evaluated as part of Community Development's annual internal review process. Transportation and Mobility Plan (TMP) criteria will be utilized to consider and prioritize the request. Community Development does maintain a "wait list" for projects that do not receive funding in a given year in order to consider them for future appropriations.

Staff Recommendation:

This project has been identified in the TMP and will be evaluated as part of Community Development's annual internal review process.

5.a.) Request: On August 8, 2020, the following request was received from Katie Perlovsky through *Access Westminster*:

We live at the corner of Bradburn and Quitman, across from the park. Over the past few months, we've seen several accidents or near accidents at that intersection, which currently only has stop signs on Quitman. Could we please request an evaluation to have stop signs installed on Bradburn Blvd and Quitman? Please feel free to contact me if I can be of any help. Thank you!

Staff Research:

Community Development originally handled this request through a traffic study in July 2021 and provided the following response to Ms. Perlovsky on July 28, 2021:

24-hour traffic volume was collected on 7/13/21 and 7/14/21 to use in the evaluation of a requested 4-way stop at Bradburn Boulevard and Quitman Street.

The City utilizes the Manual on Uniform Traffic Control Devices (MUTCD), which is a document that is used by all cities, counties and states to determine if a particular traffic control device installation is appropriate.

Community Requests

For multi-way stop applications, the MUTCD indicates that the minimum vehicular volume from the major street (Bradburn Boulevard) averages at least 300 vehicles per hour for any 8 hours of an average day. The minimum volume from the minor street (Quitman Street) must average at least 200 units per hour for the same 8 hours.

The recent traffic data that was collected indicates that the neither the major or minor street approaches satisfy any of the MUTCD volume criteria. There were zero hours out of the day where the volumes for both directions reached 200 units. The highest hour of the day was 70 vehicles per hour at 5:00 PM for Bradburn Boulevard and 60 vehicles at the same hour for Quitman Street.

In light of the information outlined above, the intersection of Bradburn Boulevard and Quitman Street does not satisfy the MUTCD warrant criteria for a multi-way stop.

After receiving this information, Ms. Perlovsky asked about an “appeal” process. Community Development Staff let her know she could ask for this to be further evaluated as a community budget request. Policy & Budget Staff contacted Ms. Perlovsky on August 12, 2021 and let her know she is welcome to submit her request with any additional information she would like to be considered.

Staff Recommendation:

Staff will review, evaluate and make recommendations to any additional/amended request from Ms. Perlovsky once it has been submitted.

5.b.) Request: On August 25, 2021, the following email was received by Policy & Budget Staff from Katie Perlovsky:

Thank you for your time and guidance on next steps for the request to evaluate a 4 way stop at the corner of Bradburn Boulevard and Quitman Street.

Previously, I submitted request #9128 in 2020 after witnessing an accident involving a child and several near misses at that intersection. In speaking with neighbors over the past year, I understand that this intersection has been a constant safety concern and continues to be.

I would like to request that this intersection be reevaluated after the rescheduled evaluation fell short of the volume requirements outlined in the MUTCD. While I fully appreciate the protocols in place, there are several factors that may play into the evaluation that I hope would be considered:

- **Vehicle Volume:** I strongly believe it would be beneficial to conduct the evaluation during the school year when there will be a more accurate count of vehicles and residents. Given that many people are still working from home and the overall traffic may be decreased on any given day, would it be possible to look at nearby evaluations to better understand

the typical volume outside of a pandemic year if volume is the sole determining factor?

- Pedestrian Volume/Residential Area: This intersection is the located on the neighborhood green, which includes the school bus stop, banks of residential mailboxes, and the pavilion for outdoor events and activities. The green is used daily and sees a significant amount of pedestrian traffic, particularly by the neighborhood kids for both the bus stop and outdoor activities.
- Speed: The speed of vehicles on Bradburn Blvd often exceeds the speed limit and creates additional safety concerns for this intersection.
- Neighborhood Support: The residents I've spoken to are fully supportive of a 4 way stop, with several saying they have also tried to have the intersection evaluated. Would it be beneficial to let other residents know that additional formal requests through the portal or directly to an individual is needed to move forward? Or any signatures or similar outreach?

Thank you again for your help and for allowing me to express my concerns. I feel strongly that this is a safety issue for the community and I appreciate the consideration. Would you be able to let me know what to expect for next steps and timing as well? Please feel free to contact me by phone or email if I can be of any assistance.

Staff Research:

Staff have further evaluated Ms. Perlovsky's updated request/appeal that was submitted on August 25, 2021 as a community request for the 2022 Budget. The numbers in the original MUTCD study were very low. And although these numbers could be somewhat higher due to an increase in traffic due to local schools being in session, Staff are confident that school traffic will not increase numbers to the point of meeting warrant criteria.

Staff Recommendation:

The MUTCD is the industry standard for evaluation of the need for traffic control devices. As mentioned above, The MUTCD document is used by all cities, counties and states to determine if a particular traffic control device installation is appropriate and ensures that any decisions are made based on objective standards. Based on this, Staff maintains that the intersection of Bradburn Boulevard and Quitman Street does not satisfy the MUTCD warrant criteria for a multi-way stop.

In response to Ms. Perlovsky's question regarding further input from residents in this area, anyone interested in providing feedback to City Council regarding this intersection is welcome to do so through written comment to City Council or City Staff through:

- *Access Westminster* (<https://www.cityofwestminster.us/Residents/CityServices/ServiceRequests>); or
- during Public Hearings for the 2022 Budget process that will be held during the City Council meetings on September 13, 2021 and September 27, 2021.



WESTMINSTER

STAFFING

2022 PERSONNEL BUDGET

The City continues to facilitate a total compensation philosophy that includes three foundational elements: market-based, competitive pay; well-rounded benefits; and a quality work environment. All three of these elements are required in order to ensure a stable and quality workforce equipped to serve the community.

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. This market analysis process takes approximately six months. It begins with the completion of the Colorado Municipal League (CML) survey plus a comprehensive benefits survey. Cities surveyed for pay and benefits include: Arvada, Aurora, Boulder, Broomfield, Denver, Fort Collins, Lakewood, Longmont, Thornton, and associated districts. This compensation review process excludes classifications in the Fire Commissioned Pay Plan currently under the Firefighter Collective Bargaining Agreement (CBA) effective through 2022.

PAY PLANS

The City has the following pay plans: Department Head/Division Manager, Exempt, Non-Exempt General, Non-Exempt Police Sworn, Non-Exempt Fire Commissioned, and Hourly-Seasonal. Employees in these pay plans may receive adjustments to their pay in three different manners: across the board increase (market inflation adjustment); benchmark position/classification review; and, step/grade or merit adjustments.

Based on the extensive research of 2021 wages, as well as forecasting of the market in the 2022, Staff is proposing a 3% market adjustment or an “across the board increase” to the Non-Exempt General, Exempt, and Department/Division Manager pay plans and a 4% increase to the Non-Exempt Police Sworn pay plan. As per the Firefighter Collective Bargaining Agreement, Non-Exempt Fire Commissioned staff will receive a 2% increase effective January 3, 2022 followed by a 1.5% increase effective July 4, 2022. Staff also conducted a benchmark review, studying different positions/classifications to ensure they are paid at market. This review was completed this year as part of the 2022 budget development process.

The Hourly-Seasonal pay plan is completely overhauled in 2022 in order to make employment with the city more attractive in a very competitive labor market. The lowest pay grade will now begin at \$15 per hour instead of \$12.32 per hour. This change will provide competitive wages for critical support positions in the Parks, Recreation, and Library programs and facilities.

Staff believes that these recommendations will continue to ensure all City pay classifications will remain competitive in the market. Since 2020, the labor market has significantly changed. The strategic hiring plan implemented at the City and regional layoffs that resulted in a high unemployment rate, shifted in 2021 to a very competitive labor market making the filling of vacant positions very challenging. Remaining competitive in pay is an important priority for the City with higher than normal turnover rates due to retirements and people leaving for other job opportunities in the job market. The City's turnover rate in 2021 for full and part-time benefited (FTE) Citywide is projected to be around 9%, which is in line with the 2020 annual rate of 9.8%. Market trends and turnover will continue to be analyzed in 2022 as the region continues to move through economic unknowns.

The 2022 budget for regular benefited employee salaries is approximately \$94.4 million.

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. Benefits include medical, dental, retirement, Medicare, life, AD&D, 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. Included with the benefit package are 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, identify theft and legal services, and tuition reimbursement assistance.

In the 2022 budget, medical and dental rates are projected to increase by over 3%. However, due to positive claims experience and additional factors, the City's Medical and Dental Fund reserves continue to increase. As a result, the use of reserves is incorporated into the 2022 budget in order to minimize the rate increases for employees, resulting in only a 1% rate increase for employees.

During a thorough review of benefit packages offered by the City's market competitors along with feedback during the City's employee recruitment processes, it was determined that the City's 401(a) retirement plan was not in-line with the market. As a result, changes were made mid-year in 2021 to the City's contribution and vesting schedule. Prior to June 1, 2021, a 10.25% employer contribution was not provided to employees until they completed 22-months of employment. Once the employer contributions begin those contributions were fully vested. The approved changes (for employees hired on or after June 1, 2021) resulted in employer contributions beginning with the first day of employment along with a five-year vesting schedule to be in-line with the market. Furthermore, the 10.25% employer contribution was also determined to be below market. As a result, a phased increase of 2% in employer contributions is planned. The 2022 budget includes funds for an employer contribution rate of 11.25%, a 1% increase over previous years.

Staff received actuarial study regarding an expansion of the current retiree health benefit (also known as "Medigap"). As a result of the study and review of the market, the current retiree health benefit is expanded to provide a market-based employer contribution towards an eligible retiree's City-provided health insurance premium. While the existing retiree health benefit (no employer contribution) will remain, the Medigap program will have stricter employee tenure and eligibility requirements.

Historically employer benefit costs have been budgeted at the fund level (general fund, water fund, etc.) while salaries have been budgeted at the business unit level. Beginning with the 2022 Budget in an effort to more transparently reflect the true cost of providing services, benefit costs are now budgeted at the business unit level. While this shift of costs from the Central Charges account in each fund to the business units is budget neutral, in comparing the 2022 budget for individual business units and departments to previous years, the budget amounts will seem significantly higher.

The 2022 budget for employer benefits is approximately \$26.7 million.

STAFFING LEVELS

As adopted, the City’s authorized full-time equivalent (FTE) staffing level in 2022 is 1,092.15 FTE, an increase of 17.4 over 2021. Below is a summary of full-time equivalent staff by department. A more detailed breakdown of FTE within each department is shown on the following pages and on individual department budget pages throughout the budget document.

Department	2021 FTE	2022 FTE
City Attorney’s Office	16.800	16.80
City Manager’s Office	28.550	37.55
Community Development	73.100	75.10
Economic Development	14.500	13.50
Finance	38.000	38.50
Fire	143.000	144.00
General Services	54.416	55.60
Human Resources	26.000	26.00
Information Technology	34.300	37.00
Parks, Recreation, and Libraries	205.800	204.30
Police	274.800	279.30
Policy and Budget	11.000	11.00
Public Works and Utilities	154.500	153.50
Total	1,074.766	1,092.15

NEW POSITIONS

The 2022 Budget proposes new staffing in order to improve community service delivery and enhance public safety.

Fiscal Responsibility and Good Governance

- Bringing the parking management program in house to save taxpayer dollars which will also reduce the need to subsidize with general tax revenues;
- Supports the implementation of governmental accounting standards and financial compliance;
- Supports the fleets and maintenance of critical assets, keeping snow plows, fire trucks, parks and open space vehicles, and others in service;
- Enable enhanced, accessible Council meetings (conversion of existing temporary staff to permanent);
- Connect services to customers of all ages who are experiencing homelessness (conversion of existing temporary staff to permanent); and
- Provide programs and growth of the game initiatives that increase revenue at Walnut Creek Golf Preserve and Legacy Ridge Golf Course (conversion of existing temporary staff to permanent).

Public Safety

- Allow faster review of plans and development proposals to ensure increased public safety;
- Create a police special events team; and
- Enable the use of data to better focus enforcement efforts.

Community Engagement and Technology Enhancements

- Improve customer service and efficiencies for public and private event permitting, support historic preservation board and public art administration;
- Protect sensitive customer data and information by providing redundancy and critical backup support around data and systems security;
- Increase data transparency efforts including an online portal for residents; and
- Improve platforms such as Sales Tax with which residents and businesses interact.

All new positions are listed below:

Fund	Dept.	Div.	Classification	FTE
General	CD	Engineering	Maintenanceworker/Senior Maintenanceworker	1.00
General	CD	Engineering	Parking Enforcement Officer	1.00
General	CD	Engineering	Parking Operations Supervisor	1.00
General	CMO	Innovation and Communication	Cultural Affairs Coordinator	0.50
General	CMO	Innovation and Communication	Technical Support Specialist/Senior Technical Support Specialist	1.00
General	FIN	Accounting	Accountant	0.50
General	Fire	Fire Prevention Division	Fire Lieutenant - Fire Plans Examiner/Inspector	1.00
General	GS	Fleet/Public Safety	Mechanic I/II	1.00
General	GS	Environmental	Environmental Compliance Technician	0.20
General	IT	Administration	Information Security Analyst	1.00
General	IT	Administration	Network Systems Technician	0.20
General	IT	Administration	Software Engineer I/II	1.00
General	IT	Administration	Software Engineer I/II	0.50
General	PD	Administration	Business Operations Coordinator	1.00
General	PD	Administration	Data Analyst	1.00
General	PD	Technical Services	Animal Management Officer	0.50
General	PD	Technical Services	Police Officer	1.00
General	PD	Technical Services	Sergeant	1.00
General	PRL	Administration	Homeless Navigator	1.00
Golf	PRL	Walnut Creek	Player Development Programs Coordinator	1.00
POST	PRL	Park Services	Mechanic I	1.00
Total				17.40

SUMMARY

The City continues to follow the City's Strategic Plan 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 that focuses on work environment, pay, and benefits.

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

		2021	2021	2022
		Authorized	Mid-Year	Adopted
General Fund				
City Attorney's Office				
10003120	City Attorney's Office Section			
	Administrative Assistant	0.800	0.800	0.80
	Assistant City Attorney I/II	1.000	3.000	3.00
	City Attorney	1.000	1.000	1.00
	Deputy City Attorney	1.000	1.000	1.00
	Legal Administrator	1.000	1.000	1.00
	Legal Assistant	1.000	1.000	1.00
	Paralegal	0.400	0.000	0.00
	Senior Assistant City Attorney	1.250	0.750	0.75
	City Attorney's Office Section Total	7.450	8.550	8.55
100031200125	Prosecuting Section			
	Administrative Assistant	1.000	1.000	1.00
	Assistant Prosecuting Attorney	1.700	1.700	1.70
	Lead Prosecuting Attorney	0.750	0.750	0.75
	Legal Assistant	1.000	1.000	1.00
	Legal Coordinator	0.500	0.500	0.50
	Prosecuting Section Total	4.950	4.950	4.95
100031200911	CAO-Public Safety Section			
	Assistant City Attorney I/II	1.000	1.000	1.00
	Assistant Prosecuting Attorney	1.300	1.300	1.30
	Lead Prosecuting Attorney	0.250	0.250	0.25
	Legal Coordinator	0.500	0.500	0.50
	Senior Assistant City Attorney	0.250	0.250	0.25
	CAO-Public Safety Section Total	3.300	3.300	3.30
City Attorney's Office Total		15.700	16.800	16.80

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

		2021	2021	2022
		Authorized	Mid-Year	Adopted
General Fund				
City Manager's Office				
10005050	Administration			
	Assistant to the City Manager	1.000	1.000	1.00
	Chief Sustainability Officer	1.000	1.000	1.00
	City Manager	1.000	1.000	1.00
	DEI/LAP Coordinator	0.000	1.000	1.00
	Deputy City Manager	2.000	2.000	2.00
	Deputy City Manager/Chief Financial Officer	1.000	1.000	1.00
	Executive Aide	3.000	3.000	3.00
	Administration Total	9.000	10.000	10.00
10005070	City Clerk's Office			
	Administrative Assistant	0.550	0.550	0.55
	City Clerk	1.000	1.000	1.00
	Deputy City Clerk	2.000	2.000	2.00
	Executive Assistant	2.000	2.000	2.00
	Information/Records Management Coordinator	1.000	1.000	1.00
	Senior Deputy City Clerk	1.000	1.000	1.00
	City Clerk's Office Total	7.550	7.550	7.55
10005387	Innovation and Communication Division			
	Administrative Assistant	1.000	1.000	1.00
	<i>Communication Coordinator</i>	0.000	0.000	5.00
	<i>Communication and Outreach Coordinator</i>	1.000	1.000	0.00
	Communication and Public Relations Officer	1.000	1.000	1.00
	Community Outreach Liaison	0.000	1.000	1.00
	<i>Cultural Affairs Coordinator</i>	0.000	0.000	1.00
	Digital Media Specialist	2.000	1.000	1.00
	<i>Event Planner/Senior Event Planner</i>	0.000	0.000	2.00
	Graphic Designer	1.000	1.000	1.00
	Innovation and Communication Manager	1.000	1.000	1.00
	Innovation Coordinator	1.000	1.000	1.00
	Lead Graphic Designer	1.000	1.000	1.00
	<i>Marketing and Cultural Affairs Administrator</i>	0.000	0.000	1.00
	Marketing Supervisor	1.000	1.000	1.00
	<i>Technical Support Specialist</i>	0.000	0.000	1.00
	Videography Specialist	1.000	1.000	1.00
	Innovation and Communication Division Total	11.000	11.000	20.00
City Manager's Office Total		27.550	28.550	37.55

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

		2021	2021	2022
		Authorized	Mid-Year	Adopted
General Fund				
Community Development Department				
10030050	Administration Division			
	Administrative Assistant	0.500	0.500	0.50
	Community Development Director	1.000	1.000	1.00
	Executive Assistant	1.000	1.000	1.00
	<i>Management Analyst/Senior Management Analyst</i>	0.000	0.000	1.00
	Senior Transportation and Mobility Planner	1.000	1.000	1.00
	Administration Division Total	3.500	3.500	4.50
Building Division				
10030370	Building Division Section			
	Building Inspection Supervisor	1.000	1.000	1.00
	Building Permit Supervisor	1.000	1.000	1.00
	Building Permit Technician	3.000	3.000	3.00
	Chief Building Official	1.000	1.000	1.00
	Electrical Inspector/Plans Examiner	2.000	2.000	2.00
	General Building Inspector	4.000	4.000	4.00
	Housing Inspector	2.000	2.000	2.00
	Lead Housing Inspector	1.000	1.000	1.00
	Plans Examiner/Senior Plans Examiner	2.000	2.000	2.00
	Building Division Section Total	17.000	17.000	17.00
100303700911	Building Division - Public Safety Section			
	Plans Examiner/Senior Plans Examiner	1.000	1.000	1.00
	Building Division - Public Safety Section Total	1.000	1.000	1.00
	Building Division Total	18.000	18.000	18.00

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

		2021	2021	2022
		Authorized	Mid-Year	Adopted
General Fund				
10030380	Engineering Division			
	<i>Administrative Assistant</i>	0.850	0.850	1.00
	Capital and Development Projects Inspector	2.000	2.000	2.00
	Capital Projects Administrator	1.000	1.000	1.00
	City Engineer	0.750	0.750	0.75
	Construction Inspector	1.000	1.000	1.00
	Engineer/Senior Engineer	1.500	1.500	1.50
	Engineering Projects Specialist	1.000	1.000	1.00
	GIS Coordinator	1.000	1.000	1.00
	GIS Specialist	2.000	2.000	2.00
	Principal Engineer	1.000	1.000	1.00
	Traffic Technician	1.000	1.000	1.00
	Transportation and Mobility Planner	1.000	1.000	1.00
	Transportation Engineer	1.000	1.000	1.00
	Transportation Systems Coordinator	1.000	1.000	1.00
	Engineering Division Total	16.100	16.100	16.25
10030360	Planning Division			
	Associate Planner	2.000	2.000	2.00
	Planner/Senior Planner	6.000	6.000	6.00
	<i>Planning Aide</i>	1.000	1.000	0.00
	Planning Manager	1.000	1.000	1.00
	Principal Planner	2.000	2.000	2.00
	Senior Urban Designer	1.000	1.000	1.00
	Planning Division Total	13.000	13.000	12.00
10030400	Operations and Community Preservation Division			
	Administrative Assistant	0.600	0.600	0.60
	<i>Applications Specialist</i>	0.750	0.750	1.00
	Code Compliance Coordinator	1.000	1.000	1.00
	Code Enforcement Officer	4.500	4.500	4.50
	Code Enforcement Supervisor	1.000	1.000	1.00
	Code Enforcement Technician	1.000	1.000	1.00
	<i>Communication and Outreach Coordinator</i>	1.000	1.000	0.00
	Construction Inspector	1.000	1.000	1.00
	Operations and Community Preservation Manager	1.000	1.000	1.00
	Operations Supervisor	1.000	1.000	1.00
	Records Management Technician	1.000	1.000	1.00
	Operations and Community Preservation Division Total	13.850	13.850	13.10
Community Development Department Total		64.450	64.450	63.85

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

		2021	2021	2022
		Authorized	Mid-Year	Adopted
General Fund				
Economic Development Department				
10040050	Administration Division			
	Administrative Assistant	0.500	0.500	0.50
	Business Development Manager	1.000	1.000	1.00
	Capital Projects Administrator	1.000	1.000	1.00
	Economic Development Director	1.000	1.000	1.00
	<i>Economic Development Marketing Coordinator</i>	<i>1.000</i>	<i>1.000</i>	<i>0.00</i>
	Economic Development Officer	1.000	1.000	1.00
	Economic Policy and Development Manager	1.000	1.000	1.00
	Executive Assistant	1.000	1.000	1.00
	Housing and Redevelopment Specialist	0.500	0.500	0.50
	Housing Coordinator	1.000	1.000	1.00
	Management Analyst/Senior Management Analyst	2.000	2.000	2.00
	Real Estate and Development Administrator	1.000	1.000	1.00
	Redevelopment Coordinator	1.000	1.000	1.00
	Administration Division Total	13.000	13.000	12.00
Economic Development Department Total		13.000	13.000	12.00

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

		2021	2021	2022
		Authorized	Mid-Year	Adopted
General Fund				
Finance Department				
10015050	Administration Section			
	Accounting Specialist	1.000	1.000	1.00
	Accounting Technician/Retirement	0.500	0.500	0.50
	Contracts and Grants Coordinator	1.000	0.000	0.00
	Executive Assistant	1.000	1.000	1.00
	Finance Administrator	1.000	1.000	1.00
	Finance Director	1.000	1.000	1.00
	Procurement Officer	1.000	0.000	0.00
	Retirement Administrator	1.000	1.000	1.00
	Administration Division Total	7.500	5.500	5.50
10015220	Accounting Division Section			
	Accountant	3.000	3.000	3.50
	Accounting Manager	1.000	1.000	1.00
	Accounting Technician	3.000	3.000	3.00
	ERP Business Analyst	1.000	1.000	1.00
	Payroll Specialist	1.000	1.000	1.00
	Accounting Division Total	9.000	9.000	9.50
100152200911	Accounting Division - Public Safety Section			
	Accountant	1.000	1.000	1.00
	Accounting Technician	1.000	1.000	1.00
	Accounting Division - Public Safety Section Total	2.000	2.000	2.00
	Accounting Division Total	11.000	11.000	11.50
10015250	Sales Tax Division			
	Accounting Specialist	1.000	1.000	1.00
	Revenue Agent	1.000	1.000	1.00
	Sales Tax Audit Supervisor	1.000	1.000	1.00
	Sales Tax Auditor	4.000	4.000	4.00
	Sales Tax Manager	1.000	1.000	1.00
	Sales Tax Division Total	8.000	8.000	8.00
10015240	Treasury Division			
	Financial Analyst/Senior Financial Analyst	2.000	2.000	2.00
	Revenue Services Representative	1.000	1.000	1.00
	Treasury Manager	1.000	1.000	1.00
	Treasury Division Total	4.000	4.000	4.00
Finance Department Total		30.500	28.500	29.00

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

		2021	2021	2022
		Authorized	Mid-Year	Adopted
General Fund				
Fire Department				
10025260	Emergency Services Division Section			
	Administrative Assistant	3.000	3.000	3.00
	Battalion Chief	3.000	3.000	3.00
	Deputy Fire Chief	2.000	2.000	2.00
	Executive Assistant	1.000	1.000	1.00
	Fire Captain	6.000	6.000	6.00
	Fire Chief	1.000	1.000	1.00
	Fire Engineer	21.000	21.000	21.00
	Fire Lieutenant	15.000	15.000	15.00
	Fire Lieutenant - Field Training Officer	1.000	1.000	1.00
	Fire Lieutenant - Technical Services Coordinator	1.000	1.000	1.00
	Firefighter	42.000	42.000	42.00
	Training Chief	1.000	1.000	1.00
	Emergency Services Division Section Total	97.000	97.000	97.00
100252600546	EMS Section			
	EMS Chief	1.000	1.000	1.00
	Fire Lieutenant - EMS Field Coordinator	2.000	2.000	2.00
	Fire Lieutenant - Safety and Medical Officer	3.000	3.000	3.00
	Fire Paramedic	33.000	33.000	33.00
	EMS Section Total	39.000	39.000	39.00
	Emergency Services Division Total	136.000	136.000	136.00
100252600547	Fire Prevention Division			
	Fire Inspector	1.000	1.000	1.00
	Fire Lieutenant - Fire Investigator	1.000	1.000	1.00
	<i>Fire Lieutenant - Fire Plans Examiner/Inspector</i>	<i>1.000</i>	<i>1.000</i>	<i>2.00</i>
	Fire Marshal	1.000	1.000	1.00
	Management Analyst/Senior Management Analyst	1.000	1.000	1.00
	Public Information Specialist	1.000	1.000	1.00
	Fire Prevention Division Total	6.000	6.000	7.00
100252600545	Emergency Management Program			
	Emergency Management Coordinator	1.000	1.000	1.00
	Emergency Management Program Total	1.000	1.000	1.00
Fire Department Total		143.000	143.000	144.00

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

		2021	2021	2022
		Authorized	Mid-Year	Adopted
General Fund				
General Services Department				
10012050	Administration Division			
	<i>Business Operations Administrator</i>	0.000	0.000	1.00
	<i>Business Operations Coordinator</i>	1.000	1.000	0.00
	Community Assistant	1.116	1.116	1.10
	Energy and Facilities Projects Coordinator	1.000	1.000	1.00
	Executive Assistant	1.000	1.000	1.00
	General Services Director	1.000	1.000	1.00
	Facilities Security Analyst	0.000	1.000	1.00
	Messenger	0.500	0.500	0.50
	Administration Division Total	5.616	6.616	6.60
100120500552	Environmental Section			
	Environmental Compliance Analyst	1.000	1.000	1.00
	Environmental Compliance Technician	0.000	0.000	1.00
	Environmental Section Total	1.000	1.000	2.00
10012390	Facilities Management Division			
	Administrative Assistant	1.000	1.000	1.00
	Carpenter	1.000	1.000	1.00
	Construction Projects Specialist	2.000	2.000	2.00
	Contract Services Coordinator	1.000	1.000	1.00
	Electrician I/II/III	1.000	1.000	1.00
	Facilities Maintenance Technician I/II	3.000	3.000	3.00
	Facilities Manager	1.000	1.000	1.00
	Facilities Superintendent	1.000	1.000	1.00
	Facilities Supervisor	1.000	1.000	1.00
	HVAC Specialist	2.000	2.000	2.00
	Facilities Management Division Total	14.000	14.000	14.00
Municipal Court Division				
10012130	Municipal Court Section			
	Associate Municipal Court Judge	1.000	1.000	1.00
	Court Administrator	1.000	1.000	1.00
	Deputy Court Administrator	2.000	2.000	2.00
	Deputy Court Clerk	9.300	9.300	8.50
	Lead Deputy Court Clerk	1.000	1.000	1.00
	Presiding Municipal Court Judge	1.000	1.000	1.00
	Municipal Court Section Total	15.300	15.300	14.50
100121300130	Probation Section			
	Deputy Court Clerk	1.000	1.000	1.00
	Probation Officer	1.500	1.500	1.50
	Probation Supervisor	1.000	1.000	1.00
	Probation Section Total	3.500	3.500	3.50

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

		2021	2021	2022
		Authorized	Mid-Year	Adopted
General Fund				
100121300911	Municipal Court - Public Safety Section			
	Deputy Court Clerk	1.500	1.500	1.50
	Probation Officer	0.500	0.500	0.50
	Municipal Court - Public Safety Section Total	2.000	2.000	2.00
	Municipal Court Division Total	20.800	20.800	20.00
100120500135	Print Shop Section			
	Print Shop Coordinator	1.000	1.000	1.00
	Printing Technician	1.000	1.000	1.00
	Print Shop Section Total	2.000	2.000	2.00
General Services Department Total		43.416	44.416	44.60

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

		2021	2021	2022
		Authorized	Mid-Year	Adopted
General Fund				
Human Resources Department				
10045050	Human Resources Office Section			
	Administrative Assistant	2.000	2.000	2.00
	Executive Assistant	1.000	1.000	1.00
	Executive Talent Developer	0.000	1.000	1.00
	Human Resources Administrator II	1.000	1.000	1.00
	Human Resources Analyst/Senior Human Resources Analyst	1.000	1.000	1.00
	Human Resources Business Partner/Senior Human Resources Business Partner	5.000	5.000	5.00
	Human Resources Director	1.000	1.000	1.00
	Human Resources Manager	1.000	1.000	1.00
	Human Resources Specialist	2.000	2.000	2.00
	Management Analyst/Senior Management Analyst	1.000	1.000	1.00
	Workforce Outreach Coordinator/Senior Workforce Outreach Coordinator	0.500	0.500	0.50
	Human Resources Office Section Total	15.500	16.500	16.50
100450500612	Human Resources - Employee Development Section			
	Employee Development Coordinator	1.500	1.500	1.00
	Training and Instructional Designer	0.000	0.000	0.50
	Human Resources - Employee Development Section Total	1.500	1.500	1.50
100450500015	Human Resources - Volunteer Section			
	Workforce Outreach Coordinator/Senior Workforce Outreach Coordinator	0.500	0.500	0.50
	Human Resources - Volunteer Section Total	0.500	0.500	0.50
100450500544	Human Resources - Wellness Section			
	Employee Wellness Coordinator	1.000	1.000	1.00
	Human Resources - Wellness Section Total	1.000	1.000	1.00
100450500911	Human Resources - Public Safety Section			
	Human Resources Analyst/Senior Human Resources Analyst	1.000	1.000	1.00
	Human Resources - Public Safety Section Total	1.000	1.000	1.00
Human Resources Department Total		19.500	20.500	20.50

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

		2021	2021	2022
		Authorized	Mid-Year	Adopted
General Fund				
Information Technology Department				
10060230	Administration			
	Chief Information Security Officer	1.000	1.000	1.00
	Database Administrator	1.000	1.000	1.00
	ERP Software Engineer	2.000	2.000	2.00
	Executive Assistant	1.000	1.000	1.00
	<i>Information Security Analyst</i>	0.000	0.000	1.00
	Information Systems Manager	1.000	1.000	1.00
	Information Technology Director	1.000	1.000	1.00
	Internet Software Engineer	2.000	2.000	2.00
	IT Services Administrator	1.000	1.000	1.00
	IT Systems Supervisor	2.000	2.000	2.00
	Lead Software Engineer	3.000	3.000	3.00
	Network Administrator	0.000	1.000	1.00
	Network Engineer	0.600	0.600	0.60
	<i>Network Systems Technician</i>	0.800	0.800	1.00
	Senior Telecommunications Administrator	1.000	1.000	1.00
	<i>Software Engineer I/II</i>	5.200	5.200	6.70
	Software Engineering Manager	1.000	1.000	1.00
	Systems Administrator	2.700	2.700	2.70
	Technical Support Specialist/Senior Technical Support Specialist	5.000	5.000	5.00
	Technology Procurement Specialist	1.000	1.000	1.00
	Administration Total	32.300	33.300	36.00
100602300911	Administration/Public Safety			
	Network Engineer	0.400	0.400	0.40
	Software Engineer I/II	0.300	0.300	0.30
	Systems Administrator	0.300	0.300	0.30
	Administration/Public Safety Total	1.000	1.000	1.00
Information Technology Department Total		33.300	34.300	37.00

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

		2021	2021	2022
		Authorized	Mid-Year	Adopted
General Fund				
Parks, Recreation and Libraries Department				
10050050	Administration Division			
	Administrative Assistant	1.000	1.000	1.00
	Communication and Outreach Coordinator	1.000	1.000	0.00
	Cultural Affairs Administrator	1.000	1.000	0.00
	Cultural Affairs Coordinator	0.500	0.500	0.00
	Event Planner/Senior Event Planner	2.000	2.000	0.00
	Executive Assistant	1.000	1.000	1.00
	Homeless Navigator	0.000	0.000	1.00
	Management Analyst/Senior Management Analyst	2.000	2.000	2.00
	Parks, Recreation and Libraries Director	1.000	1.000	1.00
	PR&L Operations Manager	1.000	1.000	1.00
	Administration Division Total	10.500	10.500	7.00
10050620	Library Services Division			
	Administrative Assistant	1.000	1.000	1.00
	Applications Specialist	2.000	2.000	2.00
	Librarian I	9.500	9.500	9.50
	Librarian II	0.500	0.500	0.50
	Library Assistant Supervisor	1.000	1.000	1.00
	Library Associate I/II	5.200	5.200	5.20
	Library Clerk I/II	9.700	9.700	9.70
	Library Network Specialist	1.000	1.000	1.00
	Library Services Coordinator	4.000	4.000	4.00
	Library Services Manager	1.000	1.000	1.00
	Library Shelver	5.200	5.200	5.20
	Library Supervisor	2.000	2.000	2.00
	Library Services Division Total	42.100	42.100	42.10

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

		2021	2021	2022
		Authorized	Mid-Year	Adopted
General Fund				
Park Services Division				
10050550	Park Services			
	Administrative Assistant	1.000	1.000	1.00
	Contract Services Coordinator	1.000	1.000	1.00
	Contract Services Technician	1.000	1.000	1.00
	Crewleader	3.000	3.000	3.00
	Foreperson	4.000	4.000	4.00
	Hydro Systems Specialist	1.000	1.000	1.00
	Landscape Designer/Senior Landscape Architect	2.000	2.000	2.00
	Mechanic I	2.000	2.000	2.00
	Park Services Manager	1.000	1.000	1.00
	Parks and Golf Superintendent	1.000	1.000	1.00
	Parks Specialist	6.000	6.000	6.00
	Parkworker I/II	6.000	6.000	6.00
	Playground Safety Specialist	1.000	1.000	1.00
	Park Services Total	30.000	30.000	30.00
100505500106	Park Promenade Activities			
	Parkworker I/II	2.000	2.000	2.00
	Park Promenade Activities Total	2.000	2.000	2.00
	Park Services Division Total	32.000	32.000	32.00
Recreation Division				
10050720	Recreation Facilities Section			
	Administrative Assistant	0.500	0.500	0.50
	Assistant Hydro Systems Specialist	0.000	0.000	0.50
	Assistant Pool Manager	3.300	3.300	0.00
	Assistant Recreation Facility Supervisor	10.000	10.000	10.00
	Assistant Recreation Specialist	0.000	0.000	2.00
	Custodian	2.500	2.500	2.50
	Guest Relations Clerk I/II	20.500	20.500	20.50
	Head Lifeguard	8.200	8.200	6.40
	Hydro Systems Specialist	1.000	1.000	1.00
	Recreation Aide	2.100	2.100	2.20
	Recreation Facilities Superintendent	1.000	1.000	1.00
	Recreation Services Manager	0.500	0.500	0.50
	Recreation Specialist	3.700	3.700	3.70
	Recreation Supervisor I/II	4.000	4.000	4.00
	Recreation Facilities Total	57.300	57.300	54.80

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

		2021	2021	2022
		Authorized	Mid-Year	Adopted
General Fund				
10050760	Recreation Programs Section			
	Administrative Assistant	0.500	0.500	0.50
	Applications Specialist	1.000	1.000	1.50
	Assistant Recreation Coordinator	0.000	0.000	2.30
	Assistant Recreation Facility Supervisor	1.000	1.000	1.00
	Assistant Recreation Specialist	0.000	0.000	1.00
	Guest Relations Clerk	0.000	0.000	1.00
	Recreation Coordinator	3.000	3.000	3.00
	Recreation Program Assistant I/II	2.300	2.300	0.00
	Recreation Programs Superintendent	1.000	1.000	1.00
	Recreation Services Manager	0.500	0.500	0.50
	Recreation Specialist	1.600	1.600	1.60
	Recreation Supervisor I	1.000	1.000	1.00
	Recreation Programs Total	11.900	11.900	14.40
	Recreation Division Total	69.200	69.200	69.20
General Fund				
Regional Parks & Golf Division				
10050660	Standley Lake Section			
	Lake Operations Coordinator	1.000	1.000	0.00
	Open Space Superintendent	0.000	0.000	1.00
	Park Ranger	3.000	3.000	3.00
	Senior Park Ranger	1.000	1.000	1.00
	Standley Lake Section Total	5.000	5.000	5.00
	Regional Parks & Golf Division Total	5.000	5.000	5.00
Parks, Recreation and Libraries Department Total		158.800	158.800	155.30

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

		2021	2021	2022
		Authorized	Mid-Year	Adopted
General Fund				
Police Department				
Administration Division				
10020050	Administration Division			
	<i>Business Operations Coordinator</i>	0.000	0.000	1.00
	Crime Analyst	1.000	1.000	1.00
	Executive Assistant	1.000	1.000	1.00
	<i>Contract and Grant Coordinator</i>	0.000	0.000	1.00
	<i>Data Analyst</i>	0.000	0.000	1.00
	<i>Management Analyst/Senior Management Analyst</i>	1.000	1.000	0.00
	Police Chief	1.000	1.000	1.00
	Administration Division Total	4.000	4.000	6.00
Technical Services Division				
10020700	Administration Section			
	Administrative Assistant	1.000	1.000	1.00
	Deputy Police Chief	1.000	1.000	1.00
	Administration Section Total	2.000	2.000	2.00
100207000342	Technical Section			
	<i>Animal Management Officer</i>	4.500	4.500	5.00
	Animal Management Supervisor	1.000	1.000	1.00
	Body Worn Camera Technician	1.000	1.000	1.00
	Craffiti Enforcement Specialist	1.000	1.000	1.00
	Police Commander	1.000	1.000	1.00
	Technical Services Coordinator	1.000	1.000	1.00
	Technical Section Total	9.500	9.500	10.00
100207000351	E911 Section			
	Application Specialist	0.000	1.000	1.00
	Communications Specialist I/II	23.000	22.000	22.00
	Communications Supervisor	4.000	4.000	4.00
	Public Safety Communications Administrator	1.000	1.000	1.00
	E911 Section Total	28.000	28.000	28.00
100207000348	Special Events Section			
	Police Commander	1.000	1.000	1.00
	<i>Police Officer/Senior Police Officer</i>	23.000	23.000	24.00
	<i>Sergeant</i>	3.000	3.000	4.00
	Traffic Accident Investigator	4.000	4.000	4.00
	Special Events Section Total	31.000	31.000	33.00
	Technical Services Division Total	70.500	70.500	73.00

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

		2021	2021	2022
		Authorized	Mid-Year	Adopted
General Fund				
Investigation Services Division				
10020300	Administration Section			
	Administrative Assistant	1.000	1.000	1.00
	Deputy Police Chief	1.000	1.000	1.00
	Administration Section Total	2.000	2.000	2.00
100203000344	Investigations Section			
	Administrative Assistant	1.500	1.500	1.50
	Criminalist/Senior Criminalist	4.000	4.000	4.00
	Police Commander	1.000	1.000	1.00
	Police Officer/Senior Police Officer	35.000	35.000	35.00
	Sergeant	4.000	4.000	4.00
	Victim Advocate	4.000	4.000	4.00
	Victim Services Coordinator	1.000	1.000	1.00
	Investigations Section Total	50.500	50.500	50.50
100203000341	Professional Services Unit			
	Administrative Assistant	0.800	0.800	0.80
	Police Commander	1.000	1.000	1.00
	Police Officer/Senior Police Officer	4.000	4.000	4.00
	Sergeant	3.000	3.000	3.00
	Professional Services Unit Total	8.800	8.800	8.80
100203000343	Records and Property Section			
	Police Records Supervisor	2.000	2.000	2.00
	Police Records Technician	11.000	11.000	11.00
	Property Evidence Technician	3.000	3.000	3.00
	Report Specialist	2.000	2.000	2.00
	Support Services Administrator	1.000	1.000	1.00
	Records and Property Section Total	19.000	19.000	19.00
	Investigation Services Division Total	80.300	80.300	80.30

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

		2021	2021	2022
		Authorized	Mid-Year	Adopted
General Fund				
Patrol Services Division				
10020500	Administration Section			
	Administrative Assistant	1.000	1.000	1.00
	Deputy Police Chief	1.000	1.000	1.00
	Equipment Services Assistant	1.000	1.000	1.00
	Administration Section Total	3.000	3.000	3.00
100205000349	Patrol Section			
	Police Commander	4.000	4.000	4.00
	Police Officer/Senior Police Officer	99.000	99.000	99.00
	Sergeant	14.000	14.000	14.00
	Patrol Section Total	117.000	117.000	117.00
	Patrol Services Division Total	120.000	120.000	120.00
Police Department Total		274.800	274.800	279.30

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

		2021	2021	2022
		Authorized	Mid-Year	Adopted
General Fund				
Policy and Budget Department				
10080050	Administration Division			
	Assistant City Manager	1.000	1.000	1.00
	Budget Administrator	0.000	0.000	1.00
	Executive Assistant	0.000	1.000	1.00
	Policy and Budget Coordinator	5.000	5.000	4.00
	Administration Division Total	6.000	7.000	7.00
10080800	Procurement Division			
	Buyer	0.000	1.000	1.00
	Contracts and Grants Coordinator	0.000	1.000	1.00
	Procurement Manager	0.000	1.000	1.00
	Procurement Analyst	0.000	1.000	1.00
	Procurement Division Total	0.000	4.000	4.00
Policy and Budget Department Total		6.000	11.000	11.00

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

		2021	2021	2022
		Authorized	Mid-Year	Adopted
General Fund				
Public Works and Utilities Department				
10035450	Street Maintenance Division			
	Administrative Assistant	1.000	1.000	1.00
	Crewleader	2.000	2.000	2.00
	Equipment Operator I	3.000	3.000	3.00
	Equipment Operator II	2.000	2.000	2.00
	Foreperson	2.000	2.000	2.00
	Pavement Management Coordinator	1.000	1.000	1.00
	Street Inspector	3.000	3.000	3.00
	Street Maintenance Worker I/II	10.000	10.000	10.00
	Street Operations Manager	1.000	1.000	1.00
	Street Projects Specialist	1.000	1.000	1.00
	Traffic Signs Technician	2.000	2.000	2.00
	Street Maintenance Division Total	28.000	28.000	28.00
Public Works and Utilities Department Total		28.000	28.000	28.00
General Fund Total		858.016	866.116	878.90

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

		2021	2021	2022
		Authorized	Mid-Year	Adopted
Utility Fund				
Community Development Department				
Engineering Division				
25030380	Storm Drainage Fund			
	Administrative Assistant	0.900	0.900	0.50
	City Engineer	0.250	0.250	0.25
	Engineer/Senior Engineer	1.500	1.500	1.50
	Stormwater Analyst	1.000	1.000	1.00
	Stormwater Coordinator	1.000	1.000	1.00
	Stormwater Inspector	2.000	2.000	2.00
	Stormwater Utility Administrator	1.000	1.000	1.00
	Storm Drainage Fund Total	7.650	7.650	7.25
Community Development Department Total		7.650	7.650	7.25
Finance Department				
20015240	Treasury Division			
	Applications Specialist	1.000	1.000	1.00
	Revenue Services Representative	4.000	7.500	7.50
	Revenue Services Supervisor	1.000	1.000	1.00
	Treasury Division Total	6.000	9.500	9.50
Finance Department Total		6.000	9.500	9.50

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

		2021	2021	2022
		Authorized	Mid-Year	Adopted
Utility Fund				
Public Works and Utilities Department				
20035050	Water Administration Division			
	Business Operations Administrator	1.000	1.000	1.00
	<i>Communication and Outreach Coordinator</i>	1.000	1.000	0.00
	Executive Assistant	1.000	1.000	1.00
	<i>Management Analyst/Senior Management Analyst</i>	0.000	0.000	1.00
	Public Works and Utilities Director	1.000	1.000	1.00
	Water Resources Analyst/Senior Water Resources Analyst	2.000	2.000	2.00
	Water Administration Division Total	6.000	6.000	6.00
Utilities Operations Division				
20035470	Water Field Operations Section			
	Administrative Assistant	0.500	0.500	0.50
	Community Assistant	1.000	1.000	1.00
	Foreperson	1.000	1.000	1.00
	Utilities Inspector	1.000	1.000	1.00
	Utilities Operations Manager	1.000	1.000	1.00
	Utilities Operator II	1.000	1.000	1.00
	Utilities Operator III	2.000	2.000	2.00
	Utilities Operator-In-Training/Utilities Operator I	4.000	4.000	4.00
	Water Superintendent	1.000	1.000	1.00
	Water Field Operations Section Total	12.500	12.500	12.50
20035490	Water Plant Section			
	Administrative Assistant	0.500	0.500	0.50
	Chief Plant Operator	1.000	1.000	1.00
	Control Systems Engineer	1.000	1.000	1.00
	Control Systems Specialist	0.500	0.500	0.50
	Electrician I/II/III	3.000	3.000	3.00
	Maintenanceworker/Senior Maintenanceworker	1.000	1.000	1.00
	Plant Maintenance Supervisor	1.000	1.000	1.00
	Plant Mechanic	1.000	1.000	1.00
	Plant Operator Trainee/Plant Operator I-IV	9.000	9.000	9.00
	Plant Superintendent	1.000	1.000	1.00
	Water Plant Section Total	19.000	19.000	19.00

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

	Position Title	2021 Authorized	2021 Mid-Year	2022 Adopted
Utility Fund				
21035470	Wastewater Field Operations Section			
	Administrative Assistant	0.500	0.500	0.50
	Foreperson	1.000	1.000	1.00
	Utilities Inspector	1.000	1.000	1.00
	Utilities Operator II	2.000	2.000	2.00
	Utilities Operator-In-Training/Utilities Operator I	3.000	3.000	3.00
	Utilities Specialist I	4.000	4.000	4.00
	Utilities Specialist III	1.000	1.000	1.00
	Wastewater Superintendent	1.000	1.000	1.00
	Wastewater Field Operations Section Total	13.500	13.500	13.50
21035490	Wastewater Plant Section			
	Administrative Assistant	0.500	0.500	0.50
	Chief Plant Operator	1.000	1.000	1.00
	Control Systems Engineer	1.000	1.000	1.00
	Control Systems Specialist	0.500	0.500	0.50
	Electrician I/II/III	1.000	1.000	1.00
	Plant Maintenance Supervisor	1.000	1.000	1.00
	Plant Mechanic	1.000	1.000	1.00
	Plant Operator Trainee/Plant Operator I-IV	9.000	9.000	9.00
	Plant Superintendent	1.000	1.000	1.00
	Wastewater Plant Section Total	16.000	16.000	16.00
200354700402	Meter Shop Section			
	Foreperson	1.000	1.000	1.00
	Utilities Operator-In-Training/Utilities Operator I	3.000	3.000	3.00
	Utilities Specialist I	3.000	3.000	3.00
	Utilities Specialist II	2.000	2.000	2.00
	Utilities Specialist III	2.000	2.000	2.00
	Meter Shop Section Total	11.000	11.000	11.00
200354700497	Water Field Ops/Water Line Replacement Section			
	Foreperson	1.000	1.000	1.00
	Utilities Operator II	2.000	2.000	2.00
	Utilities Operator III	2.000	2.000	2.00
	Utilities Operator-In-Training/Utilities Operator I	5.000	5.000	5.00
	Water Field Ops/Water Line Replacement Section Total	10.000	10.000	10.00

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

	Position Title	2021 Authorized	2021 Mid-Year	2022 Adopted
Utility Fund				
200354900023	Water Plants/Reclaimed Section			
	Maintenanceworker/Senior Maintenanceworker	1.000	1.000	1.00
	Water Plants/Reclaimed Section Total	1.000	1.000	1.00
210354900401	Biosolids Section			
	Equipment Operator II	3.000	3.000	3.00
	Biosolids Section Total	3.000	3.000	3.00
200354700498	Water Field Operations - Infrastructure Support Services Section			
	Administrative Assistant	0.500	0.500	0.50
	GIS Specialist	1.000	1.000	1.00
	<i>GIS Technician</i>	1.000	1.000	0.00
	GPS Specialist	1.000	1.000	1.00
	Infrastructure Asset Management Coordinator	1.000	1.000	1.00
	Records Management Technician	1.000	1.000	1.00
	Utilities Specialist I	2.000	2.000	2.00
	Water Field Operations - Infrastructure Support Services Section Total	7.500	7.500	6.50
200354700023	Water Field Operations/Reclaimed			
	<i>Reclaimed System Analyst</i>	0.000	0.000	1.00
	Reclaimed System Coordinator	1.000	1.000	1.00
	<i>Utilities Specialist II</i>	1.000	1.000	0.00
	Water Field Operations/Reclaimed Total	2.000	2.000	2.00
	Utilities Operations Division Total	95.500	95.500	94.50
Utilities Engineering Division				
20035430	Utilities Engineering Division			
	Engineer/Senior Engineer	7.000	7.000	7.00
	Utilities Engineering Manager	1.000	1.000	1.00
	Utilities Engineering Division Total	8.000	8.000	8.00
Water Resources and Quality Division				
20035480	Water Resources and Quality Section			
	Administrative Assistant	1.000	1.000	1.00
	Engineer/Senior Engineer	3.000	3.000	3.00
	Water Resources and Quality Manager	1.000	1.000	1.00
	Water Resources Technician	1.000	1.000	1.00
	Water Resources and Quality Section Total	6.000	6.000	6.00

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

	Position Title	2021 Authorized	2021 Mid-Year	2022 Adopted
Utility Fund				
200354800943	Water Quality Section			
	Chemist	2.000	2.000	2.00
	Laboratory Analyst	2.000	2.000	2.00
	Water Quality Administrator	1.000	1.000	1.00
	Water Quality Specialist	2.000	2.000	2.00
	Water Quality Section Total	7.000	7.000	7.00
210354800943	Laboratory Services Section			
	Chemist	3.000	3.000	3.00
	Water Quality Specialist	1.000	1.000	1.00
	Laboratory Services Section Total	4.000	4.000	4.00
	Water Resources and Quality Division Total	17.000	17.000	17.00
Public Works and Utilities Department Total		126.500	126.500	125.50
Utility Fund Total		140.150	143.650	142.25

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

		2021	2021	2022
		Authorized	Mid-Year	Adopted
Other Fund				
Community Development Department				
27030380	Parking Management Program			
	<i>Maintenanceworker</i>	0.000	0.000	1.00
	Parking and Transportation Demand Management Coordinator	1.000	1.000	1.00
	<i>Parking Enforcement Officer</i>	0.000	0.000	1.00
	<i>Parking Operations Supervisor</i>	0.000	0.000	1.00
	Parking Management Program Total	1.000	1.000	4.00
Community Development Department Total		1.000	1.000	4.00
Economic Development Department				
80576030722	Economic Development (CDBG) Section			
	CDBG Technician	1.000	1.000	1.00
	Housing and Redevelopment Specialist	0.500	0.500	0.50
	Economic Development (CDBG) Total	1.500	1.500	1.50
Economic Development Department Total		1.500	1.500	1.50

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

		2021	2021	2022
		Authorized	Mid-Year	Adopted
General Services Department				
<u>Other Fund</u>				
Fleet Management Fund				
30012460	Fleet Management Division			
	Administrative Assistant	1.000	1.000	1.00
	Applications Specialist	1.000	1.000	1.00
	Crewleader	1.000	1.000	1.00
	Fleet Manager	1.000	1.000	1.00
	Fleet Supervisor	1.000	1.000	1.00
	<i>Mechanic I/II</i>	3.000	3.000	4.00
	Mechanic II / Emergency Vehicle Technician I	1.000	1.000	1.00
	Fleet Management Total	9.000	9.000	10.00
3001246009T1	Fleet Management / Public Safety Section			
	Emergency Vehicle Technician I/II/III	1.000	1.000	1.00
	Fleet Management / Public Safety Section Total	1.000	1.000	1.00
	Fleet Management Division Total	10.000	10.000	11.00
General Services Department Total		10.000	10.000	11.00

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

		2021	2021	2022
		Authorized	Mid-Year	Adopted
Other Fund				
Human Resources Department				
46010900	Human Resources - Property Liability Fund Section			
	Human Resources Manager	0.500	0.500	0.50
	Safety Analyst/Senior Safety Analyst	0.250	0.250	0.25
	Human Resources - Property Liability Fund Total	0.750	0.750	0.75
460109000911	Human Resources - Property Liability Fund / Public Safety			
	Risk/Claims Analyst/Senior Risk/Claims Analyst	0.500	0.500	0.50
	Human Resources - Property Liability Fund / Public Safety Total	0.500	0.500	0.50
	Human Resources - Property Liability Fund Total	1.250	1.250	1.25
48010900	Human Resources - Workers Compensation Fund			
	Human Resources Manager	0.500	0.500	0.50
	Risk/Claims Analyst/Senior Risk/Claims Analyst	0.500	0.500	0.50
	Safety Analyst/Senior Safety Analyst	0.250	0.250	0.25
	Human Resources - Workers Compensation Fund Total	1.250	1.250	1.25
49010900	Human Resources - Medical/Dental Fund			
	Benefits Specialist	1.000	1.000	1.00
	Human Resources Administrator I	1.000	1.000	1.00
	Human Resources Specialist	0.800	1.000	1.00
	Human Resources - Medical/Dental Fund Total	2.800	3.000	3.00
Human Resources Department Total		5.300	5.500	5.50

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

		2021	2021	2022
		Authorized	Mid-Year	Adopted
Other Fund				
Parks, Recreation and Libraries Department				
Golf Course Enterprise Fund - Legacy				
22050720	Legacy Ridge Golf Course - Maintenance Section			
	Assistant Golf Course Superintendent	1.000	1.000	1.00
	Golf Course Superintendent	1.000	1.000	1.00
	Golf Irrigator	1.000	1.000	1.00
	Golf Worker I/II	1.000	1.000	1.00
	Mechanic I	1.000	1.000	1.00
	Legacy Ridge Golf Course - Maintenance Section Total	5.000	5.000	5.00
220507200249	Legacy Ridge - Club House			
	Assistant Golf Professional	1.000	1.000	1.00
	Golf Professional	1.000	1.000	1.00
	Golf Shop Associate	0.500	0.500	0.50
	Player Development Coordinator	0.000	0.000	0.50
	Second Assistant Golf Professional	1.000	1.000	1.00
	Legacy Ridge - Club House Total	3.500	3.500	4.00
	Golf Course Enterprise Fund - Legacy Total	8.500	8.500	9.00
Golf Course Enterprise Fund - Walnut Creek Golf Preserve				
23050720	Walnut Creek Golf Preserve - Maintenance Section			
	Assistant Golf Course Superintendent	1.000	1.000	1.00
	Golf Course Superintendent	1.000	1.000	1.00
	Golf Irrigator	1.000	1.000	1.00
	Golf Worker I/II	1.000	1.000	1.00
	Mechanic I	1.000	1.000	1.00
	Walnut Creek Golf Preserve - Maintenance Section Total	5.000	5.000	5.00
230507200249	Walnut Creek Golf Preserve - Club House			
	Assistant Golf Professional	1.000	1.000	1.00
	Golf Professional	1.000	1.000	1.00
	Golf Shop Associate	0.500	0.500	0.50
	Player Development Coordinator	0.000	0.000	0.50
	Second Assistant Golf Professional	1.000	1.000	1.00
	Walnut Creek Golf Preserve - Club House Total	3.500	3.500	4.00
	Golf Course Enterprise Fund - Walnut Creek Golf Preserve Total	8.500	8.500	9.00

City of Westminster
2022 Budget
Full-time Equivalent Staffing Summary

Position Title		2021 Authorized	2021 Mid-Year	2022 Adopted
Other Fund				
Parks Opens Space and Trails Fund (POST)				
54050550	Open Space Section			
	Arborist Technician	2.000	2.000	2.00
	Assistant City Forester	1.000	1.000	1.00
	City Forester	1.000	1.000	1.00
	Foreperson	1.000	1.000	1.00
	<i>GIS Specialist</i>	0.000	0.000	1.00
	Open Space IPM Specialist	1.000	1.000	1.00
	Open Space Manager	1.000	1.000	1.00
	<i>Open Space Specialist</i>	2.000	2.000	3.00
	Open Space Steward I/II	3.000	3.000	3.00
	Open Space Superintendent	1.000	1.000	1.00
	Open Space Supervisor	1.000	1.000	1.00
	<i>Open Space Technician</i>	1.000	1.000	0.00
	<i>Park Naturalist</i>	1.000	1.000	0.00
	Open Space Section Total	16.000	16.000	16.00
540505500542	Park Services Section			
	Crewleader	2.000	2.000	2.00
	Foreperson	1.000	1.000	1.00
	Landscape Designer/Senior Landscape Architect	1.000	1.000	1.00
	<i>Mechanic I</i>	0.000	0.000	1.00
	Parks and Horticulture Superintendent	1.000	1.000	1.00
	Parks Specialist	4.000	4.000	4.00
	Parksworker I/II	5.000	5.000	5.00
	Park Services Section Total	14.000	14.000	15.00
	Parks Opens Space and Trails Fund (POST) Total	30.000	30.000	31.00
Parks, Recreation and Libraries Department Total		47.000	47.000	49.00
Other Fund Total		64.800	65.000	71.00
Grand Total		1062.966	1074.766	1092.15



WESTMINSTER

GLOSSARY

GLOSSARY

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.

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.

Adopted Budget - Adopted budget represents the budget as approved by the City Council. Budget adoption is complete after the passage of the budget ordinance on second reading.

Amended Budget - Amended budget commonly refers to adjustments made to the second-year budget of the City's biennial budget. For 2022, this term is irrelevant as the City has adopted a one-year annual budget, rather than a biennial budget. This differs from "Revised Budget" in that the revised budget implies a revision occurred to the Adopted or Amended Budget by budget revision or supplemental appropriation.

Assessed Valuation - A governmental entity evaluates the actual value/price of real estate or other property as a basis for levying taxes. An assessed valuation represents a percentage of the actual value subject to the imposition of taxes.

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 policy document and financial plan that provides a short-term map in support of the City's Strategic Plan and Vision. The City's budget is intended to reflect the values of the City of Westminster community. The budget 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, or two-years if adopting a biennial budget.

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-way.

Cash In Lieu - Cash in lieu are payments made to the City in connection to developments in lieu of conforming to a specific development requirement. Common cash-in-lieu payments include payments made to the City for public art, tree mitigation and public land dedication fees. These revenues are collected and later appropriated to specific capital project accounts related to the purpose of the fee (i.e. future public art, future public land purchases, etc.).

Capital Expenditures - Expenditures for assets that an expected useful life of more than one year and cost more than \$5,000. Examples include equipment, machinery, vehicles, or furniture, and constructed capital assets. Smaller capital asset purchases are often found in the operating budget. However, large capital outlays are typically included in the capital improvement program (CIP) budget. No strict threshold exists to determine inclusion in the CIP, however, the City's practice is to use a guideline threshold of \$50,000.

Capital Improvement Program (CIP) - The City's CIP is a five-year plan, with the first one or two years being formally adopted by City Council through the budget process. The CIP generally includes large projects that result in fixed assets, such as streets, buildings, parks, water and sewer lines.

Capital Projects - Those major construction improvements such as parks, bridges, fire stations, water lines, etc., included in the Capital Improvement Program.

Carryover - The fund balance as of January 1 represents the projected amount of funds that are available to be carried forward and appropriated for expenditure.

Certificates of Participation (COP) - A form of capital financing that is repaid over time. COPs represent 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 entitlement block grant funds received 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.

Component Units - An accounting and financial reporting term used to describe legally separate entities for which the City is considered to be financially accountable.

Contingency - Funds that are earmarked as reserves for unanticipated expenditures. At the City, the General Fund formally appropriates contingency funds each year, and capital project funds generally include a portion of contingency funds.

Contractual Services - This term designates those services acquired on a fee basis or a fixed-time contract basis from outside sources.

Debt - Debt is a term generically used at the City to describe any form of borrowing that is repaid over time. In this context, debt may be used to describe publicly-offered bonds, certificates of participation, lease purchases, notes, bank loans, private placement bonds, borrowings that are considered multi-year fiscal obligations, and borrowings that are not considered multi-year fiscal obligations (as repayments may be subject to annual appropriation).

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.).

Depreciation - The systematic recognition of reduction in value of a capital asset over time, often attributable to wear and tear.

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.

Estimated - As used throughout the budget document, this term represents an anticipated current year end expenditure or revenue.

Expenditures - The use of current financial resources (generally cash) 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.

Expenses - Activities that result in a reduction of total economic resources. Expenses are similar to expenditures except expenses are not limited to reduction of financial resources. Expenses also consider the value and of capital assets, as well as usage of these capital assets over time through the recognition of depreciation. To illustrate, a piece of equipment may require a \$100,000 expenditure in one year, but the \$100,000 expense of that equipment may be recognized over a period of years.

Fiduciary Funds - Funds used to account for resources held in trust on behalf of an outside party and cannot be used for the City's own programs.

Fiscal Year - A one-year period used to report an entity's financial activities. The City's fiscal year is the calendar year, or January 1 to December 31.

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.

Full Time Equivalent (FTE) - Commonly used to describe permanent positions at the City, one FTE is a personnel position that is paid the equivalent of 40 hours per week for 52 weeks, or 2080 hours per year. FTEs do not need to be stated in whole numbers, but may be fractional, such as .5 FTE.

Fund - A fund is a set of related accounts having its own assets, liabilities, revenues and expenditures. Individual funds are commonly used to account for different types of activities of the government (i.e. general government programs, business-type activities), to track the usage of revenues that are restricted in use, and to hold revenues in trust on behalf of others, such as pension funds.

Fund Balance - In the context of budget, fund balance is limited to the amount of available current financial resources within a fund that is not yet appropriated for expenditure. For accrual accounting purposes as shown in the government-wide financial statements, fund balance equals the difference between fund assets (plus deferred outflows) and fund liabilities (plus deferred inflows), and include all economic resources including capital assets, rather than being limited to financial resources.

General Obligation Bonds - Bonds that involve payments backed by the full faith and credit of the issuer.

Governmental Funds - Funds used to account for activities that are primarily funded by taxes.

Grant - A payment made to the City that generally comes from another level of government in order to implement various programs. Often, grants are reimbursement-based, meaning that the City must pay expenditures up front and later seek reimbursement once certain criteria are met, per the terms of the grant agreement.

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 lighting and concrete replacement expenses.

Interest Income - Interest income is the amount of revenue earned on investments and cash deposits, financial assets not needed for immediate expenditure. The guidelines for generating this source of revenue are found in the investment policies of the City.

Interfund Transfers - The transfer of money from one fund to another. The City's definition not only includes interfund transfers, but also includes internal service charges paid from one fund to an internal service fund, for services provided to that fund.

Intergovernmental Revenue - Revenues levied by one government but shared on a predetermined basis with another government or class of governments (grants, vehicle/highway tax, etc.).

Lease Purchase - A financing mechanism, similar to a loan, that is 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 one cent; thus, one mill represents \$1 of taxes for each \$1,000 of assessed value. The City's mill levy is 3.65.

Mission - A statement made by an organization clarifying how an organization is going to achieve its vision. The City's mission is, "Our job is to deliver exceptional value and quality of life through SPIRIT" (SPIRIT defined below).

Operating Budget - The 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.

Pay-As-You-Go - In the context of capital projects, pay-as-you-go means that funds were accumulated prior to, and sometimes during the implementation of a capital project, rather than borrowing funds to pay for a capital project.

Payment in Lieu of Use Tax (PILUT) - A payments from the City's Utility Fund to the City's Sales and Use Tax, and Parks, Open Space and Trails (POST) Funds. City-managed capital projects are exempt from paying use tax on materials used in the construction, but there is no similar exemption for the use tax imposed on contractors for the use of heavy machinery use. The PILUT reflects payments in connection with the use of heavy machinery during the implementation of capital projects for the Utility Fund.

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 - A fund that serves as the City's property and liability self-insurance financing 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. The calculation for property tax equals the actual value x the assessment rate x the mill levy/1000.

Proprietary Fund - A fund established to account for City operations that are financed and operated in a manner that is self-sustaining. Proprietary funds operate like a private business (but without profit motive) and costs are generally expected to be fully supported by user fees and charges. Proprietary fund include both enterprise funds, such as the City's utility enterprise, or internal service fund, that provides services to internal City departments.

Public Land Dedication (PLD) - Developers in the City are generally required to dedicate land in connection to proposed or potential residential uses. In lieu of dedicating actual land, cash may also be paid to the City for public land purposes.

Recreation Charges - Within the General and Golf Funds, recreation charges are revenues generated by the operation of recreation facilities and programs, including Standley Lake operations and park rentals.

Reserve - Financial resources of a fund that are set aside for some future use. These funds are not available for appropriation or expenditure except when qualifying events occur, which may or may not be related to an emergency. Reserves may also be formal or informal.

Revenue Bonds - Bonds payable from a specific source of revenue and do not pledge the full faith and credit of the issuer.

Revised Budget- Revised budget is commonly used to describe changes to the budget outside of the Adopted or Amended Budget processes. Revisions generally occur through administrative budget revisions, or through City Council-authorized supplemental appropriations.

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%).

SPiRiT Values - An acronym representing the City's organizational values of Service, Pride, Integrity, Responsibility, Innovation and Teamwork.

Strategic Plan - A plan developed by City Council that identifies broad goals of the City in support of achieving the overall City Vision. Objectives to accomplish strategic goals are often identified within the strategic plan as near-term action steps toward achieving the City's goals.

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.

Urban Renewal Area - A designated area with boundaries established for the purpose of eliminating blighted areas within the City. This designation often makes the area eligible for tax-increment financing 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.

Vision - A statement made by an organization defining where the organization wants to go. The City's vision is, "We are a thriving community of safe neighborhoods and beautiful open space that is sustainable and inclusive".

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.

Workers' Compensation Fund - The Workers' Compensation Fund is a self-insurance 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.

ACRONYM Key

ACFR-Annual Comprehensive Financial Report
ACOS-Adams County Open Space
ACR-Annual Compliance Report
ADA-Americans with Disabilities Act
ADCO-Adams County
AD&D-Accidental Death & Dismemberment
AMI-Area Median Income
ANS-Aquatic Nuisance Species
ASE-Automotive Service Excellence
BDC-Big Dry Creek
BDCWWTF-Big Dry Creek Wastewater Treatment Facility
BMP-Best Management Practices
BNSF-Burlington Northern Santa Fe Railway
CAD-Computer Aided/Automated Dispatch
CAFM-Certified Automotive Fleet Manager
CAO-City Attorney's Office
CARES-Coronavirus Aid, Relief, and Economic Security Act
CASA-Court Appointed Special Advocates
CBA-Collective Bargaining Agreement
CCO-City Clerk's Office
CD-Community Development
CDBG-Community Development Block Grant
CDBG-CV- Community Development Block Grant CARES Act
CDOT-Colorado Department Of Transportation
CDPHE-Colorado Department of Public Health and Environment
CEP-Community Enhancement Program
CFAI-Commission on Fire Accreditation International
CIP-Capital Improvement Program (or Plan)
CIS-Proprietary software used by the City for utility billing
CMC-Colorado Municipal Clerk
CML-Colorado Municipal League
COP-Certificates of Participation
CORA-Colorado Open Records Act
COVID-Corona Virus Disease
CPR-Capital Projects Reserve
CRA-Community Risk Assessment
CRS-Colorado Revised Statutes
CTF-Conservation Trust Fund
DC-Defined Contribution (retirement plan)
DEI-Diversity, Equity and Inclusion
DOLA-(Colorado) Department of Local Affairs
DRCOG-Denver Regional Council Of Governments
EDA-Economic Development Agreement
EDR-Endpoint Detection Response
ELT-Executive Leadership Team
EMS-Emergency Medical Services
EPA-Environmental Protection Agency
ERP-Enterprise Resource Planning
FASTER-Proprietary fleet asset management software system used by the City
FEMA-Federal Emergency Management Administration
FIN-Finance Department

FM-Facilities Management
FRA-Federal Railroad Administration
FRCC-Front Range Community College
FRICO-Farmers Reservoir and Irrigation Company
FTE-Full Time Equivalent
FTR-For The Record proprietary software used by the City's municipal court
GAAP-Generally Accepted Accounting Principles
GCIF-General Capital Improvement Fund
GCORF-General Capital Outlay Replacement Fund
GFOA-Government Finance Officer's Association of United States and Canada
GFR-General Fund Reserve
GFSR-General Fund Stabilization Reserve
GID-General Improvement District
GIS-Geographic Information Systems
GOCO-Great Outdoors Colorado
GPS-Global Positioning System
HMA-Hot Mixed Asphalt
HOA-Home Owners Association
HR-Human Resources
HSB-Human Services Board
HUTF-Highway Users Trust Fund
HVAC-Heating, Ventilation and Air Conditioning
ICD-Innovation and Communication Division
IGA-Intergovernmental Agreement
IT-Information Technology
JCECA-Jefferson County Emergency Communications Authority
JCOS-Jefferson County Open Space
LED-Light Emitting Diode
MAC-Mature Adult Center
MHFD-Mile High Flood District
MOCA-Proprietary facility asset management software system used by the City
MOU-Memorandum Of Understanding
MSC-Municipal Services Center
MTI-Multimodal Transportation Improvement
MUTCD-Manual on Uniform Traffic Control Devices
NAFA-NAFA Fleet Management Association
NPEDS-National Pollutant Discharge Elimination System
ODP-Official Development Plan
PALS-Pediatric Advanced Life Support
PC-Personal Computer
PD-Police Department
PDP-Preliminary Development Plan
PILUT-Payment In Lieu of Use Tax
PLC-Programmable Logic Controllers
PLD-Public Land Dedication
PM-Project Manager
POST-Parks, Open Space & Trails
PRL-Parks, Recreation and Libraries
PRLOS-Parks, Recreation, Libraries Open Space (advisory board)
PSC-Public Safety Center
PST-Public Safety Tax
PW&U/PWU-Public Works & Utilities
R&R-Repair & Replacement (or Renovation)

RFP-Request for Proposals
RMS-Records Management System
ROW-Right Of Way
RSR-Rate Stabilization Reserve
RTD-Regional Transportation District
RTV-Rough Terrain Vehicle
SAGE-Save.Act.Grow.Learn
SAN-Storage Area Network
SCADA-Supervisory Control And Data Acquisition
SCBA-Self-Contained Breathing Apparatus
SECURE-Setting Every Community Up for Retirement Enhancement Act of 2019
SIEM-Security Information Event Management system
SOC-Standards of Cover
SOP-Standard Operating Procedures
STAR-Safe, Trustworthy, Aligned, Respectful
SWAT-Strategic Weapons And Tactics
TBD-To Be Determined
TENORM-Technologically Enhanced Naturally Occurring Radioactive Material
TMP-Transportation and Mobility Plan
TOD-Transit Oriented Development
UDFCD-Urban Drainage and Flood Control District
URA-Urban Renewal Area
VFD-Variable Frequency Drive
WEDA-Westminster Economic Development Authority
WPL-Westminster Public Libraries
WTF-Water Treatment Facility
WURP-Westminster Center Urban Reinvestment Project
WW-Wastewater
YTD-Year To Date

City Economic Profile 2022



WESTMINSTER
COLORADO



LOCATED BETWEEN DENVER AND BOULDER, WESTMINSTER HAS PRIME PROXIMITY to the area's exceptional intellectual capital available in Boulder, as well as the incredible millennial workforce in the Denver metro area. Plus, we're right in the heart of the U.S. 36 Tech Corridor, connecting Denver to Boulder.

The metro Denver area has seen a great influx of new residents over the last decade, and we're taking a thoughtful approach to all of this growth. Westminster Station, located in the southern core of the city and a major stop on the B-Line commuter rail, is focused on transit-oriented growth. And while our new Downtown Westminster is bringing an urban blend of mixed-use development, we are still maintaining more than 30% of our land for open space, parks, and recreation, and working to preserve and revitalize our historic areas.

By car, bus, bicycle rail, or international airliner, Westminster moves easily. We have a superior multi-modal transportation network including an enhanced public transportation system, two-well maintained highway systems, and a superior regional trail system that connects to over 150 miles of trails.

Just ask companies like Ball Aerospace, Digital Globe, Zimmer Biomet and Alliance Data. They're either putting down roots or stretching out. All of this growth and expansion is attracting more amenities like local and national restaurants, hotels, and shopping and entertainment experiences.

118,929

POPULATION

46,686

HOUSEHOLDS

37.2

MEDIAN AGE

39.5%

**BACHELOR'S DEGREE
OR HIGHER**

14.5%

**MASTER'S,
PROFESSIONAL, OR
DOCTORATE DEGREE**

\$77,138

**AVG. DISPOSABLE
INCOME**

1,018,619

**WORKFORCE WITHIN
10 MILES**

Source: US Census Bureau, Community Analyst, December 2020



Real Estate

With 30 business parks, 68 retail centers, and almost 18 million square feet of commercial space, Westminster has real estate options to meet almost every business need. Comprehensive real estate information, including available demographics and detailed maps, is available through the Economic Development Department at WWW.WESTMINSTERECONOMICDEVELOPMENT.ORG.

SPACE TYPE	TOTAL RENTABLE SQUARE FOOTAGE	VACANCY RATE	ESTIMATED SPACE AVAILABLE*
Industrial/Flex	3,372,077	3.1%	375,460
Retail	8,812,937	7.1%	690,033
Office Class A	2,586,882	9.2%	378,195
Office Class B	3,210,738	8.5%	486,875
Office Class C	379,420	0.4%	5,673

Source: Costar, May 2021

*Includes available space that may not be vacant.



PRIVATE PROPERTY
WARNING
Removal and use of property without permission will result in criminal charges and/or civil penalties. For more information, please call 311 or visit the City of Westminster website.

ALEXANDREA PANGBURN
@alexandrea_pang

Evan Semón Mural by Alexandra Pangburn at 71st Avenue and Federal Boulevard.

Characteristics of the Local Economy

There are over 4,000 businesses located in Westminster. The business community includes small family-owned businesses, service companies, and high-tech manufacturers, as well as national and international headquarters.

Top Primary Employers

RANK	EMPLOYER	EMPLOYMENT
1	Ball Corporation* Aerospace and Packaging	2,205
2	Maxar* Geospatial Technologies	1,293
3	St. Anthony's North Hospital Healthcare Provider	1,164
4	Trimble Geopositioning Technologies	628
5	Tri-State Generation* Electric Energy Wholesaler	518
6	MTech Mechanical Technologies Group* HVAC Systems	507
7	Epsilon Marketing Agency	506
8	Alliance Data Systems Network Credit Authorization	472
9	CACI International Research & Technology	341
10	ReedGroup* Human Resources Management	314

Note: Chart does not include retail businesses. Source: City of Westminster Department of Economic Development, June 2021.

* Corporate Headquarters

Key Employers by Industry

AEROSPACE

- ▶ Ball Aerospace
- ▶ Maxar*
- ▶ Trimble
- ▶ Advanced Space

ENERGY AND UTILITIES

- ▶ Ascent Geometrics*
- ▶ Kahuna Ventures*
- ▶ Tri-State Generation*
- ▶ Stonehenge Energy*

FINANCIAL SERVICES

- ▶ Alliance Data
- ▶ Alloya
- ▶ Citywide Home Loans
- ▶ Phoenix Financial*
- ▶ ServiceLink

HEALTHCARE AND LIFE SCIENCES

- ▶ ARCA Biopharma*
- ▶ AxisPoint Health
- ▶ Cerapedics*
- ▶ Flagship Biosciences*
- ▶ McKesson
- ▶ ProtoMED*
- ▶ Swisslog North American Operations HQ
- ▶ TriSalus*
- ▶ Zimmer Biomet Spine HQ

MANUFACTURING

- ▶ Air Comm Corp*
- ▶ Aspen Electronics*
- ▶ Ball Corporation*
- ▶ Metalcraft*
- ▶ Serpentix*
- ▶ Springs Fabrication
- ▶ Tenere

RESEARCH AND DEVELOPMENT

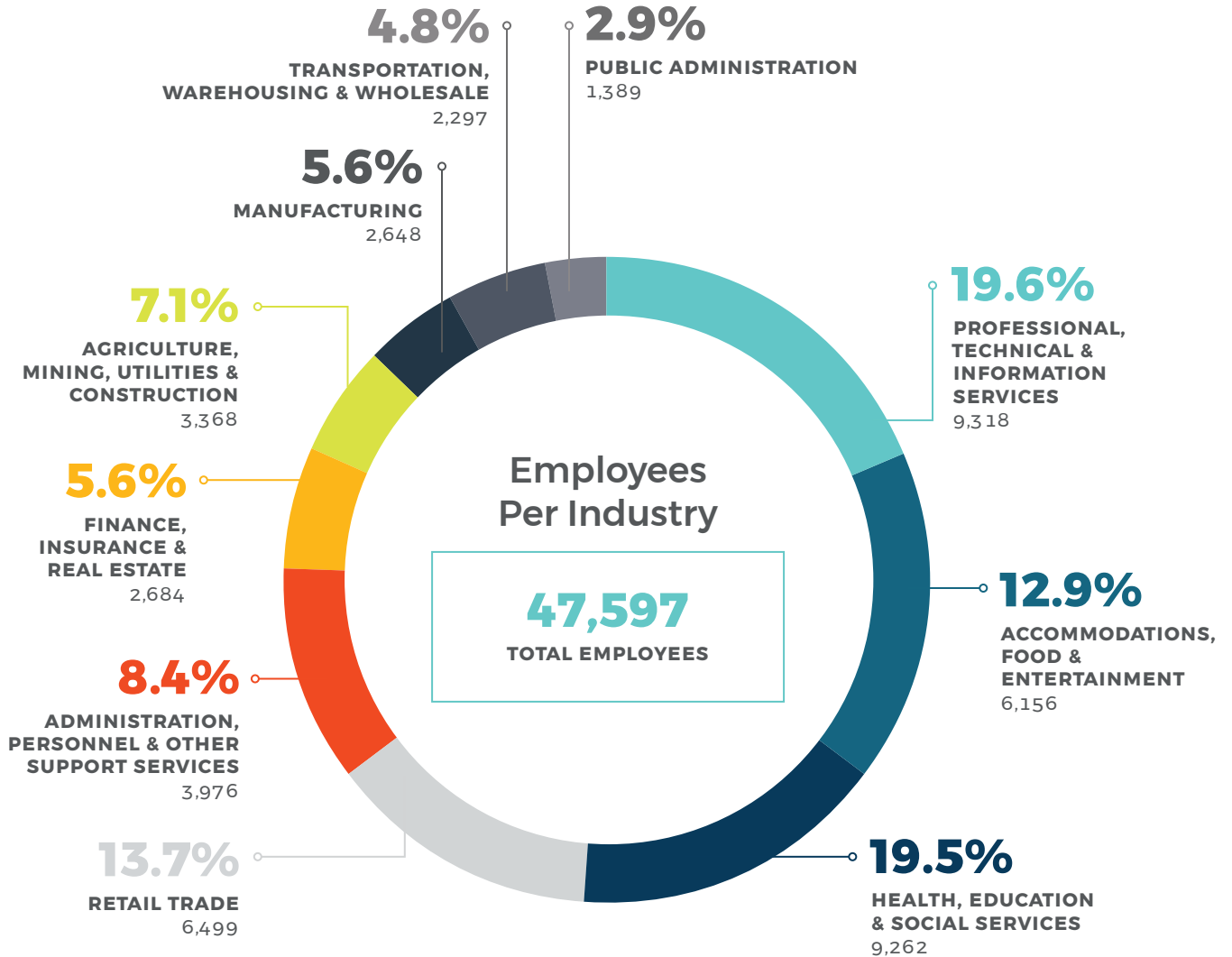
- ▶ Cintron Medical*
- ▶ Plato BioPharma*
- ▶ Protogenic
- ▶ Synchroness*

TECHNOLOGY AND INFORMATION

- ▶ CACI International
- ▶ Coalfire*
- ▶ Deck Nine*
- ▶ Epsilon Data Practice*
- ▶ General Dynamics IT
- ▶ Polycom
- ▶ ReedGroup*

Daytime Employment by Industry

Source: Quarterly Census of
Employment and Wages, Q1, 2020



Transportation

Westminster's strategic location provides easy and convenient access to the metro Denver and Boulder areas through an extensive multi-modal transportation network, which includes:

- ▶ An enhanced public transportation system
- ▶ Quick access to regional and international airports
- ▶ A superior regional trail system
- ▶ Two well-maintained highway systems

By car, bus, bicycle, rail, or international airliner, Westminster moves easily.

HIGHWAYS

A comprehensive highway system connects Westminster to the rest of the metro Denver area and Colorado. Our road system totals approximately 1,102 miles of streets network, not including CDOT highway.

DIRECT ACCESS TO

- ▶ U.S. 36
- ▶ Interstate 25

CONVENIENT ACCESS TO

- ▶ Northwest Parkway
- ▶ E-470
- ▶ Interstate 70
- ▶ Interstate 76

ENHANCED TRANSIT NETWORK

B LINE

Commuter rail line runs between Westminster Station (Westminster Station Drive and Grove Street) and Union Station in downtown Denver. Train runs every hour, and travel time is 15 minutes.

FLATIRON FLYER

The Flatiron Flyer is RTD's bus rapid transit service connecting Denver, Boulder and all points in-between. Transit service runs every 15 minutes from the U.S. 36 and Sheridan, and U.S. 36 and Church Ranch stations. With two stations along the U.S. 36 corridor, Westminster residents and visitors have convenient and reliable options when traveling along the Front Range.

LOCAL TRANSIT SERVICE

RTD runs 17 bus lines that serve Westminster neighborhoods and Park-N-Rides. Service varies between 30 to 60 minutes depending on bus route. For all RTD schedules, visit: [RTD SCHEDULES](#)

AIRPORTS

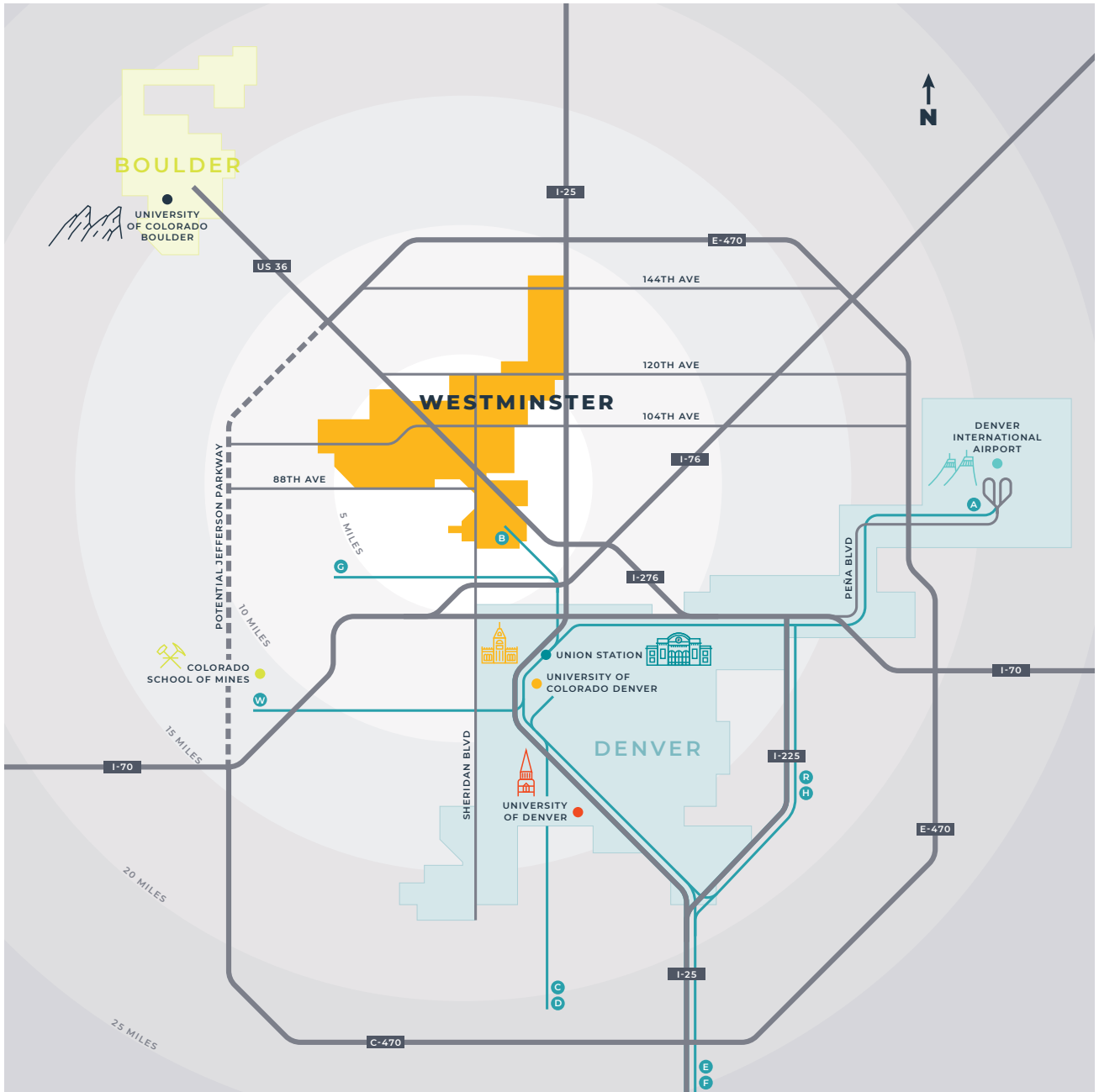
DENVER INTERNATIONAL AIRPORT is a 30-minute drive from Westminster. It offers non-stop service to 180 destinations including London, Paris, Frankfurt, Zurich and Tokyo.

ROCKY MOUNTAIN METROPOLITAN AIRPORT is adjacent to Westminster. It is Colorado's fourth busiest airport and offers complete U.S. Customs and ground services.

REGIONAL TRAIL SYSTEM

The city's 145 miles of trails provide an active lifestyle option to getting around Westminster and having fun. The U.S. 36 Bikeway connects Boulder and Denver, and is on the cycling community's radar as a unique 16-mile connection from Boulder to Denver, safely separated from the highway and accessible to all levels of riders.

Commuting Solutions has an [INTERACTIVE BICYCLE MAP](#) to help you get around the Front Range area by bike and bus.



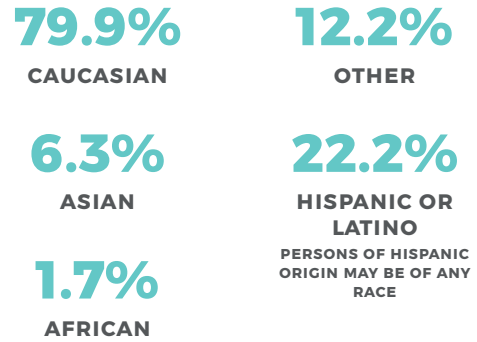
Community

Westminster is a first-ring suburb of the Metro Denver area, with a population of approximately 118,000 – but that doesn't begin to describe the unique places, neighborhoods and development projects that can be found across the city. Already known for its great use of open space and plenty of parks, Westminster is creating several urban-focused spaces, including its new city hub, Downtown Westminster.

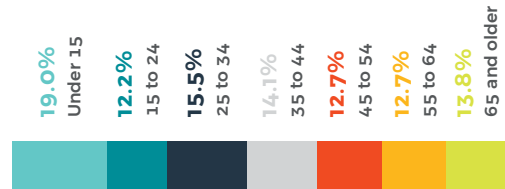
With the arrival of commuter rail, the Westminster Station area is quickly growing as an urban core of the community with great connectivity to Denver. Add in magnificent retail and entertainment districts and a historic section that is the original heart of the city, and Westminster has a place for everyone.

CHARACTERISTICS OF THE POPULATION

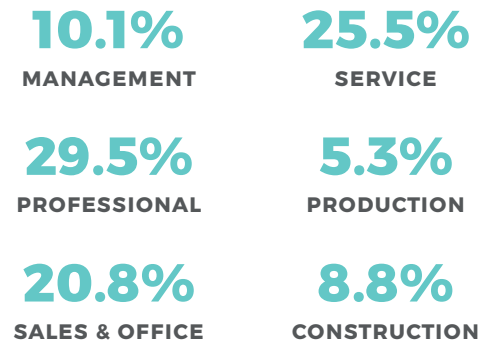
POPULATION (RACE)



AGE DISTRIBUTION



EMPLOYED RESIDENT POPULATION BY OCCUPATION



Source: US Census Bureau, Community Analyst, December 2020



34

**CITY SIZE IN
SQUARE MILES**



3,097

**ACRES OF
OPEN SPACE**



145

**MILES OF
TRAILS**



60

**DEVELOPED
PARKS**



5

**GOLF
COURSES**



6

**RECREATION
CENTERS**



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 in both Jefferson and Adams counties and enjoys some of the highest bond ratings in the state, including AAA and AA+, 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, click on Business and scroll to the Business & Sales Tax Licenses box.

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 or www.jeffco.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 TAX

4.55%

The income tax rate for corporations and individuals is 4.55%.

State tax on equipment used for Biotech, R&D, and Manufacturing:
None

Sources: City of Westminster Sales Tax Division at 303.658.2065; cityofwestminster.us; Colorado Department of Revenue at taxcolorado.com, 2021

Sources: City of Westminster Information Technology Department, June 2021



Telecommunication

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* and Comcast

* Century Link has become Lumen Technologies Inc.

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 curricula and learning opportunities to meet the diverse needs of students.

Adams 12 Five Star Schools
adams12.org

Westminster Public Schools
westminsterpublicschools.org

Jefferson County Public Schools

jeffcopublicschools.org

Private Schools
privateschoolreview.com

HIGHER EDUCATION

Major universities, colleges, and professional schools in the metro Denver and Boulder area are served by mass transit and a quick commute from Westminster.

University of Colorado
Anschutz Medical Campus
30-40 MIN ucdenver.edu

Colorado School of Mines
30 MIN mines.edu

DeVry University
IN WESTMINSTER devry.edu

Front Range Community
College
IN WESTMINSTER frontrange.edu

Regis University
10 MIN regis.edu

Metropolitan State
University of Denver
20 MIN msudenver.edu

University of Colorado
at Boulder
20 MIN colorado.edu

University of Colorado
at Denver
20 MIN ucdenver.edu

University of Denver
30-40 MIN du.edu





Water and Sewer Rates

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

COMMERCIAL WATER RATES

A two-tiered rate structure (\$7.78 or \$9.54 per 1,000 gallons in 2020, depending on consumption levels) is in effect, with the breakpoint dependent on the account's water budget (determined from the average of the past 10 years of water use, or the Service Commitment Agreement).

COMMERCIAL SEWER RATES

\$8.15 per 1,000 gallons in 2020 (calculated using average water consumption from December through February).

RECLAIMED WATER SYSTEM

\$6.04 per 1,000 gallons in 2020. The system provides a dependable, drought-resistant, environmentally sound source of water for irrigation that is charged at 80% of the potable rate.

Electricity and Gas Service

The City of Westminster is serviced by Xcel Energy. For rate information, contact Xcel Energy. WWW.XCELENERGY.COM

Sources: City of Westminster Public Works and Utilities Department, December 2019. 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.

Housing Market 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.

FOR SALE HOUSING	WESTMINSTER	DENVER	BOULDER COUNTY
Median Sale Price Year-over-year change	\$540,000 29.5%	\$640,000 28%	\$768,000 27.4%
Total Sales Year-over-year change	139 -9.2%	931 5.1%	153 -39%
Median Days on Market Year-over-year change	5 -64%	7 -65%	15 -40%

Source: Denver Metro Association of Realtors, June 2021 Market Trends Report

MULTIFAMILY RENTAL HOUSING TYPE	AVG. ASKING RENT	PERCENT OF TOTAL UNITS
Studio	N/A	2%
One Bedroom	\$1,425	48%
Two Bedroom	\$1,709	43%
Three Bedroom	\$2,091	6%

MULTIFAMILY RENTAL MARKET OVERVIEW	
Average Asking Rent	\$1,598
Average Asking Rent per Square Foot	\$1.89
Vacancy Rate (June 2021)	7.5%

Source: CoStar 2021

Affordable Housing

Westminster has made a commitment to address housing needs because affordable housing impacts the overall prosperity of our entire community by:

- ▶ Stabilizing the workforce
- ▶ Reinforcing smart growth patterns
- ▶ Revitalizing neighborhoods
- ▶ Attracting businesses

Our balanced approach to housing includes an effort to disperse affordable housing throughout the city. It also seeks to provide a range of housing options across the spectrum of incomes. The city is working with developers to provide housing at various income levels and to serve members of the community, such as teachers, firefighters, and nurses, who are struggling to find workforce housing in our current market, as well as senior citizens who want to age in the community they've called home.



WESTMINSTER
COLORADO



Duke's
GARAGE



DEPARTMENT OF ECONOMIC DEVELOPMENT

4800 WEST 92ND AVENUE, WESTMINSTER, CO 80031

P | 303.658.2108 W | WESTMINSTERECONOMICDEVELOPMENT.ORG  | @WESTMINSTERBIZ