



Staff Report

TO: The Mayor and Members of the City Council
DATE: September 10, 2009
SUBJECT: Briefing and Post-City Council Briefing Agenda for September 14, 2009
PREPARED BY: J. Brent McFall, City Manager

Please Note: Study Sessions and Post City Council briefings are open to the public, and individuals are welcome to attend and observe. However, these briefings are not intended to be interactive with the audience, as this time is set aside for City Council to receive information, make inquiries, and provide Staff with policy direction.

Looking ahead to Monday night’s Briefing and Post-City Council meeting briefing, the following schedule has been prepared:

Dinner	6:00 P.M.
Council Briefing (<i>The public is welcome to attend.</i>)	6:30 P.M.
CITY COUNCIL MEETING	7:00 P.M.
POST BRIEFING (<i>The public is welcome to attend.</i>)	

PRESENTATIONS

None at this time.

CITY COUNCIL REPORTS

1. Report from Mayor (5 minutes)
2. Reports from City Councillors (10 minutes)

EXECUTIVE SESSION

None at this time.

INFORMATION ONLY STAFF REPORTS – do not require City Council action

None at this time.

EARLY DELIVERY OF STUDY SESSION ITEM

1. Adopted 2010 Budget Review – Attach A – Attach B

Items may come up between now and Monday night. City Council will be apprised of any changes to the post-briefing schedule.

Respectfully submitted,

J. Brent McFall
City Manager



Staff Report

City Council Study Session Meeting
September 21, 2009



SUBJECT: Adopted 2010 Budget – Mid-Biennial Budget Review

PREPARED BY: Steve Smithers, Assistant City Manager
Barbara Opie, Budget & Special Projects Manager
Phil Jones, Management Analyst
Aric Otselberger, Management Analyst

Recommended City Council Action:

- Review the Financial update provided by Staff on the City's revenue projections for year-end 2009 and the revised projections for 2010.
- Review the Human Resources materials on the 2010 Pay Plan, proposed reorganizations, position reclassifications and benefits and direct Staff accordingly.
- Confirm the proposed amendments to the City Council's Adopted 2010 Budget pursuant to the August 17 Study Session discussion.
- Direct Staff to modify the Adopted 2010 Budget pursuant to the recommended operating budget modifications presented to City Council.
- Confirm the Human Services Board recommendation for 2010 funding and determine if any changes are appropriate.
- Direct Staff to modify the Adopted 2010 Budget pursuant to the recommended Capital Improvement Program budget modifications presented to City Council.
- Review the Citizen Requests received by City Council and Staff, including those made at the September 14 Public Meeting on the Adopted 2010 Budget; these requests will be submitted to City Council in a separate Staff Report after the public meeting.

Summary Statement:

As part of the two-year budget process, a financial update/budget review is to be conducted in the fall of 2009 to review any recommended modifications to the Adopted 2010 Budget and to review any new citizen requests. Staff is presenting proposed modifications to the Adopted 2010 Budget, which are outlined in the Background section of this Staff Report.

The 2010 Budget was adopted in October, 2008. Since that time, significant changes within the economy have impacted the City's revenues. This recession's impact on City revenues is the most significant that Staff has seen and impacts almost every fund and operation. This proposed amendment for the Adopted 2010 Budget is the most complicated and far-reaching amendment the City has done with a two-year budget. Modifications are proposed to the majority of funds, mostly reducing revenues and associated expenditures. Many one-time fixes have been suggested for 2010. One-time savings may reduce the impact on operations and services provided to residents and businesses; however, based on current estimates, a significant revenue shortfall looms for 2011 and Staff will be working over the coming year to prepare for the difficult discussions that will be necessary to identify ongoing operational savings in the 2011/2012 Budget.

A Budget Review is scheduled for the September 21st Study Session. This document and the materials attached are intended to facilitate the review and discussion at that meeting. This Staff Report is being sent an extra week in advance to allow City Council time to review the attached materials.

Expenditure Required: 2010 = \$195,751,416, plus \$32,854,414 in reserves and \$1,000,000 in contingency accounts

Source of Funds: General, General Reserve, General Fund Stabilization Reserve, Utility, Utility Reserve, Stormwater Drainage, Golf Course, Fleet Maintenance, General Capital Outlay Replacement, Property Liability/Workers Compensation, Sales & Use Tax, POST, Conservation Trust, General Capital Improvement, and Debt Service Funds

Policy Issues:

- Does City Council concur with the proposed modifications to the Adopted 2010 Operating Budget presented?
- Does City Council concur with the proposed amendments to the City Council's Adopted 2010 Budget as documented by Staff per the August 17 Study Session discussion?
- Does City Council concur with the proposed reorganizations and position reclassifications presented?
- Does City Council concur with the recommendations presented by the Human Services Board for 2010 funding?
- Does City Council concur with the proposed modifications to the Adopted 2010 Capital Improvement Program Budget presented?
- Does City Council concur with Staff's recommendations concerning the Citizen Requests received by City Council and Staff, including those made at the September 14 Public Meeting on the Adopted 2010 Budget? (citizen requests will be submitted to City Council in a separate Staff Report after the public meeting)

Alternatives:

- City Council could direct Staff to identify other modifications to the Adopted 2010 Operating Budget. Staff believes that the proposed modifications presented to City Council are in the best interest of the City.
- City Council could direct Staff to modify the City Council's proposed Amended 2010 Budget.
- City Council could direct Staff to pursue other modifications to the 2010 Pay Plan, proposed reorganizations, position reclassifications and benefits costs. Staff believes the revised 2010 Budget continues the City's philosophy of maintaining a competitively paid and benefited workforce.
- City Council could direct Staff to identify additional modifications or to fund other capital improvement projects than those identified within the Adopted 2010 Capital Improvement Program (CIP) Budget and the proposed modifications made by Staff. Staff believes that the modified CIP program presented for 2010 continues to maintain the City's valuable infrastructure and works to address the future needs of the community.
- City Council could modify the funding levels recommended by the Human Services Board (HSB) for 2010 funding. City Council reviewed and concurred with the HSB's proposed funding level for 2010 and with the HSB's agency funding recommendations at the July 20 Study Session. The Adopted 2010 Budget for HSB currently totals \$156,000, which is a \$2,000 increase over the 2009 Budget (1.3% increase).
- City Council could direct Staff to seek alternatives to the recommendations on the Citizen Requests once City Council receives them in a separate Staff Report after the September 14 public meeting.

Background Information:

The 2009/2010 Budget was developed with sustainability as the critical focus, recognizing the uncertain economic conditions at the time the budget was developed and adopted. Since the development and adoption of the 2009/2010 Budget, economic conditions have significantly worsened and necessary steps have been implemented to ensure the City maintains a balanced budget.

The Adopted 2010 Budget and the proposed amendments highlighted in this Staff Report work to further achieve the City Council Strategic Plan goals and objectives. In April 2008, City Council identified the goals for 2009 and 2010; these goals were revisited and re-confirmed by City Council in April 2009. The City Council Goals are listed below:

- Financially Sustainable City Government Providing Exceptional Services

- Safe and Secure Community
- Vibrant Neighborhoods and Commercial Areas
- Strong, Balanced Local Economy
- Beautiful and Environmentally Sensitive City

The direction provided by City Council through these goals assisted City Staff in preparation of the 2009 and 2010 City Budget. Other considerations that go into developing a comprehensive budget are department priorities that strive to maintain existing service levels and to respond to citizen or neighborhood input.

All five goals are addressed in the Adopted 2010 Budget and proposed amendments, including the following sampling of priorities that are addressed via the Adopted 2010 Budget and/or through the proposed amendment to the 2010 Budget:

- Proactive fiscal management during the economic downturn
- Continued focus on Westminster Urban Center Reinvestment Project
- Continued investment in South Westminster
- Enhanced program of maintaining existing infrastructure through Capital Improvement Program (CIP) funding
- Enhanced management and associated reduction of overtime costs
- Maintain a competitively paid workforce
- Continued efforts to manage health insurance costs, with minor plan adjustments in 2010

NEW POSITIONS INCLUDED IN THE ADOPTED 2010 CITY BUDGET

A total of 3.0 new FTE were authorized in the Adopted 2010 Budget. The Adopted 2010 Budget includes all salary and benefit expenses for the following positions in the General and Utility Funds, with funding sources noted below.

Department	FTE	Title	Salary & Benefit Cost
GENERAL FUND			
Police Department – Patrol Services Division	1.0	Police Officer (salary \$47,654; benefits \$8,101)	\$55,755
Fire Department – EMS Section	1.0	EMS Field Coordinator (salary \$73,934; benefits \$12,569)	\$86,503
UTILITY FUND			
Public Works & Utilities Department – Utilities Planning & Engineering Division	1.0	Reclaimed System Analyst (salary \$56,972; benefits \$9,685)	\$66,657

It is recommended that the new positions approved in the 2010 Budget remain authorized but that the funds for staffing these positions be eliminated in the General Fund. For the new position in the Utility Fund, Staff proposes funding this position for six months. It is anticipated that the selective hiring freeze will continue through 2010. If these new positions are released for hiring in 2010, existing operating funds would be utilized to cover the cost of filling the new positions.

As this Budget Review is intended to focus on modifications to the Adopted 2010 Budget, only the proposed modifications are described below.

PROPOSED MODIFICATIONS TO THE ADOPTED 2010 BUDGET

Overall, the total City budget including all funds for 2010 is proposed to be modified from the Adopted total of \$170,876,064, plus \$32,854,414 in reserves and \$1,000,000 in contingency accounts, to \$195,751,416, plus \$32,854,414 in reserves and \$1,000,000 in contingency accounts. The most significant changes are in the Utility and Sales & Use Tax Funds. In the Utility Fund, the proposed issuance of \$28.3 million in debt is reflected in the revenues (the original \$16.155 million anticipated in debt for 2010 in the Adopted Budget was not reflected in the budgeted revenues), thus accounting for the significant increase in the proposed Amended 2010 Budget. In the Sales and Use Tax Fund, the economic recession's impact on this substantial revenue source results in significant reductions from the originally Adopted 2010 Budget, which is discussed in greater detail below.

As the City weathers the second recession within a decade, many steps have been taken to address projected shortfalls in 2009 and 2010. As previously communicated with City Council, Staff began taking numerous steps in November 2008 to help address the projected revenue shortfall for both 2009 and 2010. Staff has utilized a two-year approach for the current recession. Based on the continuing poor performance of revenues, the steps implemented in 2009 and some additional measures are proposed through the 2010 Budget and noted in the summary table below:

	Funding Available	Running Total
Street Division paver purchase & elimination of city membership	\$30,000	\$30,000
Fire Department heavy rescue truck down payment shifted to GCORF fund balance	\$100,000	\$130,000
Freeze of nine 2009 CIP projects	\$1,236,000	\$1,366,000
Freeze of 2.0 new FTE included in the 2009 Budget (\$0 shown since this is part of attrition savings)	--	\$1,366,000
Fuel price lock anticipated savings	\$100,000	\$1,466,000
Debt Service Fund savings	\$180,000	\$1,646,000
Selective hiring freeze implemented (\$0 shown since this is needed to meet the budgeted \$800,000 in attrition savings)	--	\$1,646,000
Out of state travel eliminated/restricted (\$0 shown since this is reflected in department operating savings listed below)	--	\$1,646,000
Sales & Use Tax Fund 2009 carryover	\$2,657,889	\$4,303,889
Earmarking of 2009 GF Contingency Funds	\$670,000	\$4,973,889
Unanticipated GF revenues	\$825,000	\$5,798,889
2009 year-end capital improvement project closeout	\$2,861,000	\$8,659,889
Public safety and non-public safety replacement vehicles acquisition costs shifted to GCORF fund balance	\$870,300	\$9,530,189
Department ongoing operating budget reductions 2009	\$750,000	\$10,280,189
Offer up to 5 voluntary furlough days for employees from June 8 through December 31, 2009 (for the period 6/8/09-8/31/09, a total of 130 employees have voluntarily furloughed 1,430 staff hours)	\$43,000	\$10,323,189
Amended overtime rules to match FLSA requirements (6 months in 2009)	\$175,000	\$10,499,189
Created the General Fund Stabilization Reserve (\$5,149,887 appropriated in 2009)	\$3,500,000	\$13,999,189
Department ongoing operating budget reductions 2010	\$750,000	\$14,749,189
Amended overtime rules to match FLSA requirements (full year in 2010)	\$350,000	\$15,099,189

Eliminated the 2010 Across-the-Board Pay Plan adjustment	\$512,147	\$15,611,336
Eliminated the 2010 projected merit increases for Administrative Officers (Department Heads and Division Managers)	\$105,995	\$15,717,331
BUDGET ADJUSTMENTS' TOTAL TO DATE		\$15,717,331

August sales and use tax revenues continue to follow a negative trend, with total sales and use tax revenues down for the eleventh consecutive month when comparing month-to-month trends from prior years. Staff focuses on sales and use tax revenues due to the fact that these revenues comprise 65% of the total originally adopted 2010 General Fund (GF) revenue, which fund the majority of day-to-day operations for the City (recall that property tax accounts for only 4% of the total GF). Total sales and use tax revenues for the month of August were down 14.8% from August 2008 figures. Year-to-date totals show City sales and use tax revenues down 10.1% over 2008 actual figures.

Staff continues to be fiscally conservative, taking measured responses to address this recession. Staff believes it is critical to address the revenue and expenditure impacts in a proactive manner. It should be noted that the impacts of this recession could be significantly worse on City services but thanks to the aggressive steps taken over the past several years to enhance the City's sales tax base, the impact of this recession on Westminster is less severe in the short term. New major retail hubs developed in the last five years include The Orchard Town Center at 144th Avenue and I-25, The Shops at Walnut Creek at US 36 and Church Ranch Boulevard, multi-store centers at 136th Avenue and I-25, 72nd Avenue and Sheridan Boulevard, and 72nd Avenue and Federal Boulevard. Sales and use tax revenues generated through these developments are helping to buffer the effects of this recession.

While Staff feels confident that adequate measures are in place to address the 2009/2010 Budget, Staff has significant concerns about what lies ahead with the 2011/2012 Budget. Staff has been utilizing the General Fund Fiscal Model to identify potential scenarios for the future, which will be shared with City Council at the September 21 Study Session. Based on current scenarios, Staff is anticipating that the City may face a \$4-6 million shortfall in revenues for the General Fund in 2011, prior to any increases in costs being taken into consideration (such as salaries, benefits, contract services, etc). This is primarily due to the fact that the 2010 Budget is being balanced by approximately \$6.9 million in one-time revenues. These one-time revenues are listed below:

\$3,500,000	General Fund – transfer payment from the General Fund Stabilization Reserve
\$1,000,000	General Fund – use of projected 2009 carryover as a transfer payment from the General Capital Improvement Fund
\$680,000	Sales & Use Tax Fund – use of projected 2009 carryover as a transfer payment to the General Fund
\$1,710,000	General Capital Improvement Fund – use of projected 2009 carryover due to the 144 th Avenue widening project coming in significantly under original budget in 2009 (projected savings of \$2.71 million, of which \$1 million is proposed to assist the General Fund operating budget as noted)
\$6,890,840	Total one-time funds utilized to balance the proposed Amended 2010 Budget (these funds will not be available for 2011)

This fall, Staff will commence work in preparation for the difficult deliberations that may be necessary for the 2011/2012 Budget. Staff will be utilizing a consultant, Lyle Sumek, to assist with identifying core services the City provides. Staff will return with this information for City Council to use at their April Strategic Plan Retreat for prioritizing City services.

The modifications proposed to the Adopted 2010 Budget are summarized below by fund. City Council will note that some highlights included below are more of an accounting adjustment, but they are highlighted in an effort to keep City Council informed on the more significant changes proposed for better management and cost tracking.

GENERAL FUND

Staff revisited the General Fund projected revenues for 2010 and adjusted the projections based on projected collections in 2009. Additional revisions are projected in the General Fund for property tax (-\$381,192), building permit (-\$282,074), highway users tax fund (HUTF) (+\$250,000), EMS billings (-\$264,244) and the Westin accommodations tax (-\$165,500). A significant adjustment was made in the transfer from the Sales and Use Tax Fund (-\$6,432,509). This is directly a result of the recession and high levels of unemployment. Due to a competitive bidding climate and Staff's work to manage capital project costs, Staff is projecting carryover funds at the end of 2009 in the General Capital Improvement Fund (GCIF). Accordingly, Staff is proposing to apply \$1 million in GCIF carryover revenue as a transfer to the General Fund to assist in meeting operating needs. In addition, \$3.5 million of the newly created General Fund Stabilization Reserve is proposed for use in 2010. The use of these one-time revenue sources will help balance the 2010 Budget but they will not be available for the 2011/2012 Budget.

In preparing the Adopted 2009 Budget, departments in the General Fund received a 0% increase in their base allocation (excluding regular salary accounts), except the Police and Fire Departments, who received a 2% increase in their base budget allocation due to the growth in the public safety tax, which is excluded from any economic development agreements and urban renewal areas. In addition, the Utility Fund departments received a 1% increase in their base allocations in 2009 pursuant to water/wastewater rate increases to address ongoing operating and capital needs throughout the utility system. Some additional adjustments were made to department allocations for both 2009 and 2010 for certain items including energy, fuel, etc.

In preparing the Adopted 2010 Budget, departments in the General Fund received a 1% increase in their base allocation, except the Police and Fire Departments, who received a 2% increase in their base budget allocation due to the growth in the public safety tax. In addition, the Utility Fund departments received a 1.5% increase in their base allocations pursuant to water/wastewater rate increases to address ongoing operating and capital needs throughout the utility system. In most cases, these modest increases allowed departments to catch up with increasing costs in various areas.

In March of this year, departments in the General Fund were asked to identify \$750,000 in operating expenditure reductions for 2009 based on the declining revenue picture. Since revenues are not expected to rebound quickly in 2010, General Fund departments carried forward the \$750,000 in operating expenditure reductions made in 2009 into 2010. In addition, departments were asked to return the allocation increases (1% general and 2% public safety departments) included within the originally Adopted 2010 Budget, totaling \$541,272. These amounts total \$1,291,272 of permanent reductions to the Adopted 2010 General Fund Budget in addition to other reductions identified, such as the across-the-board pay plan increase, energy, fuel, and overtime reductions.

Expenditure Adjustments

All Departments:

- Elimination of 1% Across-the-Board (ATB) Salary Adjustment. Originally, a 1% ATB adjustment was approved in the Adopted 2010 Budget. However, due to the current financial conditions and revenue challenges facing the City, Staff is proposing to eliminate the 1% ATB in 2010. While the elimination of the 1% ATB is not ideal, Staff feels that even with the elimination, the City's Pay

Plan will remain within market and wages will remain competitive. Very few cities are making across-the-board adjustments for all employees. A total savings of \$512,147 is created through the elimination of the 1% ATB. (Net change = -\$512,147)

- Step and Merit Salary Adjustments: Originally Staff estimated step and merit increases for all eligible employees in 2008 for the 2010 Budget. Staff is still proposing to pursue step increases for Non-Exempt employees and merit adjustments for Exempt employees in 2010. Staff feels these adjustments are necessary to keep wages competitive and within market. However, Staff is proposing the elimination of merit increases for Administrative Officers in 2010 to assist with balancing budget costs to projected revenues. The Administrative Officers is a group that is comprised of 32 FTE, including department heads and division managers, plus three contractual employees (City Manager, City Attorney and Municipal Judge). The savings from freezing Administrative Officers' wages at the 2009 rate is projected at \$105,995. (Net change = -\$165,738)
- Reclassifications of Existing Positions: With the mid-year budget review, a limited number of existing positions were reviewed and are recommended for reclassification due to the reorganization of certain departmental operations or individual position restructuring based on organizational needs. Additional information on these reclassifications is provided in the Staffing and Pay Plan section of this Staff Report as well as the detailed attachments outlining proposed changes. (Net change = +34,315 General and General Capital Improvement Funds)
- Elimination of Positions: Staff is recommending the elimination of 3.0 indexed positions, an intern and 1.25 regular full time equivalents (FTE). These eliminations were the result of reduced workload as well as reorganization efforts. The net FTE change recommended from the Adopted 2010 Budget is a reduction of 4.25 FTE, with a total of 982.674 FTE proposed authorized positions for 2010. (Net change = -\$290,172)
- Career Development: In order to balance the General Fund Budget, Staff is proposing numerous reductions to career development across multiple departments (Adopted 2010 = \$448,216; Proposed Amended 2010 = \$332,958). Overall, Staff is proposing a 25.7% reduction to career development in the General Fund. (Net Change = -\$115,258)
- Electricity and Gas Reductions: Staff is proposing a reduction in the original 5% allocation increase that departments received for energy costs in 2010. Based on actual gas and electric rates, the amended allocation increase is proposed at 2.5%. Staff is also working to conserve energy where practical, which is helping to control costs. (Net Change = -\$100,321)
- Reductions to Overtime Compensation: Per Fair Labor Standards Act (FLSA) changes enacted by the City in 2009 (24-hour notice and hours worked/hours paid changes), Staff is anticipating a reduction in overtime expenditures for several departments and is reducing overtime budgets accordingly. Specific departmental overtime reductions are noted in appropriate department sections below. (Net change = -\$265,515)

Individual Departments:

City Council:

- Overall City Council Reductions: Per City Council review on August 17, \$18,080 in savings and reductions are proposed for City Council's revised 2010 budget. This reflects a 7.5% decrease compared to City Council's Adopted 2010 Budget. A copy of the proposed Amended 2010 Budget for City Council is attached. Staff requests that City Council review this attachment and confirm that Staff accurately documented City Council's direction per the August 17 Study Session review. (Net change = -\$18,050)

City Attorney's Office:

- Overall Department Reductions: Staff is proposing reductions in career development (\$2,050), reference materials (\$1,750) and professional services (\$1,500) as Department's contribution to overall General Fund reductions being proposed by Staff. (Net change = -\$5,300)

City Manager's Office:

- Overall Department Reductions: Staff is proposing a total reduction of \$16,786 that is reflected in several accounts in administration, economic development and public information. These cuts include a \$6,588 proposed reduction for contractual services for public information utilized for graphic design and associated professional services and a \$5,894 proposed reduction in contractual services for economic development utilized for real estate services, photography, advertising and prospect development. (Net change = -\$16,786)

Central Charges:

- Recommended health insurance premiums consistent with 2010 Budget: Staff originally budgeted for an anticipated 8% increase in health insurance costs in the Adopted 2010 Budget based on continued health care cost pressures. Renewals for medical and dental insurance for 2010 are 18.1%. Staff was able to maintain the recommended premium increase of 8% to both the City and employee premiums through adjustments to plan design, utilization of a refund from Kaiser due to overpayment, and recommended utilization of approximately \$484,000 of the estimated \$3.25 million dollar medical/dental fund balance at year-end 2009. Reductions in these accounts are the result of not funding the new 2.0 FTE authorized in 2010. (Net change = -\$20,877)
- Retirement contribution: This expense is projected to be \$25,000 less than originally budgeted based on past expenditures in this account. This reduction is not the result of any changes to the City's contribution to employees' pensions. (Net change = -\$25,000)
- Life, long term disability, survivor income insurance rates: Renewal for these insurances remained the same as 2009 rates. The original Adopted 2010 Budget included increases to rates for these benefits that are not occurring in 2010. (Net change = -\$83,200)
- Elimination of Cafeteria Benefit for all Exempt Employees: A cafeteria style reimbursement of up to \$600 for qualifying expenses has been available to all exempt employees (i.e., Administrative Officers and Exempt employees) for many years. This reimbursement to management level staff was recognition of additional professional expenses incurred as well as a differentiator in total compensation to offset ineligibility for compensation for work beyond a 40 hour work week. Due to the current financial challenges facing the City, Staff no longer feels that this benefit is sustainable and is proposing elimination of the program; the savings will be used to balance the Amended 2010 Budget. This benefit across all funds totals \$143,000. (Net Change = -\$115,000)
- Professional Services: This account includes funding for the City Lobbyist (\$42,000), the US 36 Metropolitan Mayors and Commissioners Coalition (US 36 MMCC) Lobbyist (\$25,000), Community Mediation Services (\$12,500) and the Citizen Survey (\$17,000). The account also traditionally covers costs associated with facilitators, trainings, miscellaneous special events and studies. This reduction will prohibit funding for these additional items. (Net change = -\$28,694)
- General Capital Outlay Replacement Fund (GCORF) Funding: Staff proposes additional funds to reflect minor adjustments to vehicle cost estimates for 2010. A majority of the projected cost increase is associated with a replacement ambulance purchase. However, Staff is working to pre-order that vehicle yet this year, which could save the City several thousand dollars. (Net change = +\$12,250)
- City Council Community Outreach Program: Based on actual expenditure history, Staff is proposing reductions to miscellaneous accounts for the City Council's Community Outreach Program. These funds are utilized for City Council outreach events, such as the Mayor and

Council's Breakfasts, We're All Ears events, community service projects and other associated events. Staff does not anticipate any impacts on the program's level of service associated with this reduction. (Net change = -\$12,000)

- Electronic Media: Staff is proposing a minor reduction in community events taped and aired on cable Channel 8. (Net change = -\$3,662)
- Senior Transit Consortium: The City has had \$50,000 budgeted for several years in this account, but has never fully expended all funds. This account funds senior transit organizations and services in Adams and Jefferson Counties. This proposed reduction will bring the account in line with actual expenditure history. No change to the current funding level for senior transit is proposed. (Net change = -\$8,500)

General Services:

- Spill Abatement and Compliance Auditing: Staff is proposing a reduction in environmental services funds (General Fund) for spill abatement and compliance auditing. Due to the purpose of the expense, which is primarily to protect water quality, more responsibility for these expenses is proposed to be shifted to the City's Stormwater Fund. The net change reflects the proposed reduction in General Fund dollars for this expense; no change in the Stormwater Fund budget is proposed as this expense is proposed to be absorbed within the General Services Department's existing Stormwater Fund budget. (Net change = -\$9,000)
- Employee Recruitment and Medical Expenses For New Hires: Due to reduction in hiring and less turnover, Staff is not anticipating the need for these funds in 2010. (Net change = -\$16,200)
- Facility Maintenance and Repair Reductions: These reductions will result in slightly slower turnaround times for certain maintenance needs. Staff will also look at shifting appropriate maintenance and repair expenditures to the BO&M Major Maintenance capital project included within the General Capital Improvement Fund. (Net change = -\$15,000)
- Custodial Services Reductions: These reductions will result in decreased frequency for certain custodial services at certain City facilities. For example, trash will be emptied from employees' wastebaskets fewer days of the week. These reductions were applied in 2009 as well. (Net change = -\$22,000)

Finance:

- Overall Department Reductions: Staff is proposing a total reduction of \$4,004 that is reflected in several accounts throughout the department to provide ongoing savings into the future. (Net change = -\$4,004)

Police Department:

- Hiring Freeze for New 1.0 FTE Police Officer: This position was added to the Police Department per the Adopted 2010 Budget. Staff is proposing to retain authorization for this position, but due to the City's current selective hiring freeze, Staff is not proposing any funds for this position in 2010. This would essentially keep the position "frozen" through 2010 and would reduce the salary budget for Patrol Services. (Net change = -\$48,131)
- Department Reorganization in Specialized Services Division: The Police Department is proposing a reorganization in Specialized Services, which includes the elimination of the Neighborhood Services Administrator position. Under the proposed reorganization, code enforcement, animal management and graffiti operations would report to the Police Commander who currently oversees records and property/evidence. Liquor enforcement operations would move under the purview of the Investigations Section. The savings produced by the proposed reorganization are due to the elimination of the Neighborhood Services Administrator position. (Net change = -\$78,600)

- Reduction in Overtime: Per Fair Labor Standards Act (FLSA) changes enacted by the City in 2009 (24-hour notice and hours worked/hours paid change), Staff is anticipating a reduction in overtime expenditures for several departments. In the Police Department, Staff proposes applying the reductions to overtime accounts in Investigations (\$25,000), Communications (\$25,000), Traffic (\$10,000) and Patrol (\$85,800). (Net change = -\$145,800)
- Reduction in City Costs for Mobile Data Terminals (MDTs): The Jefferson County E-911 Authority has agreed to cover the base price of replacement "vehicle ruggedized" MDT's, a 4-year warranty for each MDT and a 4-year battery for each MDT. This amounts to \$3,600 per unit. The City will have to fund a small portion of the cost per MDT. Thanks to the E-911 Authority's assistance, rather than the City lease-purchasing the replacement MDTs, the City will purchase the replacement MDTs outright in 2010. As a result, the City is anticipated to save \$74,097 in 2010 and approximately \$160,000 per year from 2011-2013, as the City will not have to fund lease-purchase costs for the MDTs. The amount reflected is the Police Department's proportionate savings. (Net change = -\$57,054)
- Career Development Reduction: The Police Department is proposing a 29% reduction to their career development budget. Staff does not anticipate any issues with certifications and the Department has traditionally had some savings in their career development accounts at year-end, which had been significantly increased after the original public safety tax was adopted. (Net change = -\$37,388)
- Organizational Funding for Juvenile Services: Staff is proposing to reduce budgeted funds for juvenile services provided to the City by the LINK (Adams County) and JAC (Jefferson County). The Adopted 2010 Budget contained additional funds in anticipation of cost increases for these services. However, Staff received notice on 2010 fee structures from both agencies and these fees will remain generally the same as in 2009. (Net change = -\$26,315)
- Capital Outlay Reductions: These capital outlay reductions include deferring the replacement of a document shredder in Records & Property (\$20,000) and deferring replacement of twelve light bars for Patrol vehicles (\$36,000). Since changing over to LED light bars, the equipment is lasting longer (4-5 years) compared to the Department's traditional light bars (2-3 years). (Net change = -\$56,000)

Fire Department:

- Hiring Freeze for New 1.0 FTE EMS Field Coordinator: This position was added to the Fire Department per the Adopted 2010 Budget. Staff is proposing to retain authorization for this position, but due to the City's current selective hiring freeze, Staff is not proposing any funds for this position in 2010. This would essentially keep the position "frozen" through 2010 and would reduce the salary budget for the Fire Department. The Fire Department has this position currently filled on an "acting" basis, and desires to permanently fill the position but will evaluate a permanent promotional process against the department's overall staffing needs. If the department identifies this as a priority and feasible in their overall staffing levels, the department may promote for the position and leave an entry-level firefighter position vacant in 2010. (Net change = -\$73,934)
- Reduction in Overtime: Per Fair Labor Standards Act (FLSA) changes enacted by the City in 2009 (24-hour notice and hours worked/hours paid change), Staff is anticipating a reduction in overtime expenditures for several departments. In the Fire Department, Staff proposes applying the reductions to overtime accounts in fire (\$74,200) and EMS (\$27,800). (Net change = -\$102,000)
- Reduction in City Costs for Mobile Data Terminals (MDTs): As noted in the Police Department section above, the Jefferson County E-911 Authority has agreed to assist financially with the purchase of replacement "vehicle ruggedized" MDT's. As a result, the City is anticipated to save

\$74,097 in 2010 and approximately \$160,000 per year from 2011-2013, as the City will not have to fund lease-purchase costs for the MDTs. The amount reflected is the Fire Department's proportionate savings. (Net change = -\$17,043)

- Capital Outlay Reductions: The department is proposing to reduce its capital outlay for 2010 by \$23,242 to meet its target reduction for their portion of the \$750,000 city-wide savings and the allocation reduction. Some of the items that will not be purchased include four new cubicles for the office area in Fire Administration, new and replacement tools for the 2010 engine replacement, and a portion of the fire hose replacements. The delay of purchase of these items will not impact service delivery to the citizens. (Net change = -\$23,242)

Community Development:

- Shoenberg Farm Preservation Costs: Costs for some historic preservation efforts are proposed to be absorbed within the Administrative Division's budget. The two items being absorbed include the annual loan payment to the Colorado Historical Foundation (\$3,500/year for interest only) for the dairy barn rehabilitation and annual Shoenberg Farm Common Area Maintenance (CAM) charges (\$5,400/year). The costs associated with Shoenberg Farms will be absorbed within the professional services account, reducing the level of funding available for studies, design work, and the like. (Net change = \$0)
- South Westminster Arts Group (SWAG) Grant: The Department is absorbing the third year of start-up funding for SWAG (\$20,000 in 2010), which is the non-profit organization that has developed through Staff and volunteer efforts over the previous year. SWAG is at a critical growth stage and has requested initial financial support until it has established itself as a viable 501c3 organization. At that point, SWAG would be qualified to attain alternative grant funding and would be able to make a transition to self-sufficiency. The requested \$20,000 would be provided to SWAG in the form of a grant that would mainly be used to pay SWAG's executive director and art cooperative manager, both of whom work as hourly contractors to SWAG. They plan to organize art shows and community-based programs, classes, and activities, with a specific goal of reaching out to people of all ages, abilities and ethnicities in south Westminster neighborhoods. SWAG received start up funding through the department in the amount of \$20,000 in 2008 and again in 2009 (partly funded via 2008 carryover). (Net change = \$0)
- Westminster Housing Authority Facilities' Maintenance: The Department is proposing to absorb \$5,000 in Westminster Housing Authority (WHA) facilities' maintenance through a reduction in the Planning and Building Divisions. As partners with the WHA, the City has been maintaining and improving several facilities owned by the WHA through the South Westminster Revitalization capital improvement project. In efforts to better track expenses, WHA contributions, such as this, are being called out within the budget. The facilities to be maintained include the Rodeo Market and the community theater noted previously. (Net change = \$0)
- Reduction of Temporary Salaries: The engineering division is eliminating a contract employee position for 2010. This temporary position was last filled in 2008. The temporary part-time position performed development review services, and due to the reduced demand for these services, the position will not be filled in 2010. (Net change = -\$26,600)

Public Works & Utilities:

- Reduction in Overtime: Per Fair Labor Standards Act (FLSA) changes enacted by the City in 2009 (24-hour notice and hours worked/hours paid change), Staff is anticipating a reduction in overtime expenditures for several departments. In the PW&U Department in the General Fund, Staff proposes applying the reductions to the overtime account in the Street Division. (Net change = -\$17,500)

- Increase in funding for the Large Item Clean-up: Staff recommends increasing the budgeted amount for Large Item Clean-up for 2010 based on 2009 participation rates and projected cost increases from contractors. The total cost for 2009 was \$87,000. At the August 17 Study Session, Council directed Staff to continue the 2010 program in a similar fashion to the 2009 program. Staff will also work to increase public awareness and participation. As a result, Staff is proposing to increase the budget from the adopted level of \$62,800 to \$105,000 based on actual costs incurred in 2009. The additional funds will be transferred from the Maintenance/Repair – Street Rehabilitation account, resulting in a reduction of 2 miles of street rehabilitation and repair. (Net change = +\$42,200)
- Changes in the Maintenance/Repair – Street Rehabilitation Account: The PW&U Department is reducing the amount budgeted in this account to meet their cost savings target and to provide funding for the large item cleanup program. The total proposed reduction to the account equals \$296,855 and equates to approximately 7.6 lane miles of street improvements such as new street construction, concrete repair, and concrete replacement. However, the FASTER legislation taking effect in 2009 will allow for an increase in this account of approximately \$250,000 from registration fees through the Highway Users Tax Fund (HUTF), keeping this account close to whole for 2010. If it were not for the increase resulting from these State-collected funds that must be used for road maintenance, residents and businesses would have seen reduction of approximately 7.6 lane miles of street rehabilitation in 2010. (Net change = -\$46,855)
- Increase in Street Maintenance Materials: The division shifted funds between accounts to increase the amount of asphalt and paving materials available in 2010. The division is also reallocating \$17,000 from the Maintenance/Repair account and \$18,500 in savings from the early purchase of the tandem truck noted below. (Net change = +\$135,500)
- Decrease in Electricity Costs for Street Lights: The department reduced the amount budgeted for street light electricity and maintenance expenses by \$100,000 to offset additional expenses in the asphalt maintenance account based on expenditure history. CMO further reduced the account by \$54,048 due to lower than anticipated electrical rates. With the combined reductions, the remaining amount is expected to cover electrical and maintenance expenses in 2010. (Net change = -\$154,048)
- Capital Outlay Savings: Due to cost savings associated with ordering 2 tandem axle dump trucks at the same time during 2009, the division saved \$18,500 in its operating budget for 2010. (Net change = -\$18,500)

Parks, Recreation & Libraries:

- Shift General Fund Expenses for Park Services to Community Enhancement Fund: To assist with balancing the 2010 General Fund Budget and to assist the City's Golf Course Fund, Staff is proposing to shift several expenses currently budgeted in Park Services Division to the City's Community Enhancement Program in the General Capital Improvement Fund. These include greenhouse expenses (\$47,000), forestry expenses (\$19,000), replacement signs for parks (\$5,000) and the City's Plant-A-Tree program (\$2,500). (Net change = -\$73,500)
- Shift To Contractual Custodial Services at Swim and Fitness Center and The MAC: Staff proposes shifting 1.25 FTE Custodian salary to contract services for custodial services for Swim and Fitness Center (\$46,000). Contracting custodial expenses at the Swim and Fitness Center occurred earlier in 2009 as a pilot project and Staff has been satisfied with the results; therefore the 1.25 FTE Custodian is proposed to be partially reallocated (1.0 FTE reallocated to and converted at Standley Lake operations) and partially eliminated (0.25 FTE permanently eliminated). Staff also proposes shifting an additional 1.0 FTE Custodian salary to contract services for custodial services for The MAC (\$44,000). Since this effort at The MAC will occur yet this year, Staff is not proposing to eliminate the 1.0 FTE at this time but rather utilize the

remainder of 2009 and beginning of 2010 to evaluate the effectiveness at The MAC and renegotiate the intergovernmental agreement with Hyland Hill Park and Recreational District, who jointly owns the facility. With the development of the 2011/2012 Budget, Staff anticipates eliminating this 1.0 FTE Custodian position permanently. Based on experiences at other City facilities, Staff believes that moving to contractual custodial services at Swim and Fit and The MAC will save City resources and avoid certain liabilities. \$0 is shown here, as the current funds are proposed to be shifted from salaries and Central Charges into the department's contract services accounts for each of these facilities. (Net change = \$0)

- Reduction in Extra Duty Police Officers at Recreation Centers: At various times throughout the years, off duty Police Officers have been hired by the PR&L Department to provide additional security at various recreational facilities throughout the City. The issues have been addressed that led to the need for extra duty police services at City Park Recreation Center, so Staff does not anticipate the need for these funds in 2010. Some funds for off duty Police Officers remain for special events, but not at the funding levels previously budgeted. Staff does not anticipate any change in the recreational experience for its customers as a result of this reduction. (Net change = -\$9,700)
- Maintain Promenade Expenses at 2009 Levels: Staff is planning to maintain Common Area Maintenance (CAM) Charges at the Promenade at the 2009 level (Adopted 2009=\$370,040; Adopted 2010=\$375,800). Staff is proposing several minor reductions to several operating accounts to balance expenditures against CAM charges. (Net change = -\$5,760)
- Park Services Temporary Salaries Reduction: Staff is proposing to utilize Jefferson County Attributable share dollars (open space) to offset this reduction to the General Fund. The City currently funds 9.0 FTE out of these Jefferson County open space dollars in the General Capital Improvement Fund (2009 budget = \$455,000; 2010 budget = \$482,000). The net change reflects the proposed reduction to the General Fund, as funds are available within the existing capital improvement budget for this expense. (Net change = -\$23,400)
- Park San-o-Let Reductions: Staff is proposing to reduce funds for san-o-lets in parks based on actual costs (2008=\$17,300 total). This will maintain \$34,197 in the contract services account, which also funds Accela maintenance management software costs (\$10,000). Staff does not anticipate any impact on park user's experiences as a result of this funding adjustment. (Net change = -\$20,000)
- Right-of-Way Maintenance Contract for U.S. 36 and Federal Interchange: Due to Staff efforts and the favorable bidding environment, the actual contract for the newly-added maintenance area along U.S. 36 and Federal interchange is lower than originally anticipated. (Net change = -\$15,000)
- Irrigation of Parks, Rights-Of-Way and Medians: Staff is proposing a reduction to the irrigation budget in Park Services to reflect Staff's efforts towards more precise water application and management. Also, more areas are now served by Maxicom automated irrigation systems, which assists Staff in better managing irrigation throughout the City. (Net change = -\$50,000)
- Reallocation and Reclassification of Existing 1.0 FTE to Standley Lake: As discussed above, Staff proposes shifting 1.25 FTE Custodian salaries to contract services for custodial services for Swim and Fitness Center. Staff is proposing to reallocate 1.0 FTE of this total 1.25 FTE (0.25 is proposed to be eliminated) to Standley Lake for a 1.0 FTE Park Ranger position. This proposed change from 1.0 FTE Custodian (\$29,442) to 1.0 FTE Park Ranger would amount to an additional \$6,072 in salary cost. However, as an offset to create this permanent position, Staff proposes elimination of the current Standley Lake Intern position (-\$31,895), which was included in the Adopted 2010 Budget. This proposed elimination would offset most of the cost increase for the proposed change from custodian to park ranger. (Net change = \$3,619).

- Elimination of Career Development for Library Services: Staff is proposing an elimination of career development funds for Library Services. Library Staff preferred to meet necessary reductions through an elimination of this account versus further reducing the budget for library materials noted below. (Net change = -\$4,300)
- Contractual Services Reduction for Library: Staff is anticipating savings due to negotiating a new copier contract, eliminating the courier between libraries, and switching College Hill phones to City's system. These reductions should have minimal impact on services. (Net change = -\$18,293)
- Library Materials Reduction: Staff is proposing a reduction in funds for the purchase of new library materials (library books, DVDs, CDs, etc.). These reductions will create longer wait lists for popular new materials and difficult to replace, worn-out materials. Overall, Staff is proposing a library materials budget of \$309,300 in 2010. (Net change = -\$10,700)
- Temporary Salaries for Recreation Facilities: Staff is proposing to freeze temporary instructor salaries in 2010 and to reduce funds for temporary salaries for Fitness (\$8,653), City Park Fitness Center (\$2,900), City Park Recreation Center (\$10,967), West View Recreation Center (\$4,000) and Countryside (\$5,000). Staff will use less substitutes to fill hours and anticipates closing Countryside pool when school starts (about 2 weeks earlier than current practice). The proposed Fitness reduction will limit options for new programming. (Net change = -\$31,520)
- Recreation Facilities/Programs Career Development Reductions: This reduction will eliminate conferences for Staff. The remaining funds in these career development accounts will cover professional subscriptions and memberships. (Net change = -\$7,280)
- Youth Volleyball Elimination: Staff eliminated youth volleyball in 2009 due to lack of participation and the cost-prohibitive nature of the program. These savings will carry forward into 2010. (Net change = -\$4,200)

Below is a summary chart of the net changes made to the General Fund Department budgets. These numbers include all salary, benefit and other adjustments.

General Fund Department	Net Change Proposed to Adopted Budget
City Council	-\$18,050
City Attorney's Office	-\$22,621
City Manager's Office	-\$16,612
Central Charges (including transfer payments)	-\$1,497,964
General Services	-\$125,378
Finance	+\$36,777
Police	-\$671,223
Fire	-\$294,806
Community Development	-\$204,914
Public Works & Utilities	-\$96,911
Parks, Recreation & Libraries	-\$458,492
TOTAL	-\$3,370,194

NOTE: The Net Change Proposed to Adopted Budget column will not necessarily match the items described under each department's summary above as a result of impacts of the adjustments discussed in the All Departments section (i.e., adjustments citywide to salaries, etc.).

GENERAL RESERVE FUND

The Adopted 2010 Budget projected a General Reserve Fund of \$10,127,095 (as of 12/31/10). However, based on higher than anticipated interest earnings during 2008 and 2009, the current General Reserve Fund cash balance is \$10,192,189. Staff recommends amending the 2010 Budget to

reflect the current cash balance plus projected interest earnings for 2010. This will bring the General Reserve Fund up to \$10,512,088, which remains a healthy reserve, especially given these economic times. (Net change = +\$384,993)

General Reserve Fund	Net Change Proposed to Adopted Budget
General Reserve Fund	+\$384,993
TOTAL	+\$384,993

GENERAL FUND STABILIZATION RESERVE

Staff has discussed ways to buffer future economic ups and downs. In recognition of the volatile nature of and our connection to the world economy, the need to prepare for future recessions becomes a higher priority. In the financial overview Staff provided City Council at the April 6 Study Session, Staff presented a recession strategy that included the identification of fund balance and carryover as options to help address a revenue shortfall. In August, City Council authorized the establishment of a new General Fund Stabilization Reserve (GFSR) and appropriated \$5,149,887 of 2008 carryover to this reserve. The GFSR is intended to level out revenue collections, particularly sales and use tax revenues, that may result from the unpredictable nature of the economy. This fund is intended to serve as a stabilizer during reduced revenue collections, allowing City services to continue to be delivered despite downturns in the economy. The creation of the GFSR was not intended to prevent all future expenditure reductions, as such reductions will always be necessary in significant economic downturns.

As discussed with City Council upon the creation of the GFSR, Staff anticipated that the fund would need to be utilized immediately. Based on the significant reduction anticipated in sales and use tax collections for 2010, Staff recommends the use of \$3.5 million as a stop gap measure to balance the 2010 Budget. The remaining balance in the fund will be \$1,649,887. Based on this remaining balance accruing interest earnings during 2010, the remaining balance in the fund at year-end is projected to be \$1,691,134. The net change shown below reflects the starting balance of \$5,149,887 plus interest earnings on the remaining \$1,691,134 after the proposed transfer to the General Fund (\$3.5 million).

General Fund Stabilization Reserve	Net Change Proposed to Adopted Budget
General Fund Stabilization Reserve	+\$5,191,134
TOTAL	+\$5,191,134

UTILITY FUND

Due to the unusually wet and cool summer impacting water/wastewater sales and the significant decline in residential and commercial construction impacting tap fees, the Utility Fund is anticipated to collect approximately \$10.8 million less in revenues in 2009 than originally budgeted. Some expenditure reductions have occurred in 2009, therefore, it is anticipated that approximately \$7.0 million of reserve funds will be utilized in 2009. Pursuant to the Utility Fund Fiscal Policies adopted by City Council, the majority of this projected shortfall will be covered by the Rate Stabilization Reserve (RSR) funds to offset the shortfall in operating revenues (projected at \$4.7 million). Also recommended is the use of additional Capital Project Reserve (CPR) funds to offset the shortfall in tap fees. These funds would be utilized to fund the 2009 Capital Improvement Program (CIP) in the Utility Fund (projected at \$2.3 million). Additional information is available in the Utility Reserve Fund section of this Staff Report.

While the Utility Fund has experienced a significant drop in water/wastewater sales in 2009, it is not anticipated that next year will incur the same experience. As such, the water/wastewater sales' budgets for 2010 are projected to remain the same as originally approved in the Adopted 2010 Budget. Therefore, no adjustments are necessary in the operating budget. However, due to the significant decline in new construction in 2009, which is not anticipated to rebound quickly in the near future, the projected tap fees for 2010 have been reduced from \$7,167,230 to \$3,193,061. This represents a 55% reduction from the originally Adopted 2010 Budget. This directly impacts the Utility Fund's CIP. As previously discussed with City Council, modifications to the adopted CIP for 2010 are reflected in the proposed amendments to the Utility Fund CIP as a result of the Comprehensive Water Supply Plan (CWSP) presented to City Council in August. Originally, a \$16.155 million bond issue was proposed for the 2010 water CIP plus a transfer payment of \$1,435,842 from the water CPR. However, in anticipation of a larger debt issue (\$28.3 million) proposed for 2010 and reduction in operating budgets in the water fund (freeing additional rate revenues towards R&R), the transfer payment from the water CPR is proposed to be eliminated with this mid-year amendment. Overall, the amended CIP is proposed to be funded through additional rate revenues and a larger debt issuance. Additional information is provided in the CIP section below.

All Departments:

- Elimination of 1% Across-the-Board (ATB) Salary Adjustment. Originally, a 1% ATB adjustment was approved in the Adopted 2010 Budget. However, due to current financial conditions and revenue challenges facing the City, Staff is proposing to eliminate the 1% ATB in 2010. The savings from not pursuing this 1% ATB would be utilized to balance the 2010 Budget. A total savings of \$89,121 is created through the elimination of the 1% ATB. (Net change = -\$89,121)
- Step and Merit Salary Adjustments: Originally Staff estimated step and merit increases for all eligible employees in 2008 for the 2010 Budget. Staff is still proposing to pursue step increases for Non-Exempt employees and merit adjustments for Exempt employees in 2010. However, Staff is proposing the elimination of merit increases for Administrative Officers in 2010 to assist with balancing budget costs to projected revenues. The savings from the freezing Administrative Officers' wages at the 2009 rate is projected at \$17,942. Additional savings projected for 2010 are the result of actual salary increases projected for 2009 that did not occur and the result of vacancies being filled with new staff hired at an entry level wage in the Pay Plan. (Net change = -\$42,770)
- Reclassifications of Existing Positions: With the mid-year budget review, a limited number of existing positions were reviewed and are recommended for reclassification due to the reorganization of certain departmental operations or individual position restructuring based on organizational needs. Additional information on these reclassifications is provided in the Staffing and Pay Plan section of this Staff Report as well as the detailed attachments outlining proposed changes. (Net change = -18,963)

Central Charges

- Recommended health insurance premiums consistent with 2010 Budget: As noted in the General Fund section, Staff originally budgeted for an anticipated 8% increase in health insurance costs in the Adopted 2010 Budget based on continued health care cost pressures. Reductions in these accounts are the result of expenditure history and only funding 6 months for the new 1.0 FTE authorized in 2010. (Net change = -\$53,869)
- Retirement contribution: This expense is projected to increase based on the lack of turnover anticipated in original projections. (Net change = +\$84,924)
- Life, long term disability, survivor income insurance rates: Renewal for these insurances remained the same as 2009 rates. The original Adopted 2010 Budget included increases to rates for these benefits that are not occurring in 2010. (Net change = -\$21,300)

- Elimination of Cafeteria Benefit for all Exempt Employees: As noted in the General Fund section, a cafeteria style reimbursement of up to \$600 for qualifying expenses is being eliminated. This benefit across all funds totals \$143,000. (Net Change = -\$25,000)
- Debt Service: In late 2008, the City refinanced 2002 variable rate bonds that funded Public Works and Utilities projects, resulting in a projected \$569,385 in savings in 2010. However, a debt issue of \$28.3 million is anticipated to be issued mid-year 2010 and will result in 6 months of debt service payments projected at \$1.025 million in 2010. (Net change = -\$628,230)

Public Works and Utilities:

- Reduction in Overtime: Per Fair Labor Standards Act (FLSA) changes enacted by the City in 2009 (24-hour notice and hours worked/hours paid change), Staff is anticipating a reduction in overtime expenditures for several departments. In the PW&U Department in the Utility Fund, Staff proposes applying the reductions to the overtime account in the Utilities Planning & Engineering and the Utilities Operations Divisions. (Net change = -\$70,000)
- Mid-Year Hiring for New 1.0 FTE Reclaimed Systems Analyst Position: This position was authorized in the Adopted 2010 Budget. Staff is proposing to retain authorization for this position, but due to the City's current selective hiring freeze, Staff is proposing funds for only 6 months in 2010 for this position. This would essentially keep the position "frozen" through June of 2010 and would reduce the salary budget for the PW&U Department. (Net change = -\$28,486)
- Increased Water Treatment Costs Associated with the Elimination of Thornton Treated Water: In May 2010, the City of Brighton will begin using the Thornton treated water the City currently purchases. Since 2 million gallons per day (MGD) of treated water from Thornton will not be available for customers' use, the Water Plants will need to increase production levels, for which the City has the water rights, resulting in increased energy and chemical costs. The increased costs equate to 8 months of producing an extra 2 MGD in Westminster water treatment facilities. (Net change = +\$63,550)
- Decreased Special Assessment from Metropolitan Wastewater: The Metropolitan Wastewater District has revised its 2010 costs based on 2009 actual use and reduced the amount owed by the City by \$354,495. (Net change = -\$354,495)
- Reduced Electricity & Gas Costs – Wastewater Plants: The original engineering estimate for energy consumption at the renovated Big Dry Creek Wastewater Treatment Facility proved higher than actual. The resulting cost savings are approximately \$300,000 in the wastewater fund. (Net change = -\$300,000).

Information Technology:

- Overall Department Reductions: Staff is proposing a total reduction of \$21,591 that is reflected in several accounts throughout the department, including training and reduced maintenance costs. (Net change = -\$21,591)

Water and Wastewater Capital Improvement Program (CIP):

The 2010 Capital Improvement Program Proposed Amendments document, which includes all funds, is attached to this Staff Report. In addition, short descriptions of each project adopted and/or proposed are attached.

Overall, the proposed Utility Fund 2010 CIP is proposed to increase by \$11,900,000 from \$26,538,000 to \$38,438,000. This increase is proposed to be funded through debt. These proposed changes reflect City Council's direction from the Study Session on August 3rd regarding the City's Comprehensive Water Supply Plan.

The following list summarizes the proposed changes to the Utility Fund CIP for 2010:

- Reclaimed Water Treatment Plant Expansion (debt funded): This proposed reduction reflects reallocation of funding to 2009 to reflect when expenditures will occur. Originally, \$1.3 million was budgeted in 2009. Based on timing of debt issue, Staff anticipates that, technically, the City will spend \$8.8 million in 2009. Between 2009 and 2010, there is a \$0 net change for this project. The total project is budgeted at \$15,575,000. (Net change to 2010 = -\$7,390,000)
- Comprehensive Water Supply Plan – Wattenberg Gravel Lakes Storage: This proposed reduction of the full \$510,000 originally budgeted reflects the postponement of the project into future years in order to assist in the funding of the Northwest Treatment Facility Membrane Expansion in 2010. Due to reduced development activity in the area, the gravel mining at the Wattenberg site has slowed down considerably. Therefore, the delay in funding for this project is not a concern. (Net change = -\$510,000)
- Open-Cut Water Line Replacements: This reduction is proposed in order to assist in the funding of the Northwest Treatment Facility Membrane Expansion in 2010. Based on funds available in this project account and current needs, Staff is comfortable with this reduction; \$2.5 million was originally budgeted for this project in 2010. (Net change = -\$1,000,000)
- Water Pressure Zone Improvements: This reduction is proposed in order to assist in the funding of the Northwest Treatment Facility Membrane Expansion in 2010. Based on funds available in this project account and current needs, Staff is comfortable with this reduction. Staff is planning to pursue additional funds for this project in 2011-2013; \$4.05 million was originally budgeted for this project in 2010. (Net change = -\$550,000)
- Northwest Treatment Facility (NWTF) Membrane Expansion: The addition of three membrane filtration racks will be necessary to replace the diminished potable water capacity resulting from elimination of Thornton treated water purchases commencing in 2010. With the end of the Thornton Agreement, the NWTF capacity will no longer be able to meet all indoor water demands in the event the Semper Water Treatment Facility is unable to produce water. These additional membranes would assure a basic drinking water supply under a variety of planned shutdown or emergency conditions. The added capacity will be equivalent to two to five million gallons per day based on water temperatures. Besides the membranes, no additional components or modifications are needed since the facility was designed for up to 20 million gallons per day. The membrane expansion of NWTF was originally planned for 2012-2013. However, the current bidding climate makes the project about \$2.5 million less expensive (revised projection = \$3,000,000; original projection = \$5,525,000). Therefore, Staff is recommending that the expansion occur in 2010. (Net change to 2010 = +\$3,000,000)
- Comprehensive Water Supply Plan – Water Supply Development: This proposed funding increase involves developing water supply to meet the water demand of the City at build-out, which is projected for 2035. This project may include the construction of facilities, the acquisition of water rights, or other transactions to obtain sufficient water supply for the needs of the City into the future. This is an existing project and was formerly titled “Water Supply Development Account.” This proposal reflects City Council’s direction from the Study Session on August 3rd regarding development of the City’s water supply. Per the City’s Comprehensive Water Supply Plan and the direction provided by City Council, Staff is planning to return to City Council to request an additional \$4,250,000 for this account during the 2011/2012 Budget development process next year. (Net change = +\$15,750,000)
- Water Debt Cost of Issuance/Reserve – NEW: Staff is planning to proceed with a proposed bond issue in 2010 to fund water capital improvement projects. Due to the updated Comprehensive Water Supply Plan recently approved by City Council, the proposed bond issue in 2010 is estimated at \$28.3 million. \$2.6 million of this cost is anticipated for the cost of issuance fees and for bond reserve fund requirements. (Net change = +\$2,600,000)

Below is a summary chart of the net changes made to the Utility Fund department budgets. Note that the fund as a whole is proposed to increase as a result of the increased CIP budget. This increase is funded via an increase in the amount of operating funds transferred to the Utility Fund Capital Improvement Program for R&R, plus increasing the amount of debt proposed for 2010.

Utility Fund Department (Water/Wastewater)	Net Change Proposed to Adopted Budget
Central Charges (including Transfer Payments)	-\$861,302
Finance	+\$1,311
Public Works & Utilities	-\$783,854
Parks, Recreation and Libraries	+\$1,639
Information Technology	-\$20,591
Water/Wastewater Capital Improvements	+\$11,900,000
TOTAL	+\$10,237,203

NOTE: The Net Change Proposed to Adopted Budget column will not necessarily match the items described under each department's summary above as a result of impacts of the adjustments discussed in the All Departments section (i.e., adjustments citywide to salaries, etc.).

UTILITY RESERVE FUND

- Elimination of the Transfer Payment to the Utility Fund from the Capital Project Reserve Fund:** Elimination of the transfer payment is proposed as a result of the increased 2010 CIP based on the Comprehensive Water Supply Plan and the proposed increased debt issuance in 2010. Pursuant to the Utility Fund Fiscal Policy adopted by City Council in 2006, water and wastewater sales are first applied towards operating costs and then, an increasing amount each year is to be applied towards ongoing repair and replacement (R&R) budgeted within the Capital Improvement Program. The ultimate goal is that all R&R will be funded through water and wastewater rates. Pursuant to the Fiscal Policy, any shortfall between tap fee revenues and water/wastewater rate revenues being applied towards capital projects shall be made up from moneys in the Capital Reserve Fund. In the Adopted 2010 Budget, \$1,435,842 was budgeted as a transfer from the Utility Capital Reserve Fund based on a proposed bond issue of \$16.155 million and original operating budget. However, in light of the updated Comprehensive Water Supply Plan approved by City Council, the proposed bond issue in 2010 increases to \$28.3 million. In addition, as noted within the department section of the Utility Fund, savings on the operating side results in additional funds available for R&R in the CIP, thus eliminating the need for any transfers from the CPR. (Net change to the Utility Capital Reserve Fund transfer payment to the Utility Fund = -\$1,435,842)
- Overall Decrease to Reserve Fund Balance:** The overall Reserve Fund balance for the Rate Stabilization Reserve (RSR) and the Capital Project Reserve (CPR) are proposed to decrease based on use of CPR funds during 2008 and 2009 and reduced projected interest earnings during 2009 and 2010. Significant adjustments have been made to the Reserve Fund since the 2009/2010 Budget was adopted in October 2008 that results in overall changes to the current fund balance, primarily in the CPR. Staff projects that at the end of September, the total RSR cash balance will be \$11,866,363 and the CPR cash balance will be \$11,309,722. However, based on lower than anticipated water/wastewater sales and tap fees, it is anticipated that approximately \$4.7 million of water RSR, approximately \$1.5 million of water CPR and approximately \$800,000 of wastewater CPR will be needed for the Utility Fund to remain balanced in 2009. As a result, Staff is projecting that the beginning fund balances for 2010 will be approximately \$27 million lower than the Adopted 2010 Budget reflected. With lower fund balances and a low projected interest

rate of 2.5%, the revised Reserve Fund is projected to be \$9,290,125 by year-end 2010 versus the budgeted amount of \$39,537,982 (as of 12/31/10). (Net change = -\$22,935,518)

Utility Reserve Fund	Net Change Proposed to Adopted Budget
Central Charges	-\$22,935,518
TOTAL	-\$22,935,518

STORMWATER DRAINAGE FUND

- **Miscellaneous Storm Drainage Improvements:** Staff previously did not budget for interest earnings within the Storm Drainage Fund due to the small amount anticipated initially; however, due to better than anticipated interest earnings within the fund, Staff is proposing to amend the Adopted 2010 Budget to reflect projected interest earnings of \$80,000 in 2010. In addition, Staff is projecting higher than originally budgeted storm drainage fees based on actual history. The total Stormwater System 2010 CIP budget is proposed to increase by \$130,000 from \$1,220,000 to \$1,350,000. Staff is projecting these additional funds be applied to necessary storm drainage capital improvements projects in 2010 in the Miscellaneous Stormwater Drainage Improvements project. This project provides funding for smaller storm drainage projects throughout the City. (Net change = +\$130,000)

Stormwater Drainage Fund	Net Change Proposed to Adopted Budget
General Services	\$0
Community Development	\$0
Public Works & Utilities	\$0
Parks, Recreation and Libraries	\$0
Stormwater Drainage Capital Improvements	+\$130,000
TOTAL	+\$130,000

FLEET MAINTENANCE FUND

- **Reduced Fuel Costs:** Staff is proposing to reduce the budget for unleaded and diesel fuel. Staff has already locked in fuel prices for the first six months of 2010 (\$1.79 for unleaded and \$1.90 for diesel) and Staff will be looking to lock in fuel prices for the second half of 2010 later this year. The Adopted 2010 Budget assumed significantly higher fuel costs. These savings are being reflected in department operating budgets throughout the General and Utility Funds as this is an internal service fund. (Net change = -\$575,219)

Fleet Maintenance Fund	Net Change Proposed to Adopted Budget
Fleet Maintenance Division	-\$575,219
TOTAL	-\$575,219

GENERAL CAPITAL OUTLAY REPLACEMENT FUND (GCORF)

- **Increased Costs for Replacement Vehicles:** Staff proposes additional funds to reflect minor adjustments to vehicle cost estimates for 2010. A majority of the projected cost increase is associated with a replacement ambulance purchase scheduled for 2010. However, Staff is working to pre-order that vehicle in 2009, which could save the City several thousand dollars. (Net change = +\$12,250)

General Capital Outlay Replacement Fund	Net Change Proposed to Adopted Budget
GCORF	+ \$12,250
TOTAL	+ \$12,250

GOLF COURSE FUND

Due to current economic conditions and a dramatic decrease in tournament play, Staff is projecting a shortfall of approximately \$440,000 in revenues in 2010 compared to the Adopted 2010 Budget. This shortfall is proposed to be filled via transfer payments from the Sales and Use Tax, POST, and General Capital Improvement Funds. The 2010 revised revenues are projecting a slight turnaround from 2009, returning revenues to 2006 levels. In order to address this projected significant shortfall, Staff is proposing several steps to address the issue, many of which are short term in nature. A more comprehensive evaluation of the Golf Courses will need to take place prior to the development of the 2011/2012 Budget. The steps Staff is proposing to address the projected revenue shortfall in 2010 are outlined below:

- **Reduction in Operating Costs:** Staff is proposing \$103,365 in golf course operating budget reductions for 2010 (independent of salary and benefit adjustments). These reductions are anticipated to have some minor impacts on operations but Staff will do everything possible to minimize the impact on customers at the courses. The most significant adjustment is a 10% reduction to the temporary salaries accounts, which results in approximately 2,000 less manhours during the season. (Net change = -\$103,365)
- **Increase in POST Fund Subsidy:** Staff is proposing to transfer an additional \$95,000 in POST funds to the Golf Course Fund, bringing the total of POST funds supporting the Golf Course Fund from \$182,591 to \$277,591. These funds would be realized with a reduction to the open space land acquisition account (\$50,000) and a reduction to the Trail Development CIP project account (\$45,000). Staff is comfortable with the temporary reduction in the land acquisition account because POST bond funds will be available in 2010 for open space acquisitions. (Net change = +\$95,000)
- **Proposed Use of Jefferson County Attributable Open Space Funds:** Staff is proposing to eliminate the \$122,000 that was originally adopted for the City Park Phase IV CIP project in 2010 and utilize those funds to help balance The Heritage Golf Course Budget. This project was proposed to be funded through the City’s allocation of Jefferson County open space funds. (Net change = +\$122,000)
- **Increase the Sales & Use Tax Fund Subsidy:** As a final component of this budget balancing strategy, Staff is proposing to reduce \$120,000 from the General Fund portion of the Park Services Division operating budget, which frees funds that can be applied to the Golf Course Fund to assist in addressing the projected shortfall. The net result would be a decreased transfer of this amount from the Sales and Use Tax Fund to the General Fund, and an increased transfer of this amount from the Sales and Use Tax Fund to the Golf Course Fund. The Sales and Use Tax Fund transfer payment to the Golf Course would increase from \$285,000 to \$405,000. Staff is proposing to offset the \$120,000 in General Fund Park Services’ expenses through use of Community Enhancement Program funds as noted previously in the General Fund section of this Staff Report. Staff believes that these expenses reflect an appropriate use of the City’s Community Enhancement Program. The expenses would include the salary for a park maintenance contract coordinator (\$54,000), forestry supplies (\$19,000) and appropriate greenhouse expenses (\$47,000). (Net change = +\$120,000)

Other adjustments made to the Golf Course Fund are outlined below:

- Elimination of 1% Across-the-Board (ATB) Salary Adjustment. As noted previously, originally, a 1% ATB adjustment was approved in the Adopted 2010 Budget. However, due to current financial conditions and revenue challenges facing the City, Staff is proposing to eliminate the 1% ATB in 2010 to help balance the 2010 Budget. A total savings of \$11,074 is created through the elimination of the 1% ATB. (Net change = -\$11,074)
- Step and Merit Salary Adjustments: As noted previously, originally Staff estimated step and merit increases for all eligible employees in 2008 for the 2010 Budget. Staff is still proposing to pursue step increases for Non-Exempt employees and merit adjustments for Exempt employees in 2010. Step and merit projections have been revised based on current employee status. (Net change = -\$5,795)
- Recommended Health Insurance Premiums Consistent with 2010 Budget: As noted in the General Fund section, Staff originally budgeted for an anticipated 8% increase in health insurance costs in the Adopted 2010 Budget based on continued health care cost pressures. Increases in these accounts are the result of expenditure history. (Net change = +\$15,130)
- Elimination of Cafeteria Benefit for all Exempt Employees: As noted previously, a cafeteria style reimbursement of up to \$600 for qualifying expenses has been available to all exempt employees (i.e., Administrative Officers and Exempt employees). Due to the current financial challenges facing the City, Staff no longer feels that this benefit is sustainable and is proposing elimination of the program. (Net Change = -\$3,000)

Golf Course Fund	Net Change Proposed to Adopted Budget
Legacy Ridge	+\$440
The Heritage	-\$99,058
TOTAL	-\$98,618

NOTE: The Net Change Proposed to Adopted Budget column will not necessarily match the items described under each department's summary above as a result of impacts of the adjustments discussed in the All Departments section (i.e., adjustments citywide to salaries, etc.).

SALES & USE TAX FUND

As with most other municipalities in Colorado, sales and use tax provides the largest revenue source for the provision of services in the City of Westminster. In 2010, sales and use tax is projected to comprise 59.5% of total General Fund revenues (down from the adopted level of 65%). Over the last several years, multiple factors have put pressure on this revenue source, including an economic downturn, increased retail competition, instability in the economy and the continued decline of the Westminster Mall. To address these challenges, the City has moved forward with efforts to stabilize and diversify sales and use tax revenues in order to provide replacement revenue.

Despite significant progress made, the City remains below total sales and use tax collections in 2001 (excluding the public safety tax and POST). In 2008, actual sales and use tax collections (excluding POST and public safety taxes) totaled \$51.4 million, which was 4.3% less than the 2001 collection figure of \$53.7 million. With the 2008 carryover appropriation in August, City Council authorized a revision to the Sales and Use Tax Fund, significantly revising revenue projections down from the original Adopted 2009 Budget.

Looking forward to 2010, Staff is projecting lower-than-anticipated sales and use tax revenues. Including public safety tax dollars, Staff is proposing a total budgeted revenue figure of \$61,675,473. This represents an 11.2% decrease from the originally adopted 2010 sales and use tax total of

\$69,487,982. The decreased revenues are a result of the continued negative trend in retail sales and high unemployment levels. (Net change = -\$7,812,509)

- Transfer to the General Capital Improvement Fund (GCIF): As a result of decreased sales and use tax revenues, the transfer payment to the GCIF is proposed to be reduced to \$0 from the previously budgeted amount of \$1,500,000. These funds are proposed to assist with ongoing operating budget needs in the General Fund. (Net change = -\$1,500,000)
- Transfer to the Golf Course Fund: As previously noted, the Golf Course Fund revenues have been severely impacted in 2009, and the trend is anticipated to continue into 2010 as a result of the recession. The Parks, Recreation & Libraries Department proposed shifting some General Fund expenses to General Capital Improvement Fund projects, thus freeing up Sales and Use Tax Fund revenues previously utilized within the PR&L Department in the General Fund to cover revenue shortfalls in the Golf Course Fund. The transfer payment to the Golf Course Fund is proposed to increase from \$285,000 to \$405,000. (Net change = +\$120,000)
- Transfer to the General Fund: The overall reduction in projected revenues for 2010 in the Sales and Use Tax Fund impacts moneys available for ongoing services provided in the General Fund. The transfer payment is proposed to reduce from \$63,796,610 to \$57,364,101. (Net change = -\$6,432,509)

<u>Sales & Use Tax Fund</u>	<u>Net Change Proposed to Adopted Budget</u>
Sales & Use Tax	-\$7,812,509
TOTAL	-\$7,812,509

NOTE: The Net Change Proposed to Adopted Budget column will not necessarily match the items described under each department's summary above as a result of impacts of the adjustments discussed in the All Departments section (i.e., adjustments citywide to salaries, etc.).

PARKS, OPEN SPACE & TRAILS FUND (POST)

Similar to the Sales and Use Tax Fund, projected revenues for 2009 and 2010 will not meet originally adopted budgeted figures. Staff revisited the POST Sales & Use Tax projected revenues for 2010 and adjusted the projections downward for sales tax returns and auto use tax proceeds based on actual collections in 2008 and 2009. As a result of this review, both revenues and expenditures in the POST Fund have been reduced by \$510,000 for 2010. The expenditure reductions include a \$255,000 reduction for the Park Renovation CIP project in the GCIF and a \$255,000 reduction to Community Development's land acquisition account in the operating budget. Most upcoming open space land purchases will be funded through 2007 POST bond proceeds. The total reduction is reflected in the Community Development section of the budget since the transfer payments to the GCIF are budgeted there. (Net change = -\$510,000)

- Increased Transfer to Golf Course Fund: As stated above in the Golf Course Fund section, Staff is projecting a significant budget shortfall for the Golf Course Fund in 2010. As part of the strategy to address this shortfall, Staff is proposing to utilize an additional \$95,000 in POST funds to transfer to the Golf Course Fund. These funds would be realized with a reduction to the open space land acquisition account (\$50,000) and a reduction in the transfer payment to the GCIF Trail Development capital project account (\$45,000). This POST funding is just one component of the budget balancing strategy for the Golf Course Fund in 2010. The net change to the POST Fund overall is \$0, as the \$95,000 in POST Fund is reallocated to The Heritage Golf Course. (Net change = \$0)

Parks, Open Space, and Trails (POST) Fund	Net Change Proposed to Adopted Budget
Community Development/Central Charges	-\$510,000
Park Services	\$0
TOTAL	-\$510,000

NOTE: The Net Change Proposed to Adopted Budget column will not necessarily match the items described under each department’s summary above as a result of impacts of the adjustments discussed in the All Departments section (i.e., adjustments citywide to salaries, etc.).

GENERAL CAPITAL IMPROVEMENT FUND (GCIF)

The General Capital Improvement Fund is proposed to increase a total of \$547,000 from \$8,544,000 to \$9,091,000 as a result of the projected carryover funds. The original \$1.5 million transfer payment from the Sales and Use Tax Fund to the GCIF included within the Adopted 2010 Budget is proposed to be eliminated and reallocated to the General Fund in efforts to minimize the revenue reductions and associated potential service impacts there. This would have resulted in a significant reduction to the general Capital Improvement Program (CIP); however, due to a competitive bidding climate and Staff’s work to manage capital project costs, Staff is projecting carryover funds at the end of 2009 in the General Capital Improvement Fund (GCIF) in the amount of \$2,771,000. Staff is proposing to apply \$1,000,000 in GCIF carryover revenue as a transfer to the General Fund in the Proposed Amended 2010 Budget to assist in meeting operating needs. This proposed \$1,000,000 transfer assists in balancing the 2010 General Fund Budget. The remaining balance of \$1,771,000 serves as an offset of the elimination of the Sales and Use Tax Fund transfer to the GCIF and other revenue reductions projected in the GCIF. These carryover funds are again a one-time revenue source and will not be available for the 2011/2012 Budget. The increase to the GCIF noted above is somewhat misleading as it includes the \$1.0 million transfer to the General Fund. If this item is excluded from the total, the GCIF would reflect a net decrease.

Proposed amendments and full project descriptions are included in the CIP portion of the attachment. In the attachment, any proposed changes are bolded and italicized.

Staff’s proposed changes to the Adopted 2010 CIP are listed below.

- **New Development Participation:** The Adopted 2010 Budget for this project account is \$200,000. This project provides funding for the City’s share of certain public improvements installed by private developers. The proposed reduction is due to revised revenue projections (i.e., this project is tied to the projected cash-in-lieu for future capital revenues). No major projects are planned for the remaining funds in 2010. (Net change = -\$160,000)
- **Community Development/Project Manager:** This project funds a 1.0 FTE Engineer that is indexed to construction activity. The original budget (\$65,000) funded the existing Engineer. However, the individual filling this position will promote to the Senior Engineer level in January 2010 and additional funds are needed to cover the resulting increase in salary. (Net change = +\$9,000)
- **Sheridan Boulevard (west side, 98th to 104th):** Staff is proposing eliminating funds for this project in 2010 to provide funds for proposed new projects at Shoenberg Farm and to provide funds for the promotion to Senior Engineer for the Community Development Project Manager. Staff is recommending \$18,000 for Shoenberg Farm and \$9,000 for the Community Development Project Manager. Staff is planning to request funds for this project for 2011 and will do so as part of the 2011/2012 Budget development process next year. (Net change = -\$25,000)
- **Shoenberg Farm Restoration – NEW:** Staff is proposing \$18,000 for this project in 2010 by shifting funds originally adopted for the Sheridan Boulevard (west side, 98th to 104th) project. This new project would provide a cash match for a grant proposed to rehabilitate the concrete silo

(\$12,000) and a cash match for a grant the City has been awarded for the preparation of construction documents for the rehabilitation of the house and garage (\$6,000). (Net change = +\$18,000)

- Transfer to the General Fund – NEW: Due to a competitive bidding climate and Staff's work to manage capital project costs, Staff is projecting carryover funds at the end of 2009 in the General Capital Improvement Fund (GCIF) in the amount of \$2,771,000. Staff is proposing to apply \$1,000,000 in GCIF carryover revenue as a transfer to the General Fund in the Proposed Amended 2010 Budget to assist in meeting operating needs. This proposed \$1,000,000 transfer assists in balancing the 2010 General Fund Budget. (Net change = +\$1,000,000)
- Community Enhancement Program (CEP): This reduction is proposed due to revised 2010 revenue projections for Accommodations Tax revenues, which fund the CEP. (Net change = -\$12,000)
- Trail Development: As detailed in the Golf Course Fund section of this Staff Report, Staff is proposing a reduction in this project account in order to help balance the Golf Course Fund in 2010. This reduction would reflect a shift of \$45,000 in POST revenues from this account to the Golf Course Fund. Under this proposed reduction, this account would reduce from \$125,000 to \$80,000 in 2010 funding. (Net change in GCIF = -\$45,000)
- City Park Phase IV: As detailed in the Golf Course Fund section of this Staff Report, Staff is proposing a reduction in this project account in order to help balance the Golf Course Fund in 2010. This reduction would reflect a shift of \$122,000 in Jefferson County Open Space revenues from this account to the Golf Course Fund. Staff is planning to request funds for this project in future years (original budget in 2010 = \$122,000). (Net change in GCIF = -\$122,000)
- Recreation Facilities Improvements: This reduction is proposed due to revised 2010 projections for Jefferson County Open Space revenue, which is one of three revenue sources that fund this project. The original budget reduces from \$300,000 to \$228,000. (Net change = -\$72,000)
- Park Renovation Program: As detailed in the POST section of this Staff Report, Staff is proposing to reduce \$255,000 from this project due to revised projections for POST revenues in 2010. Also, Staff is proposing to transfer \$50,000 from this project to the City Park Playground and Shelter Project. To offset some of these proposed reductions, Staff is proposing to transfer \$50,000 into this account from the Golf Course CIP project account and is reflecting other revenue adjustments in this account to lessen the impact of the overall reduction. The original budget reduces from \$650,000 to \$493,000. (Net change = -\$157,000)
- Golf Course Improvements: As detailed in the Golf Course Fund section of this Staff Report, Staff is proposing amendments to the City's General Fund, General Capital Improvement Fund and Parks, Open Space and Trails Fund to balance the Golf Course budget in 2010. In lieu of these proposed actions, Staff proposes to lessen the impact of these changes on capital improvement projects in parks by transferring the \$50,000 in the Golf Course CIP project originally included in the Adopted 2010 Budget to the City's Park Renovation Program. Given the current revenue situation in the Golf Course Fund, Staff believes it is prudent to utilize these capital funds as an offset to the other subsidies the Golf Course is receiving in 2010. (Net change = -\$50,000)
- Standley Lake Regional Park Improvements: Due to necessary expenditure reductions in the General Fund, Staff is proposing a reduction in this project account. This capital improvement reduction results in a decreased transfer from the General Fund to the GCIF for this project. (Net change = -\$9,000)
- City Park Playground and Shelter at Christopher Ballfields: The original \$150,000 appropriated for this project in 2009 would allow for a relatively small piece of playground equipment and safety surfacing. With the large number of community events and youth sports activities that occur at City Park, Staff feels that a larger playground that could accommodate more children is

desirable. Staff is proposing to shift \$50,000 from the Park Renovation Program to this project to help fund grading work, additional playground pieces, a shade shelter, benches, tables and a possible drinking fountain. Staff is also planning to pursue a grant to assist with funding this project. (Net change = +\$50,000)

- **Transfer to the Golf Course Fund – NEW:** As noted in the Golf Course section, Staff is proposing several actions in order to address the projected budget shortfall in the Golf Course Fund. This proposed item reflects a transfer of \$122,000 from the General Capital Improvement Fund to the Golf Course Fund. This will be offset by the proposed \$122,000 reduction to the City Park Phase IV project. (Net change = +\$122,000)

General Capital Improvement Fund	Net Change Proposed to Adopted Budget
Streets & Traffic Improvements	-\$176,000
Other Capital Improvements	+\$1,018,000
Public Safety Capital Improvements	\$0
Park Improvements	-\$295,000
TOTAL	+\$547,000

NOTE: The Net Change Proposed to Adopted Budget column will not necessarily match the items described under each department's summary above as a result of impacts of the adjustments discussed in the All Departments section (i.e., adjustments citywide to salaries, etc.).

SUMMARY OF MODIFICATIONS

The table below summarizes the proposed net changes to each of the funds discussed in this Staff Report.

Fund	Adopted 2010 Budget	Revised 2010 Budget	Net Change
General	\$99,795,264	\$96,451,423	-\$3,255,841
General Reserve Fund	\$10,127,095	\$10,512,088	+\$384,993
GF Stabilization Reserve	\$0	\$5,191,134	+\$5,191,134
Utility (water/wastewater)	\$50,789,949	\$76,383,499	+\$23,844,385
Utility Rate Stabilization Reserve	\$11,920,915	\$7,312,339	-\$4,608,576
Utility Capital Project Reserve	\$27,617,067	\$9,290,125	-\$18,326,942
Stormwater Drainage	\$1,950,000	\$2,080,000	+\$130,000
Fleet Maintenance	\$2,868,811	\$2,293,592	-\$575,219
General Capital Outlay Replacement	\$1,113,125	\$1,125,375	+\$12,250
Golf Course	\$3,873,928	\$3,775,310	-\$98,618
Sales & Use Tax	\$69,487,982	\$62,031,999	-\$7,455,983
Parks, Open Space, and Trails (POST)	\$5,723,834	\$5,213,834	-\$510,000
General Capital Improvement	\$8,544,000	\$8,091,000	-\$453,000

PAY, CLASSIFICATION AND BENEFITS PLAN

Pay and Classification

Staff completed the biennial review of the pay and classification system in 2008 for the Adopted 2009/2010 Budget. As a result of this review, City Council adopted 98 upgrades and classification adjustments impacting 214 employees in the Adopted 2009 Budget. A 2% across-the-board (ATB) market adjustment was made to Non-Exempt and Exempt Pay Plans, with incumbents eligible to receive this increase either through a merit increase review or through an automatic adjustment in the Non-Exempt pay system. The Administrative Officer Pay Plan was modified to increase the width of

the Pay Plan to 25%, similar to the Exempt Pay Plan. City Staff recommended a 4.5% increase to existing salary budgets, which equated to a \$2.59 million in salary increases for 2009. Council also earmarked a 1% market adjustment to all benefited Pay Plans for 2010. This thorough market survey will be conducted again on a biennial basis in conjunction with the 2-year budget process; the next market survey will be conducted during 2010 in preparation for the 2011/2012 Budget.

As noted previously in this Staff Report, based on a review of anticipated adjustments of survey cities in 2010 and actual adjustments made in 2009 plus the impacts of the economic downturn, Staff is recommending the City eliminate the 1% ATB adjustment previously adopted for 2010. Few cities are making full pay plan adjustments with an increase to all incumbents. The elimination of the ATB is necessary to balance the 2010 Budget; in addition, based on what comparison cities are projecting for 2010, elimination of the ATB will not significantly impact the City's Pay Plan competitiveness or the ability to attract and retain quality staff.

As part of the 2010 mid-budget review process, the 2010 recommended amended pay plan includes a number of classification and titles changes due to reorganization and restructuring of position responsibilities. Fourteen (14) total position changes are recommended. There are also a number of account number changes due to department reorganizations in Public Works and Utilities and the Police Department. Key position vacancies provided an opportunity for both departments to review their current structures and make adjustment to enhance their department effectiveness through better utilization of staff. Both reorganizations resulted in overall savings to the City by reducing one classification and eliminating a high level management position. These recommended changes were noted in the departments' sections above, are outlined in the attachment 2010 Proposed Change Sheet, and will be discussed with City Council at the Study Session on September 21.

One component of the mid-cycle budget review of the Adopted 2010 Budget is a re-projection of regular salary accounts with current employment data, projected step and merit increases, and a 0% ATB adjustment. Step increases for non-exempt employees and merit increases for Exempt staff have been maintained in the 2010 revised calculations. All merit increases for Administrative Officers have been eliminated to assist with balancing budget costs to projected revenues. This is a group comprised of 37 Department Heads and Division Managers with a projected savings to the budget of \$123,937. Recalculation of existing salaries resulted in a \$1,031,782 reduction primarily due to the elimination of the 1% ATB. The total impact of recommended classification changes is an increase of \$15,351. A savings of \$290,142 is included in the proposed Amended 2010 Budget as a result of the 4.25 FTE eliminations. New position costs for a Reclaimed System Analyst in the Utility fund for 6 months is \$28,486. The total recommended change to the 2010 Budget for all the noted changes (existing salaries, 0% ATB, classification changes, Administrative Officer pay freeze, position elimination/addition) is a reduction of \$1,278,086.

The attached Proposed 2010 Amended Pay Plans reflects the changes to positions identified in the attached Proposed 2010 Amended Budget Change Sheet, the Proposed 2010 Amended Budget Position Eliminations and the 2010 Adopted New Position Sheet. They also reflect the elimination of the 1% ATB. A minor change to the Seasonal Pay Plan is recommended to consolidate two golf attendant classifications. No changes are proposed to the Hourly, Golf Instructor or Emergency Relief Pay Plans with the mid-year review.

Benefits

General Services Staff conducts a survey of the benefits provided in selected cities and special districts on an every other year basis. This survey was conducted in 2008 on the following benefits: pension contributions, medical and dental benefits, life insurance coverage, retiree medical benefits,

prescription benefits, dental and orthodontic maximum benefits, leave benefits, special pay and education reimbursement programs. The 2008 survey confirmed that the City benefit package is comparable to other entities surveyed, keeping the City in a competitive position. Some plan design changes were made to medical coverage to reduce the percentage increase to premiums. Staff conducts the benefits survey every two years; the next benefits survey will be conducted in 2010 in preparation for the 2011/2012 Budget.

Benefit renewals for medical insurance came in higher than what was budgeted for 2010 (8% increase) for medical/dental increases versus an 18.1% renewal proposal from health care providers. Gallagher Benefit Services, Inc., the City's health services broker, assisted Staff with a review of renewal costs submitted for health care services. Based on an analysis of medical/dental benefit fund balance, Staff recommends maintaining the budgeted 8% renewal and premium increase for 2010. To attain this renewal rate several adjustments were required and are noted below:

- Plan design changes brought rates down 4.3% for a total savings of \$315,462
- Utilization of a refund for overpayment from Kaiser of \$97, 293
- Use of medical/dental fund balance of up to \$484,000

Gallagher actuarial consultants recommend the City maintain a minimum balance of \$1,500,000 in reserves. Even with the proposed buy down of up to \$484,000, it is projected that the reserve balance will be in excess \$2,750,000 at year-end 2010.

Maintaining a healthy, market-based total compensation package is an important element in recruiting and retaining a top notch work force. The proposed pay and classification changes, step and merit increases and benefit package are in alignment with market information and will allow the City to continue to attract and retain our quality workforce, while also being fiscally responsible in difficult economic conditions.

HUMAN SERVICES BOARD RECOMMENDATIONS REVIEW

At the July 15 Study Session, City Council reviewed and concurred with the Human Service Board's (HSB) agency funding recommendations for 2010. A total funding level for HSB agencies for 2010 is proposed at \$156,000, which is a 1.3% increase over the 2009 funding level of \$154,000. (see attached list of recommendations on page 16 of attachments)

CITIZEN REQUESTS REVIEW

No requests have been received to date for the Adopted 2010 Budget. A public meeting on the Adopted 2010 Budget is scheduled for Monday, September 14. Since this Staff Report is being provided to City Council in advance of that public meeting and no requests have been received to date, any requests received at that City Council meeting will be researched and recommendations will be provided to City Council prior to the September 21 Mid-Year Budget Review Study Session. Any requests received will be reviewed with City Council and included in the final budget proposal to be acted on by City Council on October 12, 2009.

A Budget Review is scheduled for the September 21st Study Session. This document and the materials attached are intended to facilitate the review and discussion at that meeting. This Staff Report is being sent a week ahead of the normal Staff Report distribution schedule to allow City Council time to review the attached materials. City Council is requested to bring these materials to the September 21st Study Session. Staff will be in attendance at the September 21st Study Session to review the materials covered in this Staff Report and to answer any questions from City Council.

Respectfully submitted,

J. Brent McFall
City Manager

Attachments:

- City Council's Proposed Amended 2010 Budget
- Proposed Amendment to the Adopted 2010 Budget Packet

ADOPTED CITY COUNCIL 2010 BUDGET; PROPOSED AMENDED PER COUNCIL DIRECTION 8/17/09

Account Number	Account Description & Adopted 2008 Budget Detail	2010 Adopted Budget Detail	2010 ADOPTED BUDGET	2010 Proposed Amended Budget Detail	2010 PROPOSED AMENDED BUDGET
10001010.60800.0000	Salaries Mayor & City Councillor salaries [salary increase for Council effective 12/1/09: Mayor \$1,400/month (\$16,800/year); Mayor Pro Tem \$1,200/month (\$14,400/year); Councillors \$1,000/month (\$12,000/year)]	\$92,400	\$92,400	\$92,400	\$92,400
10001010.61100.0000	Council Allowance City Council allowance (\$200/month) implemented 11/14/05 for comprehensive monthly allowance covering the expenses incurred by Councillors for cell phone, internet access, fax line and in-City car use (i.e., local commuting costs). The allowance is tied to the Denver-Boulder Consumer Price Index (CPI) and be automatically adjusted according to the current CPI when the budget is developed every two years. Allowance modified pursuant to CPI-U Denver-Boulder for the 2007/2008 budget years, increased from \$200/month in 2005/2006 to \$204/month in 2007/2008 per the resolution. Council allowance adjustment December 2009 - Increased allowance from \$208/month in 2009 to \$300/month after the November 2009 elections. New allowance rate for 2010 \$300/month.	\$25,200	\$25,200	\$25,200	\$25,200
10001010.61200.0000	Mileage Reimbursement Mileage Reimbursement for Council - All mileage for travel outside of the City of Westminster is a reimburseable expense (ie, not included in Council's allowance) per adopted policy 10/05, funds budgeted based on YTD 2006.	\$6,900	\$6,900	\$6,900	\$6,900
10001010.61400.0000	Meeting Expense Annual Legislative Dinner Goal-Setting Retreat Annual Budget Retreat Boards & Commissions Brunch/Gift Certificates - ELIMINATE GIFT CERTIFICATES Miscellaneous Meetings Rocky Flats meetings	\$1,600 \$1,700 \$500 \$5,150 \$1,500 \$300	\$10,750	\$1,600 \$1,700 \$500 \$2,150 \$1,500 \$300	\$7,750
10001010.61800.0000	Career Development NLC Legislative Conference (Washington, DC) NLC Congress of Cities - REGISTRATION ONLY BUDGETED FOR SECOND NATIONAL CONFERENCE SINCE IN DENVER 2010 CML Conference US 36 Mayor & Commissioners Coalition (MCC) lobbying trips (Washington, DC)	\$18,200 \$15,050 \$5,005 \$1,170	\$39,425	\$18,200 \$5,000 \$5,005 \$1,170	\$29,375
10001010.66900.0000	Telephone Unanticipated telephone/fax line expenses (e.g., if have Council turnover and need to set up new councillor with fax line, the City covers initial setup of expenses) Blackberry service plans - monthly service charge \$41/month for 7 Councillors	\$100 \$3,450	\$3,550	\$100 \$3,450	\$3,550
10001010.66950.0000	PC Replacement Fee Annual PC replacement fee for 7 laptops (Mayor McNally and Mayor Pro Tem Dittman's laptop are scheduled for replacement in 2010)	\$2,353	\$2,353	\$2,353	\$2,353

PROPOSED AMENDED PER COUNCIL DIRECTION 8/17/09

Account Number	Account Description & Adopted 2008 Budget Detail	2010 Adopted Budget Detail	2010 ADOPTED BUDGET	2010 Proposed Amended Budget Detail	2010 PROPOSED AMENDED BUDGET
10001010.67600.0000	Special Promotions Unanticipated requests from community groups for contributions and/or sponsorships for events. Funds moved from Other Contractual Service for HSB funded groups that may or may not get funding in a given year from HSB (Children's Outreach, Senior Hub/ADCO Commissioners & Mary Cianco/Community Reach golf tournaments); will need to keep track of HSB groups when sending funding requests to Council and note if they received HSB funding on the form for Council review (per Council	\$3,200	\$3,200	\$3,200	\$4,600
10001010.67800.0000	Other Contractual Service Printing of misc materials (e.g., legislative booklet, organization charts, etc.) Strategic Planning facilitator fee Councillor expenses for photos, badges, & nameplates Miscellaneous contractual services We're All Ears events (3 summer concerts & Westminster Faire) Annual newspaper advertisements/sponsorships for outside agencies Annual Sponsorships/Contributions: Regional MMCYA - ELIMINATE PER COUNCIL DIRECTION North Metro Arts Alliance (NMAA) CEF Recreation for Education (District 50-Water World tickets) Brothers Redevelopment Inc - Paint-A-Thon Westminster Rotary Foundation (noon club) - REDUCE ROTARY CLUB FUNDING Westminster 7:10 Rotary Club - REDUCE ROTARY CLUB FUNDING Hmong American Association Banquets/Lunches: MetroNorth Chamber Annual Banquet Adco School District 12 Five Star Gala DRCOG Awards Dinner Table Sponsorship The Jefferson Foundation Crystal Ball Adams County MMCYA banquet (keep per Council direction but eliminate regional participation fee 8/17/09) Westminster Public Safety Recognition Foundation - annual banquet Adams County Historical Moonlight Gala North Metro Children's Alliance Annual Banquet Golf Tournament Sponsorships: Front Range Community College Foundation Adams District 12 Education Foundation - ELIMINATE SECOND FUNDRAISER Hyland Hills Foundation MetroNorth Chamber of Commerce - ELIMINATE SECOND FUNDRAISER	\$900 \$5,634 \$1,000 \$1,000 \$1,700 \$2,000 \$500 \$10,000 \$1,500 \$500 \$2,500 \$2,500 \$150 \$2,200 \$1,300 \$750 \$2,000 \$500 \$1,000 \$500 \$600 \$500 \$500 \$500	\$46,584 \$900 \$5,634 \$1,000 \$1,000 \$1,700 \$2,000 \$0 \$10,000 \$1,500 \$500 \$1,250 \$1,250 \$150 \$2,200 \$1,300 \$750 \$2,000 \$500 \$1,000 \$500 \$600 \$500 \$0 \$500 \$0	\$40,184 \$900 \$5,634 \$1,000 \$1,000 \$1,700 \$2,000 \$0 \$10,000 \$1,500 \$500 \$1,250 \$1,250 \$150 \$2,200 \$1,300 \$750 \$2,000 \$500 \$1,000 \$500 \$600 \$500 \$0 \$500 \$0	

PROPOSED AMENDED PER COUNCIL DIRECTION 8/17/09

Account Number	Account Description & Adopted 2008 Budget Detail	2010 Adopted Budget Detail	2010 ADOPTED BUDGET	2010 Proposed Amended Budget Detail	2010 PROPOSED AMENDED BUDGET
	Children's Outreach - Moved HSB funded agencies to Special Promo account for Council consideration during year (in case HSB does not fund)	\$600		\$0	
	Senior Hub/Adams County Commissioner's- Moved HSB funded agencies to Special Promo account for Council consideration during year (in case HSB does not fund)	\$150		\$0	
	Heil Pro-Am Golf Tournament	\$750		\$750	
	Optimist Larry Silver's Golf Tournament	\$600		\$600	
	District 50 Foundation Golf Tournament - ELIMINATE SECOND FUNDRAISER	\$600		\$0	
	Mary Cianco/Community Reach Golf Tournament- Moved HSB funded agencies to Special Promo account for Council consideration during year (in case HSB does not fund)	\$650		\$0	
	Westminster Public Safety Recognition Foundation Golf Tournament- ELIMINATE SECOND FUNDRAISER	\$400		\$0	
	After Prom Events:				
	Standley Lake High School	\$600		\$600	
	Arvada High School	\$200		\$200	
	Jefferson Academy	\$200		\$200	
	Westminster High School	\$500		\$500	
	Legacy High School	\$200		\$200	
	Ranum High School (last prom to be held in 2010)	\$200		\$200	
	Mountain Range High School	\$200		\$200	
10001010.70200.0000	Supplies		\$5,000		\$5,000
	Office supplies	\$2,000		\$2,000	
	Fax machine paper & ink	\$2,000		\$2,000	
	Printer ink cartridges for PCs	\$1,000		\$1,000	
10001010.70400.0000	Food		\$5,000		\$5,000
	Refreshments and dinners for City Council meetings,	\$5,000		\$5,000	
	Study Sessions & other special Council events				
TOTAL			\$240,362		\$222,312

NOTE: Items detailed in each account are estimates only; actual costs for each item noted may vary.

Difference between 2010 Adopted & 2010 Proposed Amended Budgets (\$18,050)

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2010 PROPOSED AMENDED BUDGET SUMMARY BY FUND

	Beginning Balance (1/1/10) +	Revenues =	Funds Available -	Expenses -	Contingencies =	Ending Balance (12/31/10)
Operating Funds						
General	\$0 +	\$96,423,849 =	\$96,423,849 -	\$95,423,849 -	\$1,000,000 =	\$0
Utility Enterprise	\$4,048,728 +	\$77,133,499 =	\$81,182,227 -	\$77,133,499 -	\$0 =	\$4,048,728
Total Operating Funds	\$4,048,728 +	\$173,557,348 =	\$177,606,076 -	\$172,557,348 -	\$1,000,000 =	\$4,048,728
Other Funds						
General Reserve	\$10,192,189 +	\$319,899 =	\$10,512,088 -	\$0 -	\$0 =	\$10,512,088
GF Stabilization Reserve	\$5,149,887 +	\$41,247 =	\$5,191,134 -	\$3,500,000 -	\$0 =	\$1,691,134
Utility Rate Stabilization Rsv	\$7,134,014 +	\$178,325 =	\$7,312,339 -	\$0 -	\$0 =	\$7,312,339
Utility Capital Project Reserve	\$9,063,536 +	\$226,589 =	\$9,290,125 -	\$0 -	\$0 =	\$9,290,125
Golf Course	\$0 +	\$3,775,310 =	\$3,775,310 -	\$3,775,310 -	\$0 =	\$0
Fleet Maintenance	\$0 +	\$2,293,592 =	\$2,293,592 -	\$2,293,592 -	\$0 =	\$0
Gen Cap Outlay Replacement	\$0 +	\$1,125,375 =	\$1,125,375 -	\$1,125,375 -	\$0 =	\$0
Sales & Use Tax	\$680,000 +	\$60,995,473 =	\$61,675,473 -	\$61,675,473 -	\$0 =	\$0
Parks, Open Space & Trails	\$0 +	\$5,213,834 =	\$5,213,834 -	\$5,213,834 -	\$0 =	\$0
Conservation Trust	\$0 +	\$625,000 =	\$625,000 -	\$625,000 -	\$0 =	\$0
General Cap Improvement	\$0 +	\$9,091,000 =	\$9,091,000 -	\$9,091,000 -	\$0 =	\$0
Debt Service	\$0 +	\$7,711,905 =	\$7,711,905 -	\$7,711,905 -	\$0 =	\$0
Total Other Funds	\$32,219,626 +	\$91,597,549 =	\$123,817,175 -	\$95,011,489 -	\$0 =	\$28,805,686
Total Operating Funds	\$4,048,728 +	\$173,557,348 =	\$177,606,076 -	\$172,557,348 -	\$1,000,000 =	\$4,048,728
Total Other Funds	\$32,219,626 +	\$91,597,549 =	\$123,817,175 -	\$95,011,489 -	\$0 =	\$28,805,686
(Less Transfers)	\$0 +	(\$71,817,421) =	(\$71,817,421) -	(\$71,817,421) -	\$0 =	\$0
GRAND TOTAL 2010	\$36,268,354 +	\$193,337,476 =	\$229,605,830 -	\$195,751,416 -	\$1,000,000 =	\$32,854,414
Grand Total 2009	\$64,530,490 +	\$165,171,825 =	\$229,702,315 -	\$175,567,431 -	\$1,000,000 =	\$53,134,884
Grand Total 2008	\$45,542,419 +	\$163,311,676 =	\$208,854,095 -	\$166,636,641 -	\$1,000,000 =	\$41,217,454
Grand Total 2007	\$64,530,490 +	\$165,171,825 =	\$229,702,315 -	\$175,567,431 -	\$1,000,000 =	\$53,134,884
Grand Total 2006	\$20,476,608 +	\$146,468,796 =	\$166,945,404 -	\$145,208,385 -	\$2,000,000 =	\$19,737,019
Grand Total 2005	\$20,296,272 +	\$141,666,404 =	\$161,962,676 -	\$139,759,137 -	\$2,000,000 =	\$20,203,539
Grand Total 2004	\$14,711,782 +	\$132,318,189 =	\$147,029,971 -	\$130,248,999 -	\$2,000,000 =	\$14,780,972
Grand Total 2003	\$16,875,981 +	\$125,405,695 =	\$142,281,676 -	\$125,268,831 -	\$2,200,000 =	\$14,812,845
Grand Total 2002	\$16,597,737 +	\$126,428,424 =	\$143,026,161 -	\$128,043,075 -	\$2,300,000 =	\$12,683,086
Grand Total 2001	\$14,588,709 +	\$127,602,542 =	\$142,191,251 -	\$128,683,267 -	\$2,574,984 =	\$10,933,000
Grand Total 2000	\$16,359,860 +	\$112,852,104 =	\$129,211,964 -	\$117,093,964 -	\$2,480,000 =	\$9,638,000
Grand Total 1999	\$13,482,939 +	\$103,595,885 =	\$117,078,824 -	\$106,840,145 -	\$2,538,679 =	\$7,700,000
Percent Change 2009-2010	-43.8%	17.1%	0.0%	11.5%	0.0%	-38.2%

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

GENERAL FUND REVENUES

Source	2008 Actuals	2009 Revised	2009 Actual (9/1/09)	2009 Estimated	2010 Adopted	2010 REVISED
Property Tax						
Property Tax Adams	\$2,363,747	\$2,404,517	\$2,333,809	\$2,400,000	\$2,452,607	\$2,250,000
Property Tax Jeffco	\$1,979,228	\$1,969,500	\$1,970,302	\$1,979,228	\$2,028,585	\$1,850,000
<i>Total</i>	<i>\$4,342,975</i>	<i>\$4,374,017</i>	<i>\$4,304,111</i>	<i>\$4,379,228</i>	<i>\$4,481,192</i>	<i>\$4,100,000</i>
Business Tax						
Public Service Co	\$3,333,890	\$3,080,258	\$1,630,091	\$3,200,000	\$3,248,846	\$3,250,000
Qwest/US West Comm	\$171,416	\$169,125	\$100,100	\$172,000	\$173,353	\$170,000
New Franchise Fees	\$4,510	\$0	\$2,498	\$4,500	\$4,523	\$2,500
Comcast Cable	\$1,038,187	\$1,060,500	\$534,111	\$1,050,000	\$1,065,000	\$1,058,000
<i>Total</i>	<i>\$4,548,003</i>	<i>\$4,309,883</i>	<i>\$2,266,800</i>	<i>\$4,426,500</i>	<i>\$4,491,722</i>	<i>\$4,480,500</i>
Admissions Tax						
Movie Theaters	\$397,203	\$443,119	\$321,160	\$445,000	\$465,275	\$453,900
Bowling Alleys	\$74,621	\$78,780	\$48,091	\$76,000	\$79,568	\$76,000
Butterfly Pavillion	\$31,890	\$25,000	\$23,254	\$32,000	\$25,000	\$32,500
Cover Charges	\$20,947	\$4,000	\$13,027	\$15,000	\$4,000	\$16,000
<i>Total</i>	<i>\$524,661</i>	<i>\$550,899</i>	<i>\$405,532</i>	<i>\$568,000</i>	<i>\$573,843</i>	<i>\$578,400</i>
License Revenue						
Contractors	\$77,260	\$80,000	\$54,250	\$90,000	\$80,000	\$81,000
Beer & Liquor	\$85,223	\$65,000	\$51,860	\$75,000	\$68,000	\$78,500
Other Licenses	\$53,875	\$45,000	\$16,905	\$45,000	\$45,000	\$58,000
<i>Total</i>	<i>\$216,358</i>	<i>\$190,000</i>	<i>\$123,015</i>	<i>\$210,000</i>	<i>\$193,000</i>	<i>\$217,500</i>
Building Permit Revenue						
Adams County Commercial	\$830,594	\$408,000	\$247,843	\$400,000	\$416,160	\$400,000
Jefferson County Commercial	\$326,634	\$204,000	\$112,096	\$190,000	\$208,080	\$243,426
Adams County Residential	\$443,920	\$663,000	\$141,862	\$214,000	\$676,260	\$375,000
Jefferson County Residential	\$245,609	\$132,600	\$94,626	\$132,600	\$135,252	\$135,252
<i>Total</i>	<i>\$1,846,757</i>	<i>\$1,407,600</i>	<i>\$596,427</i>	<i>\$936,600</i>	<i>\$1,435,752</i>	<i>\$1,153,678</i>
Intergovernmental Revenue						
Cigarette Tax	\$283,024	\$275,000	\$148,662	\$213,200	\$275,000	\$216,000
Vehicle/Highway Taxes:						
HUTF	\$2,675,012	\$2,864,952	\$1,504,283	\$2,828,670	\$2,893,601	\$3,143,602
Ownership Adams	\$207,393	\$231,750	\$108,713	\$210,000	\$236,385	\$215,000
Ownership Jeffco	\$166,563	\$192,400	\$90,448	\$168,000	\$200,096	\$172,000
Vehicle Reg Adams	\$194,171	\$204,000	\$113,546	\$196,000	\$208,080	\$199,000
Vehicle Reg Jeffco	\$144,427	\$153,000	\$86,292	\$146,000	\$156,060	\$150,000
Road/Bridge Adams	\$425,846	\$415,000	\$408,297	\$428,000	\$415,000	\$430,000
Road/Bridge Jeffco	\$657,827	\$650,000	\$577,928	\$660,000	\$650,000	\$664,000
<i>Subtotal</i>	<i>\$4,471,239</i>	<i>\$4,711,102</i>	<i>\$2,889,507</i>	<i>\$4,636,670</i>	<i>\$4,759,222</i>	<i>\$4,973,602</i>
State/Federal Grants:						
Federal Grants	\$403,323	\$53,520	\$74,454	\$53,520	\$30,695	\$50,000
State of Colorado	\$252,766	\$0	\$5,623	\$5,700	\$0	\$0
County Grants	\$0	\$0	\$1,700	\$6,700	\$0	\$0
CDOT Signal Reimb	\$36,960	\$21,715	\$36,960	\$39,960	\$21,932	\$30,000
<i>Subtotal</i>	<i>\$693,049</i>	<i>\$75,235</i>	<i>\$118,737</i>	<i>\$105,880</i>	<i>\$52,627</i>	<i>\$80,000</i>
<i>Total</i>	<i>\$5,447,312</i>	<i>\$5,061,337</i>	<i>\$3,156,906</i>	<i>\$4,955,750</i>	<i>\$5,086,849</i>	<i>\$5,269,602</i>
Recreation Charges						
Swim Fitness Center	\$532,736	\$485,000	\$439,680	\$659,508	\$412,250	\$415,000

Source	2008 Actuals	2009 Revised	2009 Actual (9/1/09)	2009 Estimated	2010 Adopted	2010 REVISED
Ice Center Joint Venture	\$1,217,590	\$1,022,520	\$510,351	\$1,100,000	\$1,021,765	\$1,100,000
Countryside Pool	\$66,492	\$71,400	\$64,280	\$68,000	\$72,828	\$69,000
Kings Mill Pool	\$20,898	\$20,400	\$16,860	\$21,000	\$20,808	\$21,500
Standley Lake	\$544,443	\$532,500	\$523,888	\$544,500	\$545,000	\$545,000
General Recreation/Programs	\$1,192,150	\$1,190,595	\$944,526	\$1,195,000	\$1,208,454	\$1,198,000
Westminster Sports Center	\$245,891	\$270,300	\$106,449	\$248,000	\$275,706	\$275,706
City Park Rec Center	\$1,082,381	\$805,000	\$410,294	\$571,000	\$1,060,000	\$1,060,000
City Park Fitness Center	\$687,152	\$788,400	\$451,087	\$680,955	\$804,168	\$750,000
West View Recreation Center	\$479,012	\$466,352	\$356,646	\$490,000	\$471,016	\$495,000
Park Rentals	\$53,128	\$28,325	\$27,315	\$30,000	\$29,175	\$30,000
The MAC	\$257,981	\$230,000	\$194,726	\$255,556	\$245,000	\$260,000
<i>Total</i>	<i>\$6,379,854</i>	<i>\$5,910,792</i>	<i>\$4,046,102</i>	<i>\$5,863,519</i>	<i>\$6,166,170</i>	<i>\$6,219,206</i>
Fines & Forfeitures						
Court Fines	\$1,759,127	\$2,000,000	\$1,286,247	\$1,900,000	\$2,050,000	\$2,050,000
Library Fines	\$201,475	\$211,050	\$142,854	\$211,050	\$212,105	\$212,105
<i>Total</i>	<i>\$1,960,602</i>	<i>\$2,211,050</i>	<i>\$1,429,101</i>	<i>\$2,111,050</i>	<i>\$2,262,105</i>	<i>\$2,262,105</i>
Interest Income	\$558,209	\$515,000	\$263,399	\$372,970	\$494,400	\$425,000
Total Reimbursement	\$1,443,509	\$1,322,700	\$970,174	\$80,000	\$55,000	\$55,000
General Miscellaneous						
EMS Billings	\$2,026,555	\$2,220,434	\$1,236,878	\$2,006,470	\$2,274,244	\$2,010,000
Infrastructure Fee	\$1,064,733	\$1,045,563	\$712,004	\$1,067,660	\$1,045,563	\$1,069,000
Large Item Cleanup Fee	\$9,100	\$14,610	\$14,610	\$14,610	\$10,000	\$21,000
Promenade CAM Billings	\$476,850	\$461,008	\$310,695	\$466,240	\$466,568	\$466,240
Housing Authority Billings	\$70,000	\$70,000	\$0	\$70,000	\$70,000	\$0
Conf Ctr Lease Payments	\$1,055,978	\$0	\$0	\$0	\$0	\$0
Lakeview Pavillion Lease	\$145,516	\$0	\$0	\$0	\$0	\$0
Pension Fund Admin Fee	\$84,200	\$100,000	\$65,266	\$100,000	\$105,000	\$105,000
Recording & Filing	\$91,753	\$190,546	\$42,805	\$61,090	\$192,452	\$102,000
Sale of Assets	\$970,230	\$30,000	\$12,916	\$30,000	\$30,000	\$30,000
Weed Cutting	\$9,182	\$5,000	\$2,401	\$3,549	\$5,000	\$5,000
Miscellaneous	\$587,299	\$371,730	\$571,849	\$380,000	\$285,000	\$285,000
Passport Fees	\$66,849	\$105,000	\$28,150	\$44,100	\$106,050	\$75,000
Off Duty Police Reimbursements	\$215,121	\$150,000	\$123,782	\$160,000	\$150,000	\$150,000
Westminster Faire	\$8,500	\$24,205	\$12,025	\$12,275	\$24,932	\$24,932
Elevator Inspection Fees	\$5,550	\$0	\$0	\$0	\$0	\$0
Street Cut Impact Fee	\$426,244	\$180,000	\$64,934	\$120,710	\$180,000	\$125,000
Thornton Reimbursement	\$268,671	\$1,267,700	\$897,637	\$1,832,700	\$1,267,875	\$1,267,875
GID Admin Fee	\$60,165	\$69,596	\$0	\$69,596	\$50,168	\$39,000
SRO Reimbursement	\$49,338	\$64,176	\$16,446	\$64,176	\$64,176	\$64,176
Rentals/Leases	\$309,179	\$295,925	\$190,841	\$305,088	\$319,599	\$328,023
PD Training Reimb	\$32,428	\$18,000	\$13,204	\$18,000	\$18,000	\$18,000
Westin Accommodations Tax	\$0	\$995,500	\$416,428	\$819,924	\$995,500	\$830,000
Conference Center Fee	\$0	\$145,000	\$42,805	\$90,242	\$145,000	\$95,000
WEDA Reimbursement	\$0	\$229,900	\$12,759	\$30,000	\$294,983	\$30,000
<i>Total</i>	<i>\$6,977,463</i>	<i>\$8,053,893</i>	<i>\$4,788,435</i>	<i>\$7,766,430</i>	<i>\$8,100,110</i>	<i>\$7,140,246</i>
Contributions	\$16,650	\$6,240	\$1,240	\$5,000	\$5,000	\$5,000
Transfer Payments						
From GF Stabilization Reserve	\$0	\$0	\$0	\$0	\$0	\$3,500,000

Source	2008 Actuals	2009 Revised	2009 Actual (9/1/09)	2009 Estimated	2010 Adopted	2010 REVISED
From Utility Fund	\$2,540,500	\$2,596,391	\$1,730,927	\$2,596,391	\$2,653,511	\$2,653,511
From Sales & Use	\$57,626,572	\$56,979,880	\$39,806,299	\$56,979,880	\$63,796,610	\$57,364,101
From GCIF	\$0	\$0	\$0	\$25,149	\$0	\$1,000,000
<i>Total</i>	\$60,167,072	\$59,576,271	\$41,537,226	\$59,601,420	\$66,450,121	\$64,517,612
Total General Fund	\$94,429,425	\$93,489,682	\$63,888,468	\$91,276,467	\$99,795,264	\$96,423,849
Carryover	\$4,420,614	\$6,951,071	\$6,951,071	\$1,801,184	\$0	\$0
Total Funds Available	\$98,850,039	\$100,440,753	\$70,839,539	\$93,077,651	\$99,795,264	\$96,423,849

GENERAL FUND EXPENDITURES

Activity	2008 Actuals	2009 Actual (9/1/09)	2009 Revised	2009 Estimated	2010 Adopted	2010 REVISED
City Council	\$184,784	\$122,209	\$183,819	\$183,819	\$240,362	\$222,312
City Attorney's Office	\$1,119,553	\$722,294	\$1,170,579	\$1,159,979	\$1,179,581	\$1,156,960
City Manager's Office	\$1,090,890	\$944,278	\$1,669,730	\$1,621,314	\$1,627,946	\$1,611,334
Central Charges	\$21,586,759	\$12,048,192	\$21,079,071	\$20,833,231	\$24,179,206	\$22,690,242
General Services						
Administration	\$594,981	\$335,334	\$524,329	\$531,347	\$540,468	\$531,870
Human Resources	\$1,402,390	\$859,717	\$1,432,062	\$1,409,064	\$1,449,569	\$1,427,166
City Clerk's Office	\$385,758	\$320,460	\$507,034	\$537,514	\$474,148	\$469,728
Municipal Court	\$1,419,000	\$894,887	\$1,517,098	\$1,481,421	\$1,530,144	\$1,503,280
Building Operations & Maint.	\$1,423,850	\$998,473	\$1,863,874	\$1,862,448	\$1,953,016	\$1,889,923
<i>Subtotal</i>	\$5,225,979	\$3,408,871	\$5,844,397	\$5,821,794	\$5,947,345	\$5,821,967
Finance						
Administration	\$295,112	\$229,345	\$364,065	\$375,269	\$366,216	\$394,616
Accounting	\$700,440	\$441,323	\$743,710	\$752,113	\$756,810	\$762,564
Treasury/Utility Billing	\$288,523	\$171,679	\$317,994	\$279,630	\$317,570	\$311,056
Sales Tax	\$527,313	\$345,536	\$549,943	\$558,677	\$550,143	\$559,280
<i>Subtotal</i>	\$1,811,388	\$1,187,883	\$1,975,712	\$1,965,689	\$1,990,739	\$2,027,516
Police						
Administration	\$673,618	\$480,311	\$802,857	\$749,788	\$816,567	\$758,640
Specialized Services	\$8,304,547	\$5,241,549	\$8,821,345	\$8,177,618	\$8,915,734	\$8,673,083
Patrol, Traffic & Spec Ops	\$11,073,484	\$6,968,984	\$11,505,514	\$11,147,750	\$11,745,841	\$11,375,196
<i>Subtotal</i>	\$20,051,649	\$12,690,844	\$21,129,716	\$20,075,156	\$21,478,142	\$20,806,919
Fire						
Emergency Services	\$11,426,541	\$7,129,460	\$11,745,224	\$11,422,246	\$12,142,043	\$11,847,237
<i>Subtotal</i>	\$11,426,541	\$7,129,460	\$11,745,224	\$11,422,246	\$12,142,043	\$11,847,237
<i>Subtotal Public Safety</i>	\$31,478,190	\$19,820,304	\$32,874,940	\$31,497,402	\$33,620,185	\$32,654,156
Community Development						
Administration	\$585,528	\$357,481	\$605,573	\$582,744	\$619,772	\$615,780
Planning	\$940,315	\$556,282	\$1,003,377	\$913,431	\$1,100,498	\$1,062,405
Building	\$1,361,046	\$775,732	\$1,307,207	\$1,203,354	\$1,314,335	\$1,172,992
Engineering	\$1,435,212	\$867,231	\$1,418,193	\$1,428,787	\$1,443,929	\$1,422,443
<i>Subtotal</i>	\$4,322,101	\$2,556,726	\$4,334,350	\$4,128,316	\$4,478,534	\$4,273,620
Public Works & Utilities						
Street Maintenance	\$7,204,926	\$3,958,131	\$7,523,153	\$7,393,844	\$7,895,445	\$7,798,534
<i>Subtotal</i>	\$7,204,926	\$3,958,131	\$7,523,153	\$7,393,844	\$7,895,445	\$7,798,534
Parks, Recreation and Libraries						
Administration	\$810,854	\$489,131	\$832,130	\$832,768	\$851,967	\$841,816
Park Services	\$4,065,252	\$2,869,696	\$5,067,723	\$4,762,211	\$4,815,821	\$4,535,090
Library Services	\$2,679,834	\$1,751,811	\$2,805,344	\$2,777,585	\$2,832,866	\$2,817,284
Standley Lake	\$407,909	\$260,273	\$448,500	\$415,272	\$457,000	\$448,000
Design Development	\$422,654	\$313,297	\$485,932	\$494,571	\$492,101	\$433,070
Recreation Facilities	\$3,928,612	\$2,288,287	\$3,991,250	\$3,747,630	\$4,385,591	\$4,329,265
Recreation Programs	\$2,083,862	\$1,419,607	\$2,221,807	\$2,104,153	\$2,251,963	\$2,224,292
<i>Subtotal</i>	\$14,398,977	\$9,392,102	\$15,852,686	\$15,134,190	\$16,087,309	\$15,628,817
Subtotal Operating	\$88,423,547	\$54,160,990	\$92,508,437	\$89,739,578	\$97,246,652	\$93,885,458

Activity	2008 Actuals	2009 Actual (9/1/09)	2009 Revised	2009 Estimated	2010 Adopted	2010 REVISED
Transfer Payments						
To General Fund Stabilization Reserve	\$0	\$5,149,887	\$5,149,887	\$5,149,887	\$0	\$0
To Fleet Fund	\$172,000	\$0	\$0	\$0	\$0	\$0
To Property/Liability	\$733,908	\$496,201	\$744,302	\$744,302	\$744,302	\$744,302
To Workers Compensation	\$715,089	\$476,726	\$715,089	\$715,089	\$715,089	\$715,089
To WEDA	\$200,000	\$200,000	\$200,000	\$200,000	\$0	\$0
To Capital Projects	\$3,996,482	\$53,333	\$80,000	\$80,000	\$88,000	\$79,000
<i>Subtotal</i>	\$5,817,479	\$6,376,147	\$6,889,278	\$6,889,278	\$1,547,391	\$1,538,391
<i>Subtotal General Fund (including transfers)</i>	\$94,241,026	\$60,537,137	\$99,397,715	\$96,628,856	\$98,794,043	\$95,423,849
Contingency	\$0	\$0	\$330,000	\$330,000	\$1,000,000	\$1,000,000
TOTAL GENERAL FD EXP	\$94,241,026	\$60,537,137	\$99,727,715	\$96,958,856	\$99,794,043	\$96,423,849
Less: CIP Transfers	\$3,996,482	\$53,333	\$80,000	\$80,000	\$88,000	\$79,000
TOTAL GF OPERATING EXP	\$90,244,544	\$60,483,804	\$99,647,715	\$96,878,856	\$99,706,043	\$96,344,849

UTILITY FUND REVENUES

Source	2008 Actuals	2009 Revised	2009 Actual (9/1/09)	2009 Estimated	2010 Adopted	2010 REVISED
WATER REVENUES						
Contractor's License	\$92,690	\$75,000	\$65,100	\$93,390	\$75,000	\$75,000
Interest Income	\$1,528,298	\$900,000	\$589,369	\$1,000,000	\$800,000	\$800,000
Miscellaneous Income	\$3,708,360	\$300,000	\$118,861	\$350,000	\$300,000	\$300,000
Water Sales						
Residential	\$15,590,307	\$14,927,600	\$7,841,784	\$12,204,092	\$15,438,500	\$15,438,500
Commercial	\$6,265,413	\$6,420,000	\$2,793,385	\$4,646,430	\$6,638,000	\$6,638,000
Wholesale-Federal Heights	\$1,475,605	\$1,550,700	\$819,468	\$1,383,085	\$1,597,000	\$1,597,000
Wholesale-Brighton	\$0	\$0	\$0	\$0	\$0	\$1,373,561
Water Reclamation	\$1,376,382	\$1,353,070	\$654,063	\$992,371	\$1,526,900	\$1,526,900
Meter Service Fee	\$2,672,734	\$2,705,000	\$1,822,505	\$2,752,916	\$2,786,500	\$2,786,500
<i>Total</i>	<i>\$27,380,441</i>	<i>\$26,956,370</i>	<i>\$13,931,205</i>	<i>\$21,978,894</i>	<i>\$27,986,900</i>	<i>\$29,360,461</i>
Biosolids Farm	\$194,263	\$125,000	\$43,078	\$58,279	\$125,000	\$125,000
Water Tap Fees						
Residential	\$1,646,270	\$2,962,000	\$476,417	\$600,000	\$3,000,000	\$1,000,000
Commercial	\$5,464,789	\$2,777,000	\$1,141,200	\$1,625,000	\$2,860,000	\$1,600,000
<i>Total</i>	<i>\$7,111,059</i>	<i>\$5,739,000</i>	<i>\$1,617,617</i>	<i>\$2,225,000</i>	<i>\$5,860,000</i>	<i>\$2,600,000</i>
Other Financing Sources/Bond	\$0	\$0	\$0	\$0	\$0	\$28,300,000
Total Water Revenue	\$40,015,111	\$34,095,370	\$16,365,230	\$25,705,563	\$35,146,900	\$61,560,461
WASTEWATER REVENUES						
Interest Income	\$480,920	\$700,000	\$198,083	\$308,466	\$650,000	\$650,000
Miscellaneous	\$765,531	\$10,000	\$4,088	\$10,000	\$10,000	\$10,000
Wastewater Sales						
Residential	\$8,897,334	\$9,558,000	\$6,023,628	\$8,900,000	\$10,006,777	\$10,006,777
Commercial	\$2,134,164	\$2,160,000	\$1,431,150	\$2,100,000	\$2,233,200	\$2,233,200
<i>Total</i>	<i>\$11,031,498</i>	<i>\$11,718,000</i>	<i>\$7,454,778</i>	<i>\$11,000,000</i>	<i>\$12,239,977</i>	<i>\$12,239,977</i>
Wastewater Tap Fees						
Residential	\$414,085	\$710,000	\$82,886	\$90,000	\$719,230	\$168,061
Commercial	\$2,075,064	\$571,000	\$286,911	\$350,000	\$588,000	\$425,000
<i>Total</i>	<i>\$2,489,149</i>	<i>\$1,281,000</i>	<i>\$369,797</i>	<i>\$440,000</i>	<i>\$1,307,230</i>	<i>\$593,061</i>
Total Wastewater Revenue	\$14,767,098	\$13,709,000	\$8,026,746	\$11,758,466	\$14,207,207	\$13,493,038
Total WWWW Revenue, excluding tap fees	\$45,182,001	\$40,784,370	\$22,404,562	\$34,799,029 -\$5,985,341	\$46,689,107	\$71,860,438
Water Tap Fee Income	\$7,111,059	\$5,739,000	\$1,617,617	\$2,225,000	\$5,860,000	\$2,600,000
Wastewater Tap Fee Income	\$2,489,149	\$1,281,000	\$369,797	\$440,000	\$1,307,230	\$593,061
<i>Tap Fees Total</i>	<i>\$9,600,208</i>	<i>\$7,020,000</i>	<i>\$1,987,414</i>	<i>\$2,665,000</i>	<i>\$7,167,230</i>	<i>\$3,193,061</i>

Source	2008 Actuals	2009 Revised	2009 Actual (9/1/09)	2009 Estimated	2010 Adopted	2010 REVISED
Carryover Water	\$1,616,781	\$4,158,733	\$4,158,733	\$4,158,733	\$0	\$0
Carryover Wastewater	\$1,015,536	\$737,037	\$737,037	\$737,037	\$0	\$0
<i>Carryover Total</i>	<i>\$2,632,317</i>	<i>\$4,895,770</i>	<i>\$4,895,770</i>	<i>\$4,895,770</i>	<i>\$0</i>	<i>\$0</i>
Trsfr-Cap Proj Reserve to WFd	\$14,712,770	\$10,859,076	\$7,702,384	\$18,249,272	\$1,435,842	\$0
Trsfr-Cap Proj Reserve to WW Fd	\$1,272,299	\$3,535,748	\$3,011,949	\$3,535,748	\$0	\$0
<i>Capital Project Reserve Total</i>	<i>\$15,985,069</i>	<i>\$14,394,824</i>	<i>\$10,714,333</i>	<i>\$21,785,020</i>	<i>\$1,435,842</i>	<i>\$0</i>
Total Water/Wastewater Revenue	\$73,399,595	\$67,094,964	\$40,002,079	\$64,144,819	\$55,292,179	\$75,053,499
STORMWATER DRAINAGE REVENUES						
Stormwater Fee	\$2,006,451	\$1,900,000	\$1,332,555	\$1,994,610	\$1,950,000	\$2,000,000
<i>Total</i>	<i>\$2,006,451</i>	<i>\$1,900,000</i>	<i>\$1,332,555</i>	<i>\$1,994,610</i>	<i>\$1,950,000</i>	<i>\$2,000,000</i>
Interest Income	\$92,348	\$0	\$53,885	\$79,130	\$0	\$80,000
Miscellaneous	\$6,205	\$0	\$1,488	\$1,500	\$0	\$0
Carryover Stormwater	\$258,636	\$298,413	\$298,413	\$298,413	\$0	\$0
Total Stormwater Revenue	\$2,363,640	\$2,198,413	\$1,686,341	\$2,373,653	\$1,950,000	\$2,080,000
TOTAL Utility Funds Available	\$75,763,235	\$69,293,377	\$41,688,420	\$66,518,472	\$57,242,179	\$77,133,499

UTILITY FUND EXPENDITURES

Activity	2008 Actuals	2009 Actual (9/1/09)	2009 Revised	2009 Estimated	2010 Adopted	2010 REVISED
Water Department Expenses						
Finance						
Utility Billing	\$597,847	\$408,394	\$671,815	\$668,866	\$704,061	\$705,372
Subtotal	\$597,847	\$408,394	\$671,815	\$668,866	\$704,061	\$705,372
Parks, Recreation & Libraries						
Standley Lake	\$49,160	\$63,671	\$157,226	\$135,931	\$146,340	\$147,979
Subtotal	\$49,160	\$63,671	\$157,226	\$135,931	\$146,340	\$147,979
Information Technology	\$2,484,341	\$1,672,939	\$2,808,228	\$2,812,855	\$2,801,004	\$2,821,595
Public Works & Utilities						
Administration	\$250,092	\$150,469	\$287,428	\$276,505	\$289,614	\$344,279
Capital Projects & Budget	\$674,738	\$452,826	\$805,372	\$721,462	\$815,068	\$0
Utilities Planning and Engineering**	\$7,059,417	\$4,996,879	\$7,997,419	\$7,958,147	\$8,152,777	\$3,187,178
Utility Operations**	\$4,015,525	\$2,430,975	\$4,749,211	\$4,510,231	\$4,650,997	\$10,270,167
Subtotal	\$11,999,772	\$8,031,149	\$13,839,430	\$13,466,345	\$13,908,456	\$13,801,624
Central Charges	\$8,132,431	\$3,118,938	\$6,834,090	\$6,260,204	\$8,192,681	\$7,368,526
Subtotal Water Operating	\$23,263,551	\$13,295,091	\$24,310,789	\$23,344,201	\$25,752,542	\$24,845,096
Transfer Payments						
To General Fund	\$1,625,920	\$1,107,793	\$1,661,690	\$1,661,690	\$1,698,247	\$1,698,247
To Utility Capital Reserve Fund	\$2,712,160	\$3,777,996	\$3,777,996	\$3,777,996	\$0	\$0
To Property/Liability Fund	\$319,028	\$215,021	\$322,532	\$322,532	\$322,532	\$322,532
To Workers Compensation Fund	\$122,586	\$81,724	\$122,586	\$122,586	\$122,586	\$122,586
To GCIF	\$0	\$126,083	\$126,083	\$126,083	\$0	\$0
Subtotal	\$4,779,694	\$5,308,617	\$6,010,887	\$6,010,887	\$2,143,365	\$2,143,365
WATER TOTAL EXPENSES	\$28,043,245	\$18,603,708	\$30,321,676	\$29,355,088	\$27,895,907	\$26,988,461
Wastewater Department Expenses						
Public Works & Utilities						
Utilities Planning and Engineering**	\$4,840,560	\$4,460,901	\$7,113,858	\$4,747,143	\$5,432,374	\$359,226
Utility Operations**	\$1,703,739	\$682,080	\$1,467,979	\$1,463,305	\$1,574,957	\$5,971,083
Subtotal	\$6,544,299	\$5,142,981	\$8,581,837	\$6,210,448	\$7,007,331	\$6,330,309
Central Charges	\$13,945,306	\$883,922	\$1,950,659	\$1,930,728	\$2,021,061	\$1,983,914
Subtotal Wastewater Operating	\$20,489,605	\$6,026,903	\$10,532,496	\$8,141,176	\$9,028,392	\$8,314,223
Transfer Payments						
To General Fund	\$914,580	\$623,134	\$934,701	\$934,701	\$955,264	\$955,264
To Utility Capital Reserve Fund	\$388,068	\$730,139	\$730,139	\$730,139	\$0	\$0
To Property/Liability Fund	\$170,245	\$115,781	\$173,671	\$173,671	\$173,671	\$173,671
To Workers Compensation Fund	\$183,880	\$122,587	\$183,880	\$183,880	\$183,880	\$183,880
To GCIF	\$0	\$6,898	\$6,898	\$6,898	\$0	\$0
Subtotal	\$1,656,773	\$1,598,539	\$2,029,289	\$2,029,289	\$1,312,815	\$1,312,815
WASTEWATER TOTAL EXPENSES	\$22,146,378	\$7,625,442	\$12,561,785	\$10,170,465	\$10,341,207	\$9,627,038

Activity	2008 Actuals	2009 Actual (9/1/09)	2009 Revised	2009 Estimated	2010 Adopted	2010 REVISED
Stormwater Department Expenses						
General Services						
Environmental Services	\$67,926	\$38,716	\$92,000	\$89,900	\$92,000	\$92,000
<i>Subtotal</i>	\$67,926	\$38,716	\$92,000	\$89,900	\$92,000	\$92,000
Community Development						
Engineering	\$110,605	\$60,659	\$140,000	\$110,410	\$147,000	\$147,000
<i>Subtotal</i>	\$110,605	\$60,659	\$140,000	\$110,410	\$147,000	\$147,000
Public Works & Utilities						
Street	\$314,973	\$174,683	\$396,000	\$396,000	\$291,000	\$291,000
<i>Subtotal</i>	\$314,973	\$174,683	\$396,000	\$396,000	\$291,000	\$291,000
Parks, Recreation & Libraries						
Park Services	\$192,930	\$55,407	\$200,000	\$200,000	\$200,000	\$200,000
<i>Subtotal</i>	\$192,930	\$55,407	\$200,000	\$200,000	\$200,000	\$200,000
Subtotal Stormwater Operating	\$686,434	\$329,465	\$828,000	\$796,310	\$730,000	\$730,000
Capital Improvements						
Water/Wastewater Capital Improvements	\$24,082,640	\$8,847,801	\$24,546,000	\$24,546,000	\$12,352,000	\$38,438,000
Stormwater Capital Improvements	\$1,788,487	\$110,604	\$1,072,000	\$1,072,000	\$1,220,000	\$1,350,000
<i>Total Capital Improvements*</i>	\$25,871,127	\$8,958,405	\$25,618,000	\$25,618,000	\$13,572,000	\$39,788,000
TOTAL UTILITY ENT. FUND EXP.	\$76,747,184	\$35,517,020	\$69,329,461	\$65,939,863	\$52,539,114	\$77,133,499

* Due to the nature of capital projects crossing fiscal years, the 2008 Actual Capital Improvements expenditures include funds appropriated in prior years but reflect actual expenditures January 1 to September 1, 2008.

** For 2010, Public Works and Utilities is proposing a reorganization of Department operations. 2010 Revised figures represent this reorganization. 2010 Revised figures for Utilities Planning and Engineering include budgets for Water Resources and Treatment, Capital Projects and Wastewater Quality. 2010 revised figures for Utility Operations include budgets for Field Operations, along with Water and Wastewater Plants. 2008 and 2009 figures reflect the existing Department structure where Capital Projects and Budget is still a separate division. 2008 and 2009 figures for Utilities Planning and Engineering include budgets for Water Resources and Treatment, along with Water and Wastewater Plants. 2008 and 2009 figures for Utility Operations include budgets for Field Operations.

GENERAL CAPITAL IMPROVEMENT FUND REVENUES

Source	2008 Actuals	2009 Revised	2009 Actual (9/1/09)	2009 Estimated	2010 Adopted	2010 REVISED	10 Rev/ 09 Est
General Capital Improvements							
CIP Interest Income	\$2,649,816	\$800,294	\$1,277,153	\$1,250,000	\$850,000	\$850,000	-0.32
ADCO Road Tax	\$2,890,229	\$1,150,000	\$563,621	\$1,150,000	\$1,171,000	\$1,171,000	1.8%
Cash-in Lieu Future Capital	\$23,900	\$20,000	\$22,000	\$20,000	\$200,000	\$40,000	100.0%
Development Assessment Pmnts	\$40,886	\$40,000	\$41,811	\$60,000	\$200,000	\$60,000	0.0%
Sale of Assets	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Miscellaneous Income	\$2,658,161	\$438,427	\$300,727	\$308,036	\$470,000	\$341,000	10.7%
Federal Grants	\$1,228,179	\$0	\$0	\$0	\$0	\$0	N/A
State Grants	\$70,266	\$0	\$0	\$0	\$0	\$0	N/A
Other Grants	\$0	\$0	\$3,500	\$0	\$0	\$0	N/A
Transfer From General Fund	\$4,341,482	\$0	\$0	\$0	\$0	\$0	N/A
Transfer From Sales & Use Tax	\$1,878,778	\$0	\$0	\$0	\$1,500,000	\$0	N/A
Transfer From WEDA	\$0	\$0	\$70,000	\$70,000	\$0	\$0	N/A
Transfer From Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Carryover	\$2,819,221	\$4,977,160	\$4,977,160	\$4,977,160	\$0	\$2,771,000	-44.3%
<i>Total General Capital Imp (non-park)</i>	<i>\$18,600,918</i>	<i>\$7,425,881</i>	<i>\$7,255,972</i>	<i>\$7,835,196</i>	<i>\$4,391,000</i>	<i>\$5,233,000</i>	<i>-33.2%</i>
Park Capital Improvements							
Park Development Fees	\$187,345	\$100,000	\$37,243	\$60,000	\$100,000	\$75,000	25.0%
Accommodations Tax	\$1,605,987	\$1,212,000	\$781,876	\$1,212,000	\$1,236,000	\$1,224,000	1.0%
Cash-in Lieu Parks	\$0	\$100,000	\$0	\$20,000	\$97,000	\$50,000	150.0%
Transfer From Water Fund	\$0	\$126,083	\$126,083	\$126,083	\$0	\$0	N/A
Transfer From Wastewater Fund	\$0	\$6,898	\$6,898	\$6,898	\$0	\$0	N/A
Transfer From POST Fund	\$709,000	\$343,000	\$228,667	\$343,000	\$472,000	\$172,000	-49.9%
Transfer From Conservation Trust Fd	\$625,000	\$0	\$0	\$0	\$0	\$0	N/A
Transfer From General Fd	\$155,000	\$80,000	\$53,333	\$80,000	\$88,000	\$79,000	-1.3%
Adco Open Space - City Share	\$411,400	\$309,000	\$221,100	\$400,000	\$315,000	\$403,000	0.8%
Jeffco Open Space - City Share	\$1,063,473	\$1,214,000	\$697,537	\$1,214,000	\$1,220,000	\$1,230,000	1.3%
Carryover	\$0	\$954,427	\$954,427	\$954,427	\$0	\$0	N/A
<i>Subtotal Park GCIF Revenues</i>	<i>\$4,757,205</i>	<i>\$4,445,408</i>	<i>\$3,107,164</i>	<i>\$4,416,408</i>	<i>\$3,528,000</i>	<i>\$3,233,000</i>	<i>-26.8%</i>
Conservation Trust Fund	\$812,295	\$625,000	\$376,607	\$625,000	\$625,000	\$625,000	0.0%
<i>Total Park Capital Imp</i>	<i>\$5,569,500</i>	<i>\$5,070,408</i>	<i>\$3,483,771</i>	<i>\$5,041,408</i>	<i>\$4,153,000</i>	<i>\$3,858,000</i>	<i>-23.5%</i>
TOTAL GCIF REVENUES	\$24,170,418	\$12,496,289	\$10,739,743	\$12,876,604	\$8,544,000	\$9,091,000	-29.4%

SALES AND USE TAX FUND REVENUES

Source	2008 Actuals	2009 Revised	2009 Actual (9/1/09)	2009 Estimated	2010 Adopted	2010 REVISED	10 Rev/ 09 Est
Sales Tax							
Returns	\$51,179,105	\$51,412,033	\$33,402,081	\$50,837,861	\$56,548,417	\$50,702,402	-0.3%
Audit	\$791,403	\$781,601	\$364,255	\$823,800	\$797,233	\$837,876	1.7%
Refunds	-\$110,044	-\$91,000	-\$34,980	-\$91,000	-\$91,000	-\$91,000	0.0%
Audit Returns	-\$3,845	-\$7,500	-\$235	-\$7,500	-\$7,500	-\$7,500	0.0%
<i>Total</i>	<i>\$51,856,619</i>	<i>\$52,095,134</i>	<i>\$33,731,121</i>	<i>\$51,563,161</i>	<i>\$57,247,150</i>	<i>\$51,441,778</i>	<i>-0.2%</i>
Use Tax							
Returns	\$2,982,502	\$1,899,375	\$1,795,247	\$2,386,002	\$2,860,135	\$2,407,582	0.9%
Building	\$2,359,870	\$1,286,034	\$714,807	\$1,533,916	\$2,896,406	\$2,120,741	38.3%
Auto	\$5,237,771	\$3,230,101	\$2,558,857	\$4,033,084	\$5,807,540	\$4,114,076	2.0%
Audit	\$1,291,848	\$829,557	\$1,198,967	\$970,018	\$846,148	\$982,000	1.2%
Refunds	-\$62,179	-\$123,831	-\$37,225	-\$123,831	-\$124,020	-\$100,000	-19.2%
Collection Fees	-\$261,958	-\$287,502	-\$128,076	-\$201,654	-\$290,377	-\$205,704	2.0%
<i>Total</i>	<i>\$11,547,854</i>	<i>\$6,833,734</i>	<i>\$6,102,577</i>	<i>\$8,597,535</i>	<i>\$11,995,832</i>	<i>\$9,318,695</i>	<i>8.4%</i>
Total Sales & Use Tax	\$63,404,473	\$58,928,868	\$39,833,698	\$60,160,696	\$69,242,982	\$60,760,473	1.0%
Interest Income	\$554,158	\$230,000	\$69,945	\$260,000	\$245,000	\$235,000	-9.6%
<i>Total</i>	<i>\$63,958,631</i>	<i>\$59,158,868</i>	<i>\$39,903,643</i>	<i>\$60,420,696</i>	<i>\$69,487,982</i>	<i>\$60,995,473</i>	<i>1.0%</i>
Carryover	\$1,238,917	\$2,357,889	\$2,357,889	\$2,357,889	\$0	\$680,000	-71.2%
Total Funds Available	\$65,197,548	\$61,516,757	\$42,261,532	\$62,778,585	\$69,487,982	\$61,675,473	-1.8%

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

PARKS, OPEN SPACE AND TRAILS (POST) FUND REVENUES

Source	2008 Actuals	2009 Revised	2009 Actual (9/1/09)	2009 Estimated	2010 Adopted	2010 REVISED	10 Rev/ 09 Est
Sales Tax							
Returns	\$4,227,258	\$4,102,857	\$2,785,908	\$4,222,667	\$4,443,090	\$4,286,007	1.5%
Audit	\$54,720	\$30,000	\$25,281	\$55,267	\$30,000	\$40,000	-27.6%
Refunds	-\$7,695	-\$5,500	-\$2,444	-\$6,250	-\$5,500	-\$5,500	-12.0%
<i>Total</i>	\$4,274,283	\$4,127,357	\$2,808,745	\$4,271,684	\$4,467,590	\$4,320,507	1.1%
Use Tax							
Returns	\$208,902	\$154,784	\$124,791	\$160,000	\$210,928	\$162,000	1.3%
Building	\$168,458	\$243,015	\$50,610	\$70,000	\$250,306	\$72,000	2.9%
Auto	\$363,524	\$419,190	\$177,596	\$272,643	\$431,766	\$273,000	0.1%
Audit	\$89,660	\$55,000	\$83,213	\$71,728	\$55,000	\$57,000	-20.5%
Refunds	-\$5,906	-\$5,000	-\$2,593	-\$5,000	-\$5,000	-\$5,000	0.0%
Collection Fees	-\$18,181	-\$20,960	-\$8,880	-\$13,632	-\$21,588	-\$13,650	0.1%
<i>Total</i>	\$806,457	\$846,029	\$424,737	\$555,739	\$921,412	\$545,350	-1.9%
Total Sales & Use Tax	\$5,080,740	\$4,973,386	\$3,233,482	\$4,827,423	\$5,389,002	\$4,865,857	0.8%
Interest Income	\$570,299	\$31,000	\$41,799	\$50,000	\$37,000	\$55,000	10.0%
<i>Total</i>	\$5,651,039	\$5,004,386	\$3,275,281	\$4,877,423	\$5,426,002	\$4,920,857	0.9%
Miscellaneous	\$151,295	\$80,000	\$4,621	\$65,000	\$80,000	\$75,477	16.1%
Intergovernmental	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Rentals	\$43,995	\$8,832	\$7,654	\$8,500	\$8,832	\$8,500	0.0%
Transfer from GCIF	\$150,000	\$180,000	\$0	\$180,000	\$209,000	\$209,000	16.1%
Carryover	\$0	\$0	\$0	\$0	\$0	\$0	N/A
Total Funds Available	\$5,996,329	\$5,273,218	\$3,287,556	\$5,130,923	\$5,723,834	\$5,213,834	1.6%

GOLF COURSE FUND REVENUES

Source	2008 Actuals	2009 Revised	2009 Actual (9/1/09)	2009 Estimated	2010 Adopted	2010 REVISED	10 Rev/ 09 Est
Golf Course Revenues							
Green Fees	\$1,956,002	\$2,093,767	\$1,419,017	\$1,789,227	\$2,146,111	\$1,885,000	5.4%
Cart Rental	\$479,320	\$525,825	\$315,771	\$402,822	\$538,971	\$440,000	9.2%
Driving Range	\$194,649	\$204,000	\$146,703	\$175,913	\$206,350	\$188,000	6.9%
Pro Shop Retail	\$312,326	\$347,000	\$195,272	\$231,376	\$349,025	\$300,000	29.7%
Junior Golf	\$7,090	\$7,450	\$4,925	\$7,000	\$7,550	\$7,800	11.4%
Lesson Fees	\$27,565	\$21,000	\$19,776	\$25,000	\$21,230	\$24,500	-2.0%
Miscellaneous	\$56,184	\$51,500	\$51,693	\$50,500	\$51,500	\$40,319	-20.2%
Rentals	\$20,338	\$19,600	\$12,560	\$18,600	\$19,600	\$19,100	2.7%
Concessions	\$66,387	\$66,000	\$55,450	\$66,000	\$66,000	\$66,000	0.0%
Subtotal	\$3,119,861	\$3,336,142	\$2,221,167	\$2,766,438	\$3,406,337	\$2,970,719	7.4%
Note Proceeds	\$0	\$439,746	\$439,746	\$439,746	\$0	\$0	-100.0%
Transfer Payments							
From Sales & Use Fund	\$285,000	\$285,000	\$190,000	\$285,000	\$285,000	\$405,000	42.1%
From POST Fund	\$182,150	\$182,272	\$121,514	\$182,272	\$182,591	\$277,591	52.3%
From General Capital Improvement Fi	\$39,971	\$46,058	\$46,058	\$46,058	\$0	\$122,000	N/A
Subtotal	\$507,121	\$513,330	\$357,572	\$513,330	\$467,591	\$804,591	56.7%
Total Funds Available	\$3,626,982	\$4,289,218	\$3,018,485	\$3,719,514	\$3,873,928	\$3,775,310	1.5%

NOTE: The note proceeds in 2009 reflect lease financing proceeds utilized for the purchase of golf maintenance equipment authorized in June 2009. They fund the lease/purchase and financing costs of the new golf course maintenance fleet that replace an aging fleet of equipment.

MISCELLANEOUS FUNDS EXPENDITURES

Activity	2008 Actuals	2009 Actual (9/1/09)	2009 Revised	2009 Estimated	-2010 Adopted	2010 REVISED
Sales & Use Tax	\$67,446,581	\$43,579,216	\$61,516,757	\$61,516,757	\$69,487,982	\$61,675,473
POST Sales & Use Tax	\$5,666,181	\$2,941,546	\$5,273,218	\$1,235,221	\$5,723,834	\$5,213,834
Conservation Trust	\$625,000	\$0	\$625,000	\$625,000	\$625,000	\$625,000
General Capital Outlay Replacement	\$1,120,878	\$1,065,465	\$1,065,465	\$1,065,465	\$1,113,125	\$1,125,375
Debt Service	\$8,004,340	\$1,621,431	\$8,033,461	\$8,033,461	\$7,711,905	\$7,711,905
Golf Course Enterprise	\$4,120,515	\$2,570,130	\$4,243,159	\$3,526,578	\$3,873,928	\$3,775,310
Fleet Maintenance	\$2,410,449	\$1,530,134	\$2,608,126	\$2,478,130	\$2,868,811	\$2,293,592
Property & Liability/Workers Comp	\$2,382,351	\$1,362,254	\$2,262,060	\$2,188,302	\$2,262,060	\$2,262,060
TOTAL EXPENDITURES	\$91,776,295	\$54,670,176	\$85,627,246	\$80,668,914	\$93,666,645	\$84,682,549

MISCELLANEOUS RESERVE FUND BALANCES

Reserves Cash Balance	2008 Ending Balance - Actuals	2009 Cash Balance (9/1/09)	2009 Revised Estimated Ending Balance (Budget)	2009 Estimated Ending Balance	2010 Original Estimated Ending Balance (Original Budget)	2010 Revised Estimated Ending Balance (Revised Budget)
General Reserve	\$9,909,258	\$10,192,189	\$9,784,633	\$10,192,189	\$10,127,095	\$10,512,088
General Fund Stabilization Reserve	\$0	\$5,149,887	\$5,149,887	\$5,149,887	\$0	\$5,191,134
Utility Rate Stabilization Reserve	\$11,502,054	\$11,832,063	\$11,517,793	\$7,133,000	\$11,920,915	\$7,312,339
Utility Capital Project Reserve	\$24,293,771	\$18,669,918	\$38,959,638	\$9,063,536	\$27,617,067	\$9,290,125
TOTAL RESERVES	\$45,705,083	\$45,844,057	\$65,411,951	\$31,538,612	\$49,665,077	\$32,305,686

2010 Human Services Board Fund Recommendations

Agency	2009 Award	2010 Request	2010 Recommended
Access Housing	\$3,000	\$5,000	\$3,500
Adams County Housing Authority	\$11,000	\$20,000	\$11,400
Alternatives to Family Violence	\$11,000	\$20,000	\$11,500
Arvada Community Food Bank	\$1,000	\$2,500	\$1,500
Audio Information Network	\$1,500	\$1,500	\$1,500
CASA of Adams County	\$2,000	\$3,500	\$2,500
CASA of Jefferson & Gilpin Counties	\$1,000	\$500	\$500
Catholic Charities of Denver	\$5,000	N/A	N/A
Children's Outreach Project	\$3,500	\$3,500	\$3,500
Clinica Campesina Family Health Services, Inc.	\$12,000	\$20,000	\$12,500
Colorado Homeless Families	\$11,000	\$20,000	\$11,400
Colorado Rural Housing Development Corp.	\$1,000	\$5,000	\$1,500
Commerce City Community Health Services	\$15,000	\$20,000	\$15,000
Community of Faith United - New 2010	N/A	\$3,000	\$1,000
Community Reach Center	\$12,000	\$15,000	\$12,000
Denver Hospice - Returning 2010	N/A	\$7,000	\$4,500
Family Tree Foundation, Inc.	\$10,000	\$6,700	\$6,700
FACES (Family, Advocacy, Care, Education, Support)	\$2,000	\$3,000	\$2,500
Food Bank of the Rockies	\$3,500	\$6,000	\$4,000
Growing Home - Returning 2010	N/A	\$12,000	\$8,000
Have a Heart Project	\$4,500	\$12,000	\$5,000
Hope House Inc.- New 2010	N/A	\$3,000	N/A
Inter-Church ARMS	\$4,500	\$5,000	\$5,000
Jefferson Center for Mental Health	\$7,000	\$16,000	\$7,500
Kempe Foundation - Returning 2010	N/A	\$2,000	\$1,000
Platte Valley/North Metro CAC	\$2,000	\$5,000	\$2,500
Project Angel Heart	\$2,000	\$14,000	\$2,500
RAAP	\$2,000	\$2,000	\$2,000
Ralston House	\$4,000	\$5,000	\$4,500
SANE/St. Anthony Health Foundation - Returning 2010	N/A	\$5,000	\$2,000
Santa Claus Workshop - Returning 2010	N/A	\$3,000	N/A
Senior Hub	\$14,000	N/A	N/A
Seniors Resource Center	\$1,000	\$5,000	\$1,500
Westminster Area CAAT	\$500	\$5,000	\$500
Westminster FISH, Inc.	\$5,000	\$6,500	\$5,500
Wilderness on Wheels	\$1,500	\$1,500	\$1,000
Yellow Ribbon Suicide Prevention Program	\$500	\$2,500	\$500
TOTAL	\$154,000	\$266,700	\$156,000

Bold = New or Returning Agency Interviewed for 2010 HSB Funds
 N/A = Agency not funded by HSB during this calendar year



WESTMINSTER

2010 PROPOSED AMENDED CAPITAL IMPROVEMENT PROGRAM

General Capital Improvements

New Traffic Signals/Speed Control Devices	\$120,000
New Development Participation (Originally \$200,000)	\$40,000
Community Development Project Manager (Originally \$65,000)	\$74,000
Geographic Information System (GIS) Upgrades	\$75,000
Arterial Roadway Grinding/Resurfacing	\$650,000
Sheridan Boulevard (westside, 98th to 104th Avenues) (Originally \$25,000)	\$0
Lowell Boulevard (120 th to 124 th Avenues)	\$274,000
City Facilities Parking Lot Maintenance Program	\$115,000
South Westminster Revitalization Project	\$201,000
Building Operations and Maintenance Major Maintenance	\$550,000
Small Business Assistance Program	\$50,000
Open Space Land Purchase Reimbursement	\$209,000
Major Software Upgrades	\$74,000
IP PBX Phone System Upgrade	\$76,000
South Westminster Transit Oriented Development	\$100,000
Westminster Center Transit Oriented Development	\$650,000
Railroad Crossing Surface Replacement Program	\$26,000
Bridge/Pedestrian Railing Repainting Project	\$65,000
City Park Recreation Center Concrete Replacement	\$110,000
Shoenberg Farm Restoration (NEW for 2010)	\$18,000
Transfer to General Fund (NEW for 2010)	\$1,000,000
Adopted 2010 General Capital Improvements Total	\$3,635,000
PROPOSED AMENDED 2010 General Capital Improvements Total	\$4,477,000

Public Safety Capital Improvements

Firefighting Simulator/Burn Building	\$127,000
Station Alarm Notification	\$131,000
Fire EMS Field Reporting	\$150,000
Public Safety Facilities' Maintenance (BO&M)	\$150,000
Major Software Upgrades	\$100,000
IP PBX Phone System Upgrade	\$60,000
PSC Fire Apparatus Parking Pad Concrete Replacement	\$38,000
Adopted 2010 Public Safety Capital Improvements Total	\$756,000
PROPOSED AMENDED 2010 Public Safety Capital Improvements Total	\$756,000

Park Capital Improvements

Community Enhancement Program (Originally \$1,236,000)	\$1,224,000
Greenbelt and Drainage Improvements	\$50,000
Trail Development (Originally \$125,000)	\$80,000
Landscape Architect II/Project Manager	\$65,000
City Park Phase IV (Originally \$122,000)	\$0
Recreation Facilities Improvements (Originally \$300,000)	\$228,000
Park Maintenance (JCOS)	\$482,000
Adams County Open Space Land Acquisition	\$155,000
Park Renovation Program (Originally \$650,000)	\$493,000
Golf Course Improvements (Originally \$50,000)	\$0
Standley Lake Regional Parks Improvements (Originally \$88,000)	\$79,000

PROPOSED AMENDED 2010 CAPITAL IMPROVEMENT PROGRAM

Recreation Facilities Major Maintenance (BO&M)	\$830,000
City Park Playground and Shelter at Christopher Ballfields (NEW for 2010)	\$50,000
Transfer to The Heritage Golf Course	<u>\$122,000</u>
Adopted 2010 Park Capital Improvements Total	\$4,153,000
PROPOSED AMENDED 2010 Park Capital Improvements Total	\$3,858,000
Adopted 2010 GENERAL FUND Total	\$8,544,000
PROPOSED AMENDED 2010 GENERAL FUND Total	\$9,091,000
2010 Utility Fund Capital Improvement Projects	
<u>Wastewater Capital Improvements</u>	
Inflow & Infiltration Study for Sewer Collection System	\$250,000
PACP Sanitary Sewer Line Trenchless Rehabilitation	\$1,250,000
PACP Sewer Line Open-Cut Replacement	\$1,500,000
Lift Station Improvements	\$600,000
IP PBX Phone System Upgrades	\$16,000
ERP/CMOM/Master Plan Updates	<u>\$250,000</u>
Adopted 2010 Wastewater Capital Improvements Total	\$3,866,000
PROPOSED AMENDED 2010 Wastewater Capital Improvements Total	\$3,866,000
<u>Water Capital Improvements</u>	
Wattenberg Gravel Lakes Storage (Originally \$510,000)	\$0
Reclaimed Water Treatment Plant Expansion (Originally \$14,186,000)	\$6,796,000*
Major Software Upgrades	\$45,000
Water Meter and Transponder Replacement Program	\$250,000
Open-cut Waterline Replacements (Originally \$2,500,000)	\$1,500,000*
Water Pressure Zone Improvements (Originally \$4,050,000)	\$3,500,000*
IP PBX Phone Systems Upgrade	\$16,000
Reclaimed System Improvements	\$890,000
Pump Station Improvements	\$225,000
Northwest Treatment Facility (NWTF) Membrane Expansion (NEW for 2010)	\$3,000,000*
Comprehensive Water Supply Plan – Water Supply Development (NEW for 2010)	\$15,750,000
Debt Issuance Costs/Capitalized Interest	<u>\$2,600,000</u>
Adopted 2010 Water Capital Improvements Total	\$22,672,000
PROPOSED AMENDED 2010 Water Capital Improvements Total	\$34,572,000
<i>* Debt financed project</i>	
<u>Stormwater Capital Improvements</u>	
Miscellaneous Storm Drainage Improvements (Originally \$155,000)	\$285,000
City Park Channel Improvements (Lowell to Big Dry Creek)	\$200,000
Little Dry Creek (Lowell to Federal)	<u>\$865,000</u>
Adopted 2010 Stormwater Capital Improvements Total	\$1,220,000
PROPOSED AMENDED 2010 Stormwater Capital Improvements	\$1,350,000
Adopted 2010 UTILITY FUND Total	\$27,758,000
PROPOSED AMENDED 2010 UTILITY FUND Total	\$39,788,000
ADOPTED 2010 CIP GRAND TOTAL	\$36,302,000
PROPOSED AMENDED 2010 CIP GRAND TOTAL	\$48,879,000



WESTMINSTER

2010 CAPITAL PROJECT DESCRIPTIONS

General Fund Capital Improvement Projects

General Capital Improvements:

New Traffic Signal and Speed Control Devices

Adopted 2010 = \$120,000

This project provides funding for traffic signal installations and speed control devices. As traffic volumes increase on streets that intersect the City's arterial roadways, those intersections may qualify for the installation of a traffic signal. Citizens in neighborhoods with heavy traffic flow frequently make these requests. This level of funding along with previously appropriated (and unencumbered) funds that currently reside in the New Traffic Signals project will help address future traffic signal or speed control device needs. The average estimated cost for full signalization of a four-legged intersection is \$190,000.

New Development Participation

Adopted 2010 = \$200,000

Proposed 2010 = \$40,000

This project provides funding for the City's share of certain public improvements installed by private developers. For 2009, the only known participation payment required by the City will be a relatively minor amount due to McStain Homes for the completion of 98th Avenue improvements between Sheridan Boulevard and Westminster Boulevard. In 2009 or 2010, City participation will be due to the developer of the Erickson Retirement Community for a portion of their improvements to 128th Avenue between I-25 and Huron Street. *The proposed reduction is due to revised revenue projections. No major projects are planned for the remaining funds in 2010.*

Community Development Project Manager

Adopted 2010 = \$65,000

Proposed 2010 = \$74,000

This project funds a 1.0 FTE Engineer that is indexed to construction activity. Roadway and bridge construction activity remains well above the benchmarks that were established by City Council in 1994. Since that time, the project management responsibilities associated with the Stormwater Utility have also been added to the workload of the Department. The City has enjoyed great success and cost-savings on many projects of the past 12 years by providing sufficient personnel to allow the Department's engineers to take an active "hands on" approach to project management. *These additional funds will allow the promotion of this position to Senior Engineer effective 1/1/10.*

Geographic Information System (GIS) Upgrades

Adopted 2010 = \$75,000

This ongoing project provides funding for the continual enhancement of the City's geographic information system (GIS). Specific enhancements planned for 2010 include the regularly scheduled two-year update of the City's aerial photography, programming related to the GIS intranet site, external GIS website development, training and miscellaneous hardware.

Arterial Roadway Grinding/Resurfacing

Adopted 2010 = \$650,000

This ongoing project provides funding for one or more arterial roadways per year for resurfacing the existing pavement for a smoother ride, elimination of ruts, and resealing of the surface of the roadway. Improvements to the existing pavement on major arterials will extend the life of the pavement and offset the high cost of repairs with a cost savings being realized over time, due to the elimination of rutting and weak areas. The asphalt mix design to be used is highly resistant to rutting and traffic loads. In 2009, work is for 112th Avenue from Westminster Boulevard to Federal Boulevard. In 2010, projects are for 88th Avenue from Harlan Street to Wadsworth Parkway and for 92nd Avenue from Harlan Street to Wadsworth Parkway.

Sheridan Boulevard (west side, 98th to 104th Avenues)

Adopted 2010 = \$25,000

Proposed 2010 = \$0

This project includes the widening of Sheridan Boulevard between 98th Avenue and 100th Avenue on the west side of the road. This project would also include re-striping between 98th Avenue and 104th Avenue. This widening and re-striping will improve traffic flow on Sheridan Boulevard by providing three south-bound through lanes from 104th Avenue to US 36. The total project is estimated to cost \$315,000. The funds in 2010 will allow the City to commence design and engineering work. The remaining funding is in 2011, revenues permitting. *Staff is proposing to eliminate funds for this project in 2010 to provide funds for proposed new projects at Shoenberg Farm and for the promotion to Senior Engineer for the Community Development Project Manager. Staff is recommending \$18,000 for Shoenberg Farm and \$9,000 for the Community Development Project Manager. Staff is planning to request funds for this project for 2011 and will do so as part of the 2011/2012 Budget development process next year.*

Lowell Boulevard (120th to 124th Avenues)

Adopted 2010 = \$274,000

The project includes the widening of Lowell Boulevard between 120th Avenue and 124th Avenue to a four-lane arterial with auxiliary lanes and a raised landscape median. The City and County of Broomfield is managing this project and Westminster would participate by funding 19% of the cost of the project, since only a portion of one north-bound lane is within Westminster's jurisdiction. This project is adjacent to the Metzger Farm Open Space and will improve traffic flow at the 120th Avenue and Lowell Boulevard intersection. The total project (Westminster's share) is estimated at \$1,096,000 to be funded 2011 through 2013, revenues permitting.

City Facilities Parking Lot Maintenance Program

Adopted 2010 = \$115,000

Annual contractual crackseal, resurfacing, seal coating and concrete replacement as required at 86 municipal sites. Forty-six locations have pavement requiring regular maintenance and two courtyards need annual maintenance. Rotation for asphalt pavements requires crack sealing every three years and seal coating every six years. Funding assures timely preventive maintenance based on sound pavement management practices. In 2009, seven locations are to receive seal coating, four crack sealing, and two concrete maintenance work. In 2010, five locations are to receive seal coating, five crack sealing, and two concrete maintenance work.

South Westminster Revitalization Project

Adopted 2010 = \$201,000

This project provides City funding assistance to numerous redevelopment and revitalization projects located within multiple areas of the southern portion of the City. The funds can provide a readily available local match to help leverage funding from outside sources that help support revitalization efforts. Potential projects could include the development of a restaurant incubator program, art installation, small scale streetscape improvements, development plans and studies.

Building Operations & Maintenance Major Maintenance

Adopted 2010 = \$550,000

This on-going project is for the maintenance and repair of City facilities that are larger in scope than the projects funded in the operating budget, such as carpet, roof, and glass/window replacement and floor refinishing at various facilities. As noted in the 2009 Proposed Operating Priorities Staff Report, a new 1.0 FTE Facilities Project Coordinator is to be funded through this project to assist with facilities' capital improvement projects. Anticipated projects for 2009 include window replacement at City Hall, roof replacement at the former animal shelter, roof overhang replacement at the former police facility (Colorado Department of Corrections), and garage door/opener replacement at the Fleet Maintenance facility. In 2010, anticipated projects include boiler replacements at City Hall, heat pump replacement at the former police facility (Colorado Department of Corrections), and rooftop HVAC unit replacements at Municipal Court.

Small Business Assistance Program

Adopted 2010 = \$50,000

This program was formerly the Business Facelift Program, which provides matching grant funds to businesses and commercial property to improve building exteriors and/or site improvements in the south Westminster area. Eligible improvements include paint, architectural enhancements, landscaping, and signage. The program has been successful in encouraging smaller businesses and property owners to spend a matching amount or substantially more of their own funds to improve the appearance of their property which in turn gradually improves the character of the neighborhood. Staff recommends changing the project title to reflect the City's interest in looking at a greater variety of ways to help support small businesses in the City of Westminster. Staff in Economic Development plans to refine and expand the façade improvement program to better address the needs of small business throughout the City with the expansion of the program to include other business assistance efforts.

Open Space Land Purchase Reimbursement

Adopted 2010 = \$209,000

This project is for the reimbursement of the Open Space Fund for rights-of-way acquired over several open space properties purchased with open space sales tax funds totaling \$854,000. The rights-of-way were acquired prior to July 2004 and reimbursement was deferred until 2006-2011. A total of \$250,000 has been appropriated by City Council in the 2007/2008 budget. The remaining \$604,000 owed to the Parks, Open Space, and Trails (POST) Fund is to be repaid in 2009 – 2011 revenues permitting.

Major Software Upgrades

Adopted 2010 = \$74,000

This is an ongoing project funded through the General, Public Safety Tax, and Utility funds based on the software application and its primary users. This project is for the recurring upgrade costs associated with major software applications such as Microsoft, JD Edwards Financial Management System, and Justice Systems Incorporated. The City of Westminster has made significant investments in application software for court, financial and human resources, and office productivity tools. These software products require upgrades to acquire new features and to guarantee ongoing vendor support. The City maintains active support agreements on all major critical applications, with the exception of Microsoft Office. Staff has determined that it is more cost effective to repurchase Microsoft Office on a four year cycle instead of receiving those updates through a more costly maintenance alternative. The funding for 2009 covers Microsoft Office purchases (\$25,000) and upgrades to the City's financial and human resources information system (\$36,000). In 2010, the funding is for Microsoft Office purchases (\$25,000) and upgrades to the financial and human resources information system (\$49,000).

Internet Protocol Phone Bank Exchange Phone Upgrade

Adopted 2010 = \$76,000

The Internet Protocol Phone Bank Exchange (IP PBX) Phone System Upgrade is designed to consolidate the management and vendor deployment of all voice systems within the City of Westminster. The overall scope will touch almost every City location, and provide a standardized 4-digit dialing structure to the entire organization. This will remove the multiple, disparate systems that exist today, allowing for all City employees to utilize the same voicemail system, as well as use the same process and procedures when using the phone system regardless of location. This project will also eliminate the current scenario where the same extension exists in multiple locations, like at Fire Stations and Recreation Centers. At the conclusion of the project, all City facilities will have 4 digit dialing access to all other facilities. The project costs total \$500,000 to be funded over three years, revenues permitting, and funded by the general, public safety tax, water and wastewater revenues. The funding will be split proportionally based on the benefit received by the fund. The general capital improvement revenues are to fund a total of \$227,000 or approximately 45% of the project cost.

South Westminster Transit Oriented Development

Adopted 2010 = \$100,000

These funds are a portion of the City's potential contribution for future redevelopment efforts associated with a planned FasTracks commuter rail station in the southern part of Westminster between Federal and Lowell Boulevards and 68th and 72nd Avenues. This funding will assist the City in planning and design, land acquisitions, public improvements, match for RTD improvements and development.

Westminster Center Transit Oriented Development **Adopted 2010 = \$650,000**
 These funds are a portion of the City’s potential contribution for future redevelopment efforts associated with a planned FasTracks commuter rail station at the existing Westminster Mall site. This funding will assist the City in forming partnerships with private development interests and the Regional Transportation District (RTD) to help make the Westminster City Center commuter rail station a reality. Redevelopment of the Westminster Mall remains one of City Council’s highest priorities.

Railroad Crossing Surface Replacement Program **Adopted 2010 = \$26,000**
 This program will replace railroad crossing surfaces at three crossing locations throughout the City with concrete crossing pad materials. These three crossings are rated poor to very poor. In 2009, the crossings to be replaced are located at Bradburn Boulevard at 72nd Way and Lowell Boulevard at approximately 71st Avenue. In 2010, the railroad crossing to be replaced is located at 76th Avenue between Winona Court and Stuart Street.

Bridge/Pedestrian Railing Repainting Project **Adopted 2010 = \$65,000**
 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. Four locations are scheduled for repainting in 2009 and 2010. These locations will require a contractor with specialized equipment to accomplish repainting as well as Colorado Department of Transportation (CDOT) involvement for lane closures. The 2009 projects will repaint railings on Sheridan Boulevard, while 2010 projects will repaint railings on 92nd Avenue and Sheridan Boulevard over railroad overpasses.

City Park Recreation Center Concrete Replacement **Adopted 2010 = \$110,000**
 This would fund the removal and replacement of the deteriorated concrete service drive at City Park Recreation Center. When inspected in 2008, the drive showed severe deterioration, but this project is recommended to be delayed until 2010 to allow for completion of the construction activities related to the renovation of City Park Recreation Center.

Shoenberg Farm Restoration (NEW for 2010) **Adopted 2010 = \$0**
Proposed 2010 = \$18,000
 This project would help facilitate the acquisition of historic properties located at the former Shoenberg Farm site by commercial and non-profit users. These funds would allow for the acquisition of lot 5 and a portion of lot 14 of the Shoenberg Farm Commercial Center. The funds would also allow for the structural and exterior rehabilitation of the 1911 Dairy Barn and Milkhouse. The City does not plan to operate any portion of the Shoenberg Farm. *Staff is proposing \$18,000 for this project in 2010 by shifting funds originally adopted for the Sheridan Boulevard (west side, 98th to 104th) project. This would fund a cash match for rehabilitation of the concrete silo (\$12,000) and a cash match for the grant awarded for the preparation of construction documents for the rehabilitation of the house and garage (\$6,000). The City has already been awarded the grant related to the \$6,000 cash match and Staff will apply for the grant associated with the \$12,000 cash match this fall.*

Transfer to General Fund (NEW for 2010) **Adopted 2010 = \$0**
Proposed 2010 = \$1,000,000
Due to a competitive bidding climate and Staff’s work to manage capital project costs, Staff is projecting carryover funds at the end of 2009 in the General Capital Improvement Fund (GCIF) in the amount of \$2,771,000. Staff is proposing to apply \$1,000,000 in GCIF carryover revenue as a transfer to the General Fund in the Proposed Amended 2010 Budget to assist in meeting operating needs. This proposed \$1,000,000 transfer assists in balancing the 2010 General Fund Budget.

<i>Adopted 2010 General Capital Improvements Total</i>	\$3,635,000
<i>Proposed 2010 Capital Improvements Total</i>	\$4,477,000

Public Safety Capital Improvement Projects:

Firefighting Simulator/Burn Building

Adopted 2010 = \$127,000

This project is for site improvements and the design and construction of a firefighting simulator/burn building at the existing Fire Department Training facility located at 3851 Elk Drive or an alternate site if needed. Site improvements include the addition of a fire hydrant, extension of the concrete slab area, adding electrical utilities, sanitary facilities, rehab and briefing area, storage building and fencing the entire site for security. The new simulator is to be added to the existing five story training tower and will be equipped with 2 burn rooms, roof chop outs, forcible entry simulator, smoke distribution system, and moveable maze partition panels. The total project is estimated to cost \$522,000 over five years (2007-2011), revenues permitting; \$225,000 has been appropriated to date.

Station Alarm Notification

Adopted 2010 = \$131,000

This project will replace and upgrade the fire station alerting system at all six fire stations. This system “awakens” personnel at night when a call for service is dispatched to a station. The existing system has been in place since 1992 and is utilizing outdated technology that is presenting reliability issues. Also, it is difficult to find parts to repair the existing system. The new system will utilize the City’s computer network for increased reliability and would offer specialized notification features so only those personnel assigned to a particular type of call would be notified. The project cost totals \$248,000 to be funded in 2009 and 2010.

Fire EMS Field Reporting

Adopted 2010 = \$150,000

In 2006, the Fire Department installed a field reporting program and “tablet” style PC on each of the City’s ambulances as a test for mobile field reporting. Due to the vendor going out of business and issues with the hardware and software, the Fire Department put the EMS field reporting project on hold. The Fire Department is proposing to pursue a portable tablet PC, whereby the ambulance personnel will be able to complete incident reports in the field that are then automatically linked to the Fire Department’s Record Management System (RMS). This project will expand and purchase tablets for use in 16 frontline units, extending field reporting to all fire engine/ladder companies and the Fire Prevention Bureau. The tablets eliminate duplicate report writing as currently the reports are hand-written and then are re-entered in the Report Management System (RMS). This project will improve the Fire Department’s efficiency and will be a “green” effort by reducing the use of paper and energy. The total project cost is estimated at \$350,000, of which \$50,000 was appropriated in 2008; the balance of funds are appropriated in 2009 and 2010.

Public Safety Facilities Maintenance (BO&M)

Adopted 2010 = \$150,000

Funds are for the ongoing maintenance costs for the Public Safety Center and Fire Stations throughout the City. Identified projects based on the citywide facility structural assessment study include replacement of roofs and windows, exterior repairs, replacement of roof top (HVAC) units, and interior repairs and replacements (floor coverings, walls, etc.). Unused funds in any given year will be accrued in this account to fund these needs in future years as appropriate.

Major Software Upgrades

Adopted 2010 = \$100,000

This is an ongoing project funded through the General, Public Safety Tax, and Utility funds based on the software application and its primary users. This project is for the recurring upgrade costs associated with major software applications such as Microsoft software and the Police and Fire Departments’ Computer Aided Dispatch/Records Management System (CAD/RMS) software. This is to be an ongoing project managed by the Information Technology Department to keep the CAD/RMS system upgraded and current. The funding in 2009 is to cover Microsoft software purchases (\$25,000) and upgrades to the CAD/RMS (\$65,000). In 2010, \$25,000 is for Microsoft purchases and \$75,000 for CAD/RMS upgrades.

Internet Protocol Phone Bank Exchange Phone Upgrade

Adopted 2010 = \$60,000

The Internet Protocol Phone Bank Exchange (IP PBX) Phone System Upgrade is designed to consolidate the management and vendor deployment of all voice systems within the City of Westminster. The overall

scope will touch almost every City location, and provide a standardized 4-digit dialing structure to the entire organization. This will remove the multiple, disparate systems that exist today, allowing for all City employees to utilize the same voicemail system, as well as use the same process and procedures when using the phone system regardless of location. This project will also eliminate the current scenario where the same extension exists in multiple locations, like at Fire Stations and Recreation Centers. At the conclusion of the project, all City facilities will have 4 digit dialing access to all other facilities. The project costs totals \$500,000 to be funded over three years, revenues permitting, and funded by the general, public safety tax, water and wastewater revenues. The funding will be split proportionally based on the benefit received by the fund. The public safety tax revenues are to fund a total of \$179,000 or approximately 36% of the project cost.

PSC Fire Apparatus Parking Pad Concrete Replacement **Adopted 2010 = \$38,000**
 This project is to replace the concrete fire apparatus parking pad at the Public Safety Center (PSC). The existing pad has a substantial amount of cracking with water surfacing through the cracks. Further deterioration will continue until the pad becomes unserviceable. These funds will allow for the replacement of the parking pad in 2010.

<i>Adopted 2010 Public Safety Capital Improvements Total</i>	<i>\$756,000</i>
<i>Proposed 2010 Public Safety Capital Improvements Total</i>	<i>\$756,000</i>

Park Capital Improvements:

Community Enhancement Program **Adopted 2010 = \$1,236,000**
Proposed 2010 = \$1,224,000

These projects are funded from the accommodations tax. This tax allows the City to fund projects that benefit the entire community. Pursuant to the Master Plan adopted by City Council on March 13, 2006, the plan serves as a planning guide for all future City enhancement development, including medians, gateways, bridges, public art, lights and banners. Anticipated projects for 2009 and 2010 include: banner design and installation, median maintenance and renovation, Neighborhood Enhancement Grants, right-of-way improvements, city gateways, bridge upgrades, art/sculpture throughout the City, illuminated street signs, and phasing of decorative lighting. The program also pays the salaries of five full-time equivalents (FTEs) associated with program implementation and maintenance. *This reduction is proposed due to revised 2010 revenue projections for Accommodations Tax revenues, which fund the CEP.*

Greenbelt and Drainage Improvements **Adopted 2010 = \$50,000**

These funds provide for ongoing right of way improvements in greenbelt and drainage areas along with mandated Corp of Engineers wetland mitigation and State drainage permitting. 2009 projects within Jefferson County include water quality improvements for the Westin detention pond and the ongoing ground water monitoring trail underpass at 99th Avenues and Wadsworth. The 2009 Adams County projects include erosion control and drainage way improvements at 104th Avenue east of Sheridan Boulevard and other miscellaneous drainage way improvements. 2010 Jefferson County projects include groundwater monitoring at the trail underpass at 99th Avenue and Wadsworth and miscellaneous drainage way/erosion control improvements. The 2010 Adams County projects include Vogel Pond mitigation, Cobblestone drainage way and pond renovations, and miscellaneous drainage way improvements.

Trail Development **Adopted 2010 = \$125,000**

Proposed 2010 = \$80,000
 This ongoing project is to complete trail connections, including bridges where applicable, throughout the City. Projects for 2009 and 2010 include: Standley Lake, Walnut Creek, Big Dry Creek, Farmer's High Line Canal and Vogel Pond. The Trails Master Plan identifies several trail connections throughout the City to be constructed. This project works to construct those connections to make the Master Plan a reality. *Staff is proposing a reduction in this project in order to help balance the Golf Course Fund in*

2010. This reduction would reflect a shift of \$45,000 in POST revenues from this account to the Golf Course Fund.

Landscape Architect II/ Project Manager

Adopted 2010 = \$65,000

This ongoing project funds a 1.0 FTE Landscape Architect II that is indexed to park and trail development activities. This position concentrates on trail development, grant acquisition, grant administration and park development.

City Park Phase IV

Adopted 2010 = \$122,000

Proposed 2010 = \$0

This project will accumulate funds to eventually provide resources to begin the master plan for the northern court game complex. City Park Phase IV consists primarily of court games such as basketball, volleyball, in-line hockey and tennis. Additional features include a playground, landscaping, parking and picnic shelters. This will be a phased project. The projected cost totals \$1,820,000 and is to be funded over numerous years, commencing in 2010. *Staff is proposing a reduction in this project in order to help balance the Golf Course Fund in 2010. This reduction would reflect a shift of \$122,000 in Jefferson County Open Space revenues from this account to the Golf Course Fund. Staff is planning to request funds for this project in future years.*

Recreation Facilities Improvements

Adopted 2010 = \$300,000

Proposed 2010 = \$228,000

This project provides ongoing funding for the City's recreation facilities for projects that will upgrade, update and/or renovate existing facilities and equipment. Projects for 2009 and 2010 include locker room improvements, pool equipment replacement, weight and cardio equipment replacement, replacement of table and chairs, classroom and program area enhancements. *This reduction is proposed due to revised 2010 projections for Jefferson County Open Space revenue, which is one of three revenue sources that fund this project.*

Park Maintenance (JCOS)

Adopted 2010 = \$482,000

This project is to continue funding nine staff members (3.0 FTE Crewleaders, 2.0 FTE Irrigators and 4.0 FTE Parkworker positions) in the Park Services Division via the use of Jefferson County attributable share open space funds. These positions perform needed maintenance in the Jefferson County portion of the City open space and at City Park. As the City continues to grow its park and open space program, expanded service levels are required to maintain the properties developed and/or acquired.

Adams County Open Space Land Acquisition

Adopted 2010 = \$155,000

These funds are for the acquisition of additional open space lands in Westminster. These funds are a portion of the open space sales tax revenue received from Adams County from the 2001 voter-approved tax, so the funds must be utilized for acquisitions within the Adams County portion of the City. The Open Space Advisory Board prepares and utilizes a list of priority lands to acquire open space throughout the City.

Park Renovation Program

Adopted 2010 = \$650,000

Proposed 2010 = \$493,000

This ongoing project provides annual funding for existing parks that are in need of repair and renovation. Renovations planned for 2009, funding permitting, include wall repairs and court resurfacing for Wolff Run and Municipal Park playgrounds, renovation to Faversham Park Basketball Court and Dogpark, landscaping improvements along Cotton Creek, ball field renovations, and Firehouse 4 landscape improvements. 2010 renovations include Fireman's Park, Kennedy Park ball field improvements, and Kings Mill pool and park. Maxicom irrigation conversions and miscellaneous structural and play equipment repairs as needed throughout the City are included each year. *Staff is proposing to reduce \$255,000 from this project due revised projections for POST revenues in 2010. Also, Staff is proposing*

to transfer \$50,000 from this project to the City Park Playground and Shelter Project. To offset some of these proposed reductions, Staff is proposing to transfer \$50,000 into this account from the Golf Course CIP project account and is reflecting other revenue adjustments in this account to lessen the impact of the overall reduction.

Golf Course Improvements

Adopted 2010 = \$50,000

Proposed 2010 = \$0

This ongoing project is to fund improvements that will upgrade, update and/or renovate existing facilities at The Heritage Golf Course at Westmoor and The Legacy Ridge Golf Course. Projects for 2009 and 2010 include irrigation pump replacements, concrete replacement, kitchen floor repair, pro shop display improvements, and updated range ball equipment. *Staff is proposing amendments to the City's General Fund, General Capital Improvement Fund and Parks, Open Space and Trails Fund to balance the Golf Course budget in 2010. In lieu of these proposed actions, Staff proposes to lessen the impact of these changes on capital improvement projects in parks by transferring the \$50,000 in the Golf Course CIP project in the Adopted 2010 Budget to the City's Park Renovation Program.*

Standley Lake Regional Park Improvements

Adopted 2010 = \$88,000

Proposed 2010 = \$79,000

This ongoing project is to fund improvements that will upgrade, update and/or renovate existing facilities at the Standley Lake Regional Park. Improvements in 2009 and 2010 include phased roadway improvements, boat storage area fencing, parking area improvements, and design work for a new picnic pavilion. *Due to necessary expenditure reductions in the General Fund, Staff is proposing a reduction in this project account. This would reflect a decreased transfer from the General Fund to the General Capital Improvement Fund for this project. This reduction is part of the Parks, Recreation and Libraries Department's overall reductions to assist in balancing the City's General Fund in 2010. If Standley Lake revenues come in higher than anticipated next year, some of those funds could be applied to this account and could offset this reduction.*

Recreation Facilities Major Maintenance (BO&M)

Adopted 2010 = \$830,000

This ongoing project provides ongoing funding for major facility maintenance for the City's recreation facilities based on the Facility Structural Assessment Study. Projects for 2009 and 2010 include window replacements, exterior maintenance, gymnasium and court floor refinishing, interior and exterior roof replacements and refinishing, HVAC unit replacements, tile replacements, and door replacements.

City Park Playground and Shelter at Christopher Ball Fields (NEW in 2010)

Adopted 2010 = \$0

Proposed 2010 = \$50,000

This project consists of adding a playlot and shelter near the Christopher Fields complex. The playground and shelter were shown on the original drawings for this area, but were eliminated at the time of the original project due to budget constraints. Citizens have been requesting a playground since the ball fields opened and these funds would allow this playground to become a reality and allow for a small picnic shelter to be constructed. *The original \$150,000 appropriated for this project in 2009 would allow for a relatively small piece of playground equipment and safety surfacing. With the large number of community events and youth sport activities that occur at City Park, Staff feels that a larger playground that could accommodate more children is desirable. Staff is proposing to shift \$50,000 from the Park Renovation Program to this project to help fund grading work, additional playground pieces, a shade shelter, benches, tables and a possible drinking fountain. Staff is also planning to pursue a grant to assist with funding this project.*

Transfer to The Heritage Golf Course

Adopted 2010 = \$0

Proposed 2010 = \$122,000

As discussed in detail in the Proposed Amended 2010 Staff Report, Staff is proposing several actions in order to address the projected budget shortfall in the Golf Course Fund. This proposed item reflects a transfer of \$122,000 from the General Capital Improvement Fund to the Golf Course Fund. This will be offset by the proposed \$122,000 reduction to the City Park Phase IV project.

<i>Adopted 2010 Park Capital Improvements Total</i>	<i>\$4,153,000</i>
<i>Proposed 2010 Park Capital Improvements Total</i>	<i>\$3,858,000</i>

Adopted 2010 GRAND TOTAL General Capital Improvement Fund	\$8,544,000
Proposed 2010 GRAND TOTAL General Capital Improvement Fund	\$9,091,000

Utility Fund Capital Improvement Projects

Wastewater System Capital Improvements:

Inflow & Infiltration Study for Sewer Collection System

Adopted 2010 = \$250,000

This study is to measure the amount of inflow and infiltration to the City’s Sanitary Sewer System. The study takes place over a six month period to monitor flows and helps evaluate the need for, and location of additional monitoring work. It will also verify the inflow and infiltration assumptions used in modeling and planning. The study determines how the City can enhance precipitation stations at plants and establish additional permanent and remotely linked precipitation stations as needed around the City. After the study is complete, the City can install piezometers and flow meters along and in Little Dry Creek, Big Dry Creek, and other drainages where appropriate to help mitigate storm water surges in the sanitary sewer system.

PACP Sanitary Sewer Line Trenchless Rehabilitation

Adopted 2010 = \$1,250,000

This ongoing project will provide funds for the repair of deteriorated local sanitary lines by trenchless rehabilitation (lining) of small diameter (less than 18-inch) sewers throughout the City. Funding would continue at this level for approximately five years until all sewers rating poor or failing in the PACP (Pipeline Assessment and Certification Program) rating system are addressed. Locations would vary from year to year and sections would be consolidated by location, so some sewers may be relined out of sequence to facilitate the process. Maintenance of local sanitary sewers will minimize inflow and infiltration into the sanitary sewer collection system, minimize customer calls due to backups due to defective pipes, and potentially reduce bill flows to Metro Wastewater by eliminating inflow into the sanitary sewer system. This project will help extend the lifespan of the existing collection system.

PACP Sewer Line Open-Cut Replacement

Adopted 2010 = \$1,500,000

This ongoing project consists of open cut replacement of sanitary sewer lines where trenchless technology cannot be utilized. Open-cut replacements are used to increase pipe sizes, eliminate sags and other serious defects and will be used where both the water and sewer lines in a particular location require replacement. The initial years of this project will address existing problems; later years will address issues related to growth and defects that develop subsequent to the latest inspections. Replacement of local sanitary sewers will minimize inflow and infiltration into the sanitary sewer collection system, minimize customer calls due to backups due to defective pipes and potentially reduce bill flows to Metro Wastewater by eliminating inflow into the sanitary sewer system.

Lift Station Improvements

Adopted 2010 = \$600,000

This project is an ongoing repair and replacement project that includes capital equipment replacements, wet well lining, and other site improvements based on the Utility Master Plan. In 2009, a portable generator set will be replaced. In 2010, the lift stations at 95th Avenue and Federal Boulevard, 80th Avenue and Clay Street, and 87th Avenue and Wadsworth Boulevard will be improved.

Internet Protocol Phone Bank Exchange Phone Upgrade

Adopted 2010 = \$16,000

The Internet Protocol Phone Bank Exchange (IP PBX) Phone System Upgrade is designed to consolidate the management and vendor deployment of all voice systems within the City of Westminster. The overall scope will touch almost every City location, and provide a standardized 4-digit dialing structure to the entire organization. This will remove the multiple, disparate systems that exist today, allowing for all City employees to utilize the same voicemail system, as well as use the same process and procedures when using the phone system regardless of location. This project will also eliminate the current scenario where the same extension exists in multiple locations, like at Fire Stations and Recreation Centers. At the conclusion of the project, all City facilities will have 4 digit dialing access to all other facilities. The project costs totals \$500,000 to be funded over three years, revenues permitting, and funded by the general, public safety tax, water and wastewater revenues. The funding will be split proportionally based on the benefit received by the fund. The wastewater revenues will fund a total of \$47,000 over three years, revenue permitting, or approximately 9% of the project cost.

ERP/CMOM/Master Plan Update

Adopted 2010 = \$250,000

This Emergency Response Plan (ERP)/CMOM (capacity, management, operation & maintenance)/Master Plan Update project stems from a need to update the wastewater collection system master plan after the 94th Avenue and Quitman Street lift station is removed. This study will assist in the revision of system hydraulics as needed, based on latest GIS information. Utilities can use the Master Plan Updates for a basis of Little Dry Creek and Big Dry Creek sewer rehabilitation and replacement projects. The study will also aid in the creation of emergency response plans for lift station failures and major sewer failures. The CMOM report update will re-identify critical pipelines and pipelines approaching capacity, and review the status of current CMOM regulations.

<i>Adopted 2010 Wastewater System Capital Improvements Total</i>	\$ 3,866,000
<i>Proposed 2010 Wastewater System Capital Improvements Total</i>	\$ 3,866,000

Water System Capital Improvements:

Wattenberg Gravel Lakes Storage

Adopted 2010 = \$510,000

Proposed 2010 = \$0

This project is the ongoing improvement of the Wattenberg Gravel Lakes project, originally started in 2000. The City has an agreement with Aggregate Industries for the construction of gravel lake storage near Wattenberg in Weld County on the South Platte River. The City is purchasing a minimum of 4,000 acre feet of storage at this site and is responsible for the construction of the reservoir facilities including the inlet, outlet, and interconnects. This lined gravel lake water storage will capture and store consumable water belonging to the City that cannot otherwise be used. The water will be used to pay return flow obligations to the South Platte River and to effectuate exchanges that will increase the amount of water available to Standley Lake. This also enables the City to utilize more treated effluent from the Big Dry Creek Wastewater Treatment Facility for the reclaimed water program. The two years funding includes \$175,000 in 2009 for engineering design of outlet works and additional facilities, and \$510,000 in 2010 for the construction of outlet works and additional facilities. The total project is anticipated to cost \$8,248,000 with funding beyond 2013, revenues permitting. *This proposed reduction reflects the postponement of the project into future years in order to assist in the funding of the Northwest Treatment Facility Membrane Expansion in 2010. Due to reduced development activity in the area, the gravel mining at the Wattenberg site has slowed down considerably. Therefore, the delay in funding for this project is not a concern.*

Reclaimed Water Treatment Plant Expansion (debt funded)

Adopted 2010 = \$14,186,000
Proposed 2010 = \$6,796,000

This project is to both expand the Reclaimed Water Treatment Facility and build in new storage for the Reclaimed Water Treatment plant. On July 25, 2008, demand for reclaimed water met the existing plant's capacity of 6 MGD. The Reclaimed Water Treatment Facility was designed to be easily expanded and the expansion was included as an option in the master plan for the reclaimed system. The covered storage part of the project will take the existing uncovered retention ponds out of the system and use a water tank set up to hold water and keep it clean and free from birds, weeds, algae, and the like that can reduce the plant's efficiency and effectiveness by clogging filters. The costs for the expansion include \$1,389,000 in design work planned for 2009 and \$14,186,000 in construction costs for 2010. The plant is to be funded through a debt issue in 2010. The total project cost is \$15,575,000 and funded in 2009 and 2010. *This proposed reduction reflects reallocation of funding to 2009 to reflect when expenditures will occur. Originally, \$1.3 million was budgeted in 2009. Based on construction timing, Staff anticipates that, technically, the City will spend \$8.8 million in 2009. Between 2009 and 2010, there is a \$0 net change for this project.*

Major Software Upgrades

Adopted 2010 = \$45,000

This is an ongoing project funded through the General, Public Safety Tax, and Utility Funds based on the software application and its primary users. This project is for the recurring upgrade costs associated with major software applications such as Microsoft software and the Police and Fire Departments' Computer Aided Dispatch/Records Management System (CAD/RMS) software. This is to be an ongoing project managed by the Information Technology Department to keep the CAD/RMS system upgraded and current. The funding in 2009 is to cover Microsoft software purchases (\$25,000) and upgrades to the CAD/RMS (\$65,000). In 2010, \$25,000 is for Microsoft purchases and \$20,000 for Accela software upgrades.

Water Meter and Transponder Replacement Program

Adopted 2010 = \$250,000

This project will fund the purchase of materials required for the conversion of commercial accounts from TRACE to Orion system transponders. At the same time as these meters are being converted to Orion, meter maintenance activities will be undertaken for all the meters. This will require purchase of a considerable amount of repair material for the existing meters and will also involve replacement of some of the meters in the event their technology has been surpassed and that replacement is the preferred alternative. The total project cost is \$550,000 and to be funded in 2009 and 2010.

Open-Cut Water Line Replacements (debt funded)

Adopted 2010 = \$2,500,000
Proposed 2010 = \$1,500,000

This ongoing project is for the replacement of identified sections of water distribution system piping that has reached the end of its economic life. Locations will be selected based on past pipe break history, anticipated changes in pressure zones, or coordination with other sewer line or street rehabilitation projects. Projects in 2009 and 2010 include a fire protection line to St. Anthony's North, Federal Boulevard Water Main from 81st Avenue to 82nd Avenue, and the area of Sunset Ridge between Lowell and Federal Boulevards and 92nd and 96th Avenues. *This reduction is proposed in order to assist in the funding of the Northwest Treatment Facility Membrane Expansion in 2010. Based on funds available in this project account and current needs, Staff is comfortable with this reduction.*

Water Pressure Zone Improvements (debt funded)

Adopted 2010 = \$4,050,000
Proposed 2010 = \$3,500,000

This ongoing project is intended to fund large diameter transmissions mains throughout the City. These mains have a variety of sizes routes and functions. The overall Utility Master Plan calls for approximately \$94 million dollars over a twenty year span to construct these mains. Refinements of the overall Utility Master Plan and actual growth and developments will dictate which lines are needed and when they will need to be constructed. Projects anticipated for 2009 include the extension of the 144th Avenue water main (Pecos to Tejon), Country Club Highland East/Federal Parkway water main, and

transit oriented development water main from Hooker Street/72nd Avenue to 71st Avenue/ Federal Boulevard. In 2010, projects anticipated include 104th Avenue water main replacement (phase D), super zone 3 transmission main, and work on the Federal Boulevard transmission mains. *This reduction is proposed in order to assist in the funding of the Northwest Treatment Facility Membrane Expansion in 2010. Based on funds available in this project account and current needs, Staff is comfortable with this reduction. Staff is planning to pursue additional funds for this project in 2011-2013.*

Internet Protocol Phone Bank Exchange Phone Upgrade

Adopted 2010 = \$16,000

The Internet Protocol Phone Bank Exchange (IP PBX) Phone System Upgrade is designed to consolidate the management and vendor deployment of all voice systems within the City of Westminster. The overall scope will touch almost every City location, and provide a standardized 4-digit dialing structure to the entire organization. This will remove the multiple, disparate systems that exist today, allowing for all City employees to utilize the same voicemail system, as well as use the same process and procedures when using the phone system regardless of location. This project will also eliminate the current scenario where the same extension exists in multiple locations, like at Fire Stations and Recreation Centers. At the conclusion of the project, all City facilities will have 4 digit dialing access to all other facilities. The project costs totals \$500,000 to be funded over three years, revenues permitting, and funded by the general capital improvement, public safety tax, water and wastewater revenues. The funding will be split proportionally based on the benefit received by the fund. The water revenues fund a total of \$47,000 over three years, revenue permitting, or approximately 9% of the project cost.

Reclaimed System Improvement

Adopted 2010 = \$890,000

This ongoing project proposes improvements to the City's reclaimed system. Projects include an extension of a service line to The Orchard commercial development, which has more than 40 irrigated acres currently using potable water that could instead use reclaimed water. Extending this line would also make reclaimed water available to the developing properties between Lowe's (136th Avenue) and The Orchard (144th Avenue). All combined, serving all of these areas with reclaimed water will free up about 275 acre feet of water that can be used for development elsewhere in the City. Another improvement is for the Stantec System. This includes the installation of 2 booster pumps, a number of new valves, blowoffs and airvac's. These improvements will help maintain compliance with State regulation, improve ease of operation and reduce the number of customers out of service when there is work being done on a certain section of line. Finally, the projects to fund improvements will include additional vault metering, vault piping and addressing salinity issues. The other part of the project is to connect additional customers to the reclaimed water system. This will reduce demands on the potable water system by avoiding the need to develop additional water rights to meet the City's build out water demands.

Pump Station Improvements

Adopted 2010 = \$225,000

This ongoing project allows for the general replacement of pump station mechanical, electrical and process equipment on an as-needed or on-condition basis. It allows for the planned replacement of major capital items instead of an unplanned failure. Projects for 2009 will consist of installing 5 new and replacement pumps in existing stations to accommodate lower winter flows at better efficiencies, and decrease the City's overall electrical load. Additional pumps will also incrementally increase the firm pumping capacity at the stations. Future projects will be selected on an as-needed basis as equipment ages or becomes obsolete.

Northwest Treatment Facility Membrane Expansion (NEW) (debt funded)

Adopted 2010 = \$0

Proposed 2010 = \$3,000,000

The addition of three membrane filtration racks will be necessary to replace the diminished potable water capacity resulting from reallocation of Thornton water purchases. With the sale of the Thornton water to Brighton, the NWTF will no longer be able to meet indoor water demands in the event the Semper Water Treatment Facility is unable to produce water. These additional membranes would assure a basic drinking water supply under a variety of planned shutdown or emergency conditions. The added capacity will be equivalent to two to five million gallons per day based on water

PROPOSED AMENDED 2010 CAPITAL IMPROVEMENT PROGRAM – PROJECT DESCRIPTIONS

funding in 2009 and 2010 will complete Phase Two, which includes the construction of the remaining channel work.

Little Dry Creek (Lowell Boulevard to Federal Boulevard) **Adopted 2010 = \$865,000**
With the proposed FasTracks station and South Westminster Transit Oriented Development on the north side of the Burlington Northern Santa Fe Railroad, this project will greatly enhance the existing Little Dry Creek area with a regional detention facility and recreational structures. Additionally, various properties that are currently in the floodplain will be removed from the floodplain. The Urban Drainage and Flood Control District (UCFCD) has already committed to financially partner in this project in the anticipated amount of \$2,805,000. The total amount funded through the Stormwater Fund is \$2,495,000 in 2009, 2010, and 2011 revenues permitting. The total project cost is estimated at \$5,300,000, including the UDFCD participation.

<i>Adopted 2010 Stormwater Capital Improvements Total</i>	<i>\$1,220,000</i>
<i>Proposed 2010 Stormwater Capital Improvements Total</i>	<i>\$1,350,000</i>

<i>Adopted 2010 GRAND TOTAL Utility Capital Improvement Fund</i>	<i>\$27,758,000</i>
<i>Proposed 2010 GRAND TOTAL Utility Capital Improvement Fund</i>	<i>\$39,788,000</i>

ADOPTED 2010 CAPITAL IMPROVEMENT PROGRAM GRAND TOTAL	<u>\$36,302,000</u>
PROPOSED 2010 CAPITAL IMPROVEMENT PROGRAM GRAND TOTAL	<u>\$48,879,000</u>

Adopted 2010 New Positions*

Fund	Department	Division	Home Business Unit	Position Title	FTE	Exempt/ Non- Exempt	Grade	2010 Total Salary per FTE	Benefit Expense	Total Cost with Benefits
General	PD	Patrol	100205000349	Police Officer	1.000	NE	N14	\$47,654	\$8,101	\$55,755
General	Fire	EMS Section	100252600546	EMS Field Coordinator	1.000	NE	N17	\$73,934	\$12,569	\$86,503
GENERAL FUND TOTAL					2.000			\$121,588	\$20,670	\$142,258
Utility Fund	PWU	Utilities Planning and Engineering	20035480	Reclaimed System Analyst	1.000	Exempt	E6	\$56,972	\$9,685	\$66,657
UTILITY FUND TOTAL					1.000			\$56,972	\$9,685	\$66,657
TOTAL					3.000			\$178,560	\$30,355	\$208,915

*NOTE: It is recommended that the new positions approved in the 2010 Budget remain authorized but that the funds for staffing these positions be eliminated in the General Fund and be funded for only 6 months in the Utility Fund for the Amended 2010 Budget. It is anticipated that the selective hiring freeze will continue through 2010. If these new positions are released for hiring in 2010, existing operating funds would be utilized to cover the cost of filling the new positions.

Proposed Amended 2010 Position Eliminations

Fund	Department	Division	Business Unit	Position Title	FTE	Exempt/ Non-Exempt	Grade	Total by BU
General	CD	Building	10030370	(I) Electrical Inspector	1.00	Non Exempt	N15	-\$53,822
General	CD	Building	10030370	(I) General Building Inspector	1.00	Non Exempt	N15	-\$60,895
General	CD	Planning	10030360	(I) Planner I-III	1.00	Exempt	E5	-\$53,604
General	PD	Police Specialized Services	100203000342	Neighborhood Services Administrator	1.00	Exempt	E11	-\$82,728
General	PRL	Recreation Facilities Division	100507200963	Custodian	0.25	Non Exempt	N7	-\$7,228
Intern	PRL	Regional Parks and Golf	10050660	Intern	0.00	Non Exempt	N7	-\$31,895
GENERAL FUND TOTAL					4.25			-\$290,172

Proposed Amended 2010 Change Sheet

Pay Plan	Fund	Dept.	Div.	Original Business Unit	Classification	Current Grade	FTE	Changes	New Grade	Justification	Cost per FTE	Estimated Cost	Ending BU (if changes made to BU)	Total FTEs impacted per BU
Exempt	General	CD	Planning	10030360	Planning Coordinator	E9	1.00	Title Change to Principal Planner, Reclassification to E10	E10	Special Survey/audit	\$4,381	\$4,381	10030360	1.00
Non Exempt	General	PD	Police Specialized Services Division/Records and Property Section	100203000343	Police Records Supervisor	N15	1.00	Reclassify to Exempt, (4.76%) and title change to Police Projects Specialist	E6	Department Re-Org	\$1,599	\$1,599	100203000343	1.00
Non Exempt	General	PD	Police Specialized Services Division/Records and Property Section	100203000343	Lead Police Records Technician	N12	1.00	Reclassify, upgrade (22.5%) and title change to Police Records Supervisor	N15	Department Re-Org	\$2,529	\$2,529	100203000343	1.00
Hourly	General	PRL	Recreation Facilities Division		Child Care Attendant	H2		No change to grade, but change Step 2 to \$7.78	H2	Pay Plan Clean Up				
Non Exempt	General	PRL	Recreation Facilities Division	100507200963	Custodian	N7	1.00	Reclassify, upgrade (22.5%) and title change to Park Ranger, account change	N10	Department Request	\$6,072	\$6,072	10050660	1.00
Exempt	General	PRL	Recreation Programs Division/Mature Adult Center	100507600017	Recreation Supervisor - Senior Center	E7	1.00	Title Change Only to Recreation Supervisor - The MAC	E7	Pay Plan Clean Up	\$0	\$0	100507600017	1.00

General Fund Total: \$14,581

Pay Plan	Fund	Dept.	Div.	Original Business Unit	Classification	Current Grade	FTE	Changes	New Grade	Justification	Cost per FTE	Estimated Cost	Ending BU (if changes made to BU)	Total FTEs impacted per BU
Exempt	Utility	CD	Engineering	25030380	(1) Engineer/Senior Engineer	E10	1.00	Drop Indexed status, no change to grade		Department Request	\$0	\$0	25030380	1.00
Admin	Utility	PWU	Capital Projects and Budget Management Division	20035430	Capital Projects and Budget Manager	A1	1.00	Reclassify to exempt payplan, downgrade (-37.5%) and title change to Senior Management Analyst, move to PWU Administration Division	E7	Department Re-Org	-\$26,598	-\$26,598	20035050	1.00
Exempt	Utility	PWU	Water Administration Division	20035030	Administrative Secretary	E3	1.00	Reclassify and downgrade to Secretary (-17%)	N10	Department Re-Org	-\$9,172	-\$9,172	20035050	1.00
Exempt	Utility	PWU	Capital Projects and Budget Management Division	20035430	Engineer/Senior Engineer	E10	1.00	Reclassify, title change and upgrade to Senior Projects Engineer	E13	Department Re-Org	\$12,934	\$12,934	20035430	1.00
Exempt	Utility	PWU	Utilities Operations Division/Water Field Operations Section	20035470	Utilities Supervisor	E8	1.00	Reclassify, upgrade (22.50%) and title change to Distribution and Collection Superintendent	E11	Department Re-Org	\$3,873	\$3,873	20035470	1.00

Proposed Amended 2010 Change Sheet

Pay Plan	Fund	Dept.	Div.	Original Business Unit	Classification	Current Grade	FTE	Changes	New Grade	Justification	Cost per FTE	Estimated Cost	Ending BU (if changes made to BU)	Total FTEs impacted per BU
Admin	Utility	PWU	Water Resources and Treatment Division	20035480	Water Resources and Treatment Manager	A4	1.00	Title change to Utilities Planning and Engineering Manager, no change to pay	A4	Department Re- Org	\$0	\$0	20035480	1.00
Exempt	Utility	PWU	Utilities Operations Division	21035470	Utilities Supervisor	E8	1.00	Title change to Special Projects Coordinator, no change to pay	E8	Department Re- Org	\$0	\$0	21035470	1.00
Exempt	Utility	PWU	Utilities Operations Division	20035470	Utilities Operations Coordinator	E7	1.00	Title change to Senior Management Analyst, no change to pay	E7	Department Re- Org	\$0	\$0	20035470	1.00
	Utility	PWU	Water Plant Section	20035490				Move Section to Utilities Operations, no account change		Department Re- Org			20035490	
	Utility	PWU	Wastewater Plant Section	21035490				Move Section to Utilities Operations, No account change		Department Re- Org			21035490	
	Utility	PWU	PWU Water Plants/Reclaimed	200354900023				Move Unit to Utilities Operations, no account change		Department Re- Org			200354900023	
	Utility	PWU	Biosolids	210354900401				Move Unit to Utilities Operations, no account change		Department Re- Org			210354900401	
	Utility	PWU	Water Resources and Treatment Division	20035480				Change Division Name to Utilities Planning and Engineering Division		Department Re- Org			20035480	

Utility Fund Total: -\$18,963

Seasonal	Other	PRL	Golf Course Enterprise Fund		Golf Course Attendant	S3		No change to grade, but change to 1st, 2nd and 3rd year steps to \$7.29, \$7.65 and \$8.03, respectively	n/a	Department Request	\$0	\$0		
Seasonal	Other	PRL	Golf Course Enterprise Fund		Range Attendant	S6		Eliminate Title and Class Code (9014) from Seasonal Pay Plan		Department Request	\$0	\$0		
Exempt	Other	GS	BO&M	80375012312	Facilities Project Coordinator	E8	1.00	Title Change to Energy and Facilities Projects Coordinator, Reclassification to E10	E10	Special Survey	\$19,734	\$19,734	80375012312	1.00

Other Funds Total: \$19,734

Grand Total: \$15,352

Proposed Amended 2010 Change Sheet
(Account Changes Only)

Pay Plan	Fund	Dept.	Div.	Original Business Unit	Classification	Current Grade	FTE	Changes	New Grade	Justification	Cost per FTE	Ending BU	Total FTEs impacted per BU
Non Exempt	General	PD	Police Specialized Services Division/Neighborhood Services Section	100203000342	Liquor Investigations Officer	N13	1.00	Account change only to Investigations Section	N13	Department Re-Org	\$54,365	100203000344	1.00
Non Exempt	General	PD	Police Specialized Services Division/Neighborhood Services Section	100203000342	Code Enforcement Officer	N13	0.50	Account change only to Community Development/Planning	N13	Department Re-Org	\$27,681	10030360	0.50
Non Exempt	General	PRL	Park Services Division/Design Development Section	10050690	Parks Contract Maintenance Specialist	N13	1.00	Account change only to Community Enhancement Program	N13	Department Request	\$54,365	80175050340	1.00
Non Exempt	General	PRL	Recreation, Facilities and Programs	100507200963	Custodian	N7	1.00	Account Change from Swim and Fitness to Standley Lake	N7	Department Re-Org	\$28,912	10050660	1.00
Exempt	Utility	PWU	Capital Projects and Budget Management Division	20035430	Maintenance Management System Coordinator	E8	1.00	Account change only to Utilities Operations Division	E8	Department Re-Org	\$77,457	20035470	1.00
Non Exempt	Utility	PWU	Capital Projects and Budget Management Division	20035430	GIS Specialist	N16	1.00	Account change only to Utilities Operations Division	N16	Department Re-Org	\$52,824	20035470	1.00
Non Exempt	Utility	PWU	Capital Projects and Budget Management Division	20035430	(A) Secretary	N10	1.00	Account change only to Utilities Operations Division	N10	Department Re-Org	\$44,564	20035470	1.00
Non Exempt	Utility	PWU	Capital Projects and Budget Management Division	20035430	Secretary	N10	1.50	Account change only to Utilities Operations Division	N10	Department Re-Org	\$65,003	20035470	1.50
Exempt	Utility	PWU	Utilities Operations Division	20035470	Senior Engineer	E10	1.00	Account Change Only to Utilities Planning and Engineering Division	E10	Department Re-Org	\$89,511	20035430	1.00
Non Exempt	Utility	PWU	Utilities Operations Division	20035470	Utilities Systems Specialist	N15	1.00	Account Change Only to Utilities Planning and Engineering Division	N15	Department Re-Org	\$63,978	20035430	1.00
	Utility	PWU	Water Resources and Treatment Division	200354900943	Water Quality Laboratories		4.75	Account Change to Water Quality Section		Department Re-Org	\$300,611	200354800943	4.75
	Utility	PWU	Water Resources and Treatment Division	210954900943	Laboratory Services Section		4.00	Account Change Only		Department Re-Org	\$269,867	210354800943	4.00

**Proposed Amended 2010
Administrative Officer Titles**

Grade	Position	Class Code
A1	Accounting Manager	3102
A8	Assistant City Manager	2305
A2	Budget and Special Projects Manager	7106
A2	Chief Building Official	3401
A1	City Clerk	2303
A4	City Engineer	3301
A7	Community Development Director	2308
A1	Court Administrator	4401
A4	Deputy Chief/Administration	6102
A4	Deputy Chief/Operations	6130
A7	Deputy City Manager	2312
A5	Deputy Police Chief	6225
A4	Economic Development Manager	7104
A1	Facilities Manager	5101
A7	Finance Director	2304
A7	Fire Chief	6101
A1	Fleet Manager	5201
A5	Human Resources Manager	3701
A7	Information Technology Director	2310
A2	Library Services Manager	3601
A2	Park Services Manager	3901
A7	Parks, Recreation and Libraries Director	2307
A4	Planning Manager	3801
A7	Police Chief	6201
A7	Public Works and Utilities Director	2306
A2	Recreation Services Manager	3924
A2	Regional Parks and Golf Manager	3923
A1	Sales Tax Manager	3101
A2	Street Operations Manager	5501
A1	Treasury Manager	3103
A4	Utilities Operations Manager	5601
A4	Utilities Planning and Engineering Manager	3358

**Proposed Amended 2010
Administrative Officer Pay Plan**

Grade	Minimum	Maximum
A1	79,285	99,106
A2	85,231	106,539
A3	91,623	114,529
A4	98,495	123,119
A5	105,882	132,353
A6	113,824	142,279
A7	122,360	152,950
A8	131,537	164,422

**Proposed Amended 2010
Exempt Position Titles**

Grade	Position	Class Code
E6	Accountant	3107
E4	Administrative Coordinator	4602
E3	Administrative Secretary	4603
E7	Assistant City Attorney I	3502
E12	Assistant City Attorney II	3501
E13	Assistant City Engineer	3303
E4	Assistant Golf Professional	3912
E5	Assistant Golf Superintendent	3917
E9	Assistant Prosecuting Attorney	3515
E6	Assistant Recreation Supervisor	3910
E13	Associate Judge	2202
E12	Battalion Chief	6129
E11	Capital Projects Coordinator	3335
E4	Collections Supervisor	4405
E8	Community Development Program Coordinator	3402
E9	Control Systems Engineer	3348
E6	Deputy Court Administrator	4403
E11	Distribution and Collection Superintendent	5616
E8	Economic Development Administrator	7137
E4	Economic Development Specialist	7115
E10	EMS Coordinator	6127
E10	Emergency Management Coordinator	6116
E6	Employee Development Analyst	7128
E10	Energy and Facilities Projects Coordinator	5114
E7	Engineer	3342
E9	Environmental and Administrative Services Officer	7136
E5	Executive Secretary to the City Manager	4601
E6	Financial Analyst	3109
E10	Fire Captain	6125
E12	Fire Marshal	6124
E10	Fire Training Coordinator	6126
E10	GIS Coordinator	3347
E7	Golf Professional	3911
E9	Golf Superintendent	3918

**Proposed Amended 2010
Exempt Position Titles**

Grade	Position	Class Code
E9	Human Resources Administrator	3716
E5	Human Resources Analyst	3703
E5	Human Resources Analyst/HRIS	3713
E5	Human Resources Analyst/Recruitment	3714
E7	(I) Engineer	3343
E5	(I) Landscape Architect I	5325
E7	(I) Landscape Architect II	5326
E5	(I) Planner I	3811
E6	(I) Planner II	3808
E8	(I) Planner III	3814
E10	(I) Senior Engineer	3344
E8	(I) Special Projects Coordinator	3354
E8	(I) Water Resources Analyst	3341
E12	Information Systems Manager	3209
E6	Internal Auditor	3110
E9	Internet Software Engineer	3202
E13	Judge Pro Tem	2203
E7	Lake Operations Coordinator	5302
E5	Landscape Architect I	5329
E7	Landscape Architect II	5328
E5	Landscape Planner	5331
E11	Lead Prosecuting Attorney	3513
E10	Lead Software Engineer	3201
E6	Legal Administrator	3516
E3	Legal Secretary	3514
E5	Librarian I	3603
E6	Librarian II	3602
E6	Library Network Specialist	4314
E7	Library Services Coordinator	3615
E6	Library Supervisor	3604
E8	Maintenance Management System Coordinator	4315
E5	Management Analyst	7130
E5	Management Assistant	7113

**Proposed Amended 2010
Exempt Position Titles**

Grade	Position	Class Code
E2	Management Intern II	7119
E5	Neighborhood Outreach Coordinator	7124
E11	Neighborhood Services Administrator	6223
E9	Network Administrator	3210
E8	Open Space Coordinator	7101
E4	Open Space Volunteer Coordinator	7120
E4	Paralegal	3510
E8	Park Supervisor	5320
E5	Planner I	3804
E6	Planner II	3803
E8	Planner III	3802
E11	Plant Superintendent	3340
E12	Police Commander	6228
E6	Police Projects Specialist	4418
E10	Principal Planner	3816
E6	Probation Supervisor	3504
E9	Public Information Officer	7105
E5	Public Information Specialist	7109
E11	Public Safety Communications Administrator	4105
E6	Purchasing Officer	7132
E6	Reclaimed System Analyst	3350
E8	Reclaimed Water System Coordinator	3355
E4	Recreation Specialist	3908
E4	Recreation Specialist - Wellness	3709
E5	Recreation Specialist - Facilities and Programs	3907
E8	Recreation Supervisor - City Park	3904
E7	Recreation Supervisor - Swim and Fitness	3905
E7	Recreation Supervisor - The MAC	3925
E7	Recreation Supervisor - West View	3916
E8	Retirement Administrator	3116
E5	Revenue Agent	3111
E9	Risk Management Officer	7126

**Proposed Amended 2010
Exempt Position Titles**

Grade	Position	Class Code
E7	Sales Tax Audit Supervisor	3112
E6	Sales Tax Auditor	3108
E10	Senior Engineer	3345
E7	Senior Financial Analyst	3115
E7	Senior Human Resources Analyst	3710
E7	Senior Management Analyst	7131
E9	Senior Projects Coordinator	3806
E13	Senior Projects Engineer	3328
E9	Senior Projects Planner	3810
E6	Senior Public Information Specialist	7127
E6	Senior Systems Analyst	3221
E10	Senior Telecommunications Administrator	7122
E7	Software Engineer I	3204
E9	Software Engineer II	3203
E12	Software Engineering Manager	3219
E8	Street Supervisor	5519
E8	Special Projects Coordinator	5617
E5	Systems Analyst	3220
E9	Systems Analyst Supervisor	3222
E8	Technical Services Coordinator	6227
E6	Transportation Systems Coordinator	3315
E6	Utility Billing Supervisor	3114
E6	Victim Services Coordinator	3503
E4	Volunteer Coordinator	7112
E11	Water Resources Engineering Coordinator	3351
E11	Water Quality Administrator	3339
E8	Water Quality Specialist	3336

**Proposed Amended 2010
Exempt Pay Plan**

Grade	Minimum	Maximum
E1	37,350	46,687
E2	40,151	50,189
E3	43,163	53,953
E4	46,400	58,000
E5	49,880	62,350
E6	53,621	67,026
E7	57,642	72,053
E8	61,965	77,457
E9	66,613	83,266
E10	71,609	89,511
E11	76,979	96,224
E12	82,753	103,441
E13	88,959	111,199

**Proposed Amended 2010
Non-Exempt Position Titles**

Grade	Position	Class Code
N13	Accounting Specialist	4513
N12	Accounting Technician	4515
N12	Accounting Technician/Retirement	4516
N11	Animal Management Officer	6229
N14	Animal Management Supervisor	6230
N15	Applications Specialist	4312
N15	Assistant Building Plans Analyst	3422
N8	Assistant Pool Manager	5406
N15	Benefits Specialist	3711
N5	Building Ambassador	5113
N18	Building Inspection Supervisor	3403
N18	Building Plans Analyst	3404
N12	Building Permit Technician	3425
N11	Building Repairworker	5108
N12	CDBG Technician	3813
N15	Capital Projects Inspector	3418
N13	Carpenter	5103
N16	Chemist	3356
N16	City Forester	5304
N5	Clerk Typist I	4208
N8	Clerk Typist II	4204
N13	Code Enforcement Officer	3410
N15	Code Enforcement Supervisor	3426
N11	Code Enforcement Technician	3419
N11	Communications Specialist I	4104
N13	Communications Specialist II	4103
N16	Communications Supervisor	4102
N15	Control Systems Specialist	5703
N11	Crewleader - Custodial	5105
N13	Crewleader	5716

**Proposed Amended 2010
Non-Exempt Position Titles**

Grade	Position	Class Code
N13	Criminalist	6209
N7	Custodian	5111
N14	Deputy City Clerk	4407
N11	Deputy Court Clerk	4412
N15	Electrical Inspector	3406
N15	Electromechanic Specialist	5702
NF17	EMS Field Coordinator	6122
N14	Engineering Construction Inspector	3409
N15	Environmental Analyst	7134
N11	Equipment Mechanic	5711
N12	Equipment Operator I	5717
N13	Equipment Operator II	5718
N9	Equipment Services Assistant	6212
N12	Facility Assistant	5404
NF16	Fire Engineer	6109
N18	Fire Field Training Officer	6128
NF17	Fire Lieutenant	6108
N17	Fire Lieutenant - Fire Investigator	6121
N17	Fire Lieutenant - Fire Prevention Specialist	6113
N17	Fire Lieutenant - Technical Services Coordinator	6120
N14	Fire Mechanic	5723
NF16	Fire Paramedic	6110
N17	Fire Plans Examiner/Inspector	6117
NF12	Firefighter I	6112
NF15	Firefighter II	6111
N13	Fleet Specialist	5722
N16	Foreman	5719
N15	General Building Inspector	3407
N16	GIS Specialist	4308
N12	GIS Technician	4313

**Proposed Amended 2010
Non-Exempt Position Titles**

Grade	Position	Class Code
N12	Golf Irrigator	3919
N10	Golf Worker	3920
N5	Guest Relations Clerk I	4206
N7	Guest Relations Clerk II	4209
N12	Help Desk Technician	4311
N12	Horticultural Specialist	5319
N15	Housing Inspector	3417
N12	Human Resources Technician	3706
N13	HVAC Specialist	5708
N12	HVAC Technician	5712
N15	(I) Assistant Building Plans Analyst	3420
N13	(I) Crewleader	5720
N7	(I) Custodian	5112
N15	(I) Electrical Inspector	3416
N14	(I) Engineering Construction Inspector	3414
N12	(I) Facility Assistant	5415
N15	(I) General Building Inspector	3413
N5	(I) Guest Relations Clerk I	4213
N7	(I) Guest Relations Clerk II	4214
N15	(I) Housing Inspector	3421
N9	(I) Maintenanceworker	5613
N16	(I) Operations Coordinator	5327
N9	(I) Parksworker I	5323
N11	(I) Parksworker II	5324
N6	(I) Recreation Aide	5409
N10	(I) Secretary	4212
N7	Intern	7133
N11	Laboratory Aide	3337
N14	Laboratory Analyst	3319
N16	Laboratory Services Coordinator	3327

**Proposed Amended 2010
Non-Exempt Position Titles**

Grade	Position	Class Code
N16	Lead Housing Inspector	3424
N4	Lead Lifeguard	5416
N13	Lead Meter Repairworker	5615
N16	Lead Plant Operator	3314
N12	Lead Police Records Technician	4415
N14	Lead Street Operator	5520
N8	Library Associate I	3606
N10	Library Associate II	3609
N6	Library Clerk I	3607
N7	Library Clerk II	3610
N3	Library Shelver	3617
N11	Library Specialist	3616
N13	Liquor Investigations Officer	6224
N9	Maintenanceworker	5511
N11	Management Intern I	7110
N12	Mechanic I	5709
N13	Mechanic II	5707
N8	Messenger	4205
N10	Meter Repairworker	5606
N13	Meter Technician	5605
N13	Neighborhood Services Specialist	5521
N13	Official Development Plan Inspector	3408
N13	Open Space Technician	3812
N10	Park Ranger	5330
N9	Parkswoker I	5311
N11	Parkswoker II	5308
N12	Parks Specialist	5310
N13	Parks Contract Maintenance Specialist	3412
N11	Planning Aide	3815
N13	Planning Technician	3805

**Proposed Amended 2010
Non-Exempt Position Titles**

Grade	Position	Class Code
N11	Plant Operator I	3324
N12	Plant Operator II	3322
N13	Plant Operator III	3320
N14	Plant Operator IV	3316
N9	Plant Operator Trainee	3346
N14	Police Officer	6207
N11	Police Officer Trainee	6218
N15	Police Records Supervisor	4416
N11	Police Records Technician	4417
N10	Press Operator Assistant	5714
N13	Print Shop Coordinator	5721
N13	Probation Officer	3509
N12	Property Evidence Technician	6226
N12	Records Management Technician	3333
N6	Recreation Aide	5407
N7	Recreation Program Assistant	5405
N12	Report Specialist	6213
N10	Revenue Services Representative	4514
N15	Risk Management Specialist	3704
N12	Sales Tax Technician	4504
N12	Second Assistant Golf Professional	3913
N13	Second Assistant Golf Superintendent	3921
N10	Secretary	4202
N16	Senior Criminalist	6205
N11	Senior Maintenanceworker	5510
N13	Senior Park Ranger	5318
N16	Senior Police Officer	6206
N19	Sergeant	6204
N14	Street Inspector	5517
N7	Switchboard Operator	4207

**Proposed Amended 2010
Non-Exempt Position Titles**

Grade	Position	Class Code
N14	Traffic Accident Investigator	6215
N12	Traffic Enforcement Technician	6231
N13	Traffic Technician	3357
N14	Utilities Specialist	5614
N15	Utilities Systems Specialist	5512
N13	Utilities Technician	5604
N13	Victim Advocate	3506
N13	Water Resources Technician	3334

**Proposed Amended 2010
Non-Exempt Pay Plan**

Grade	Step	Salary			
		Hourly	Bi-Weekly	Monthly	Annual
N1	1	8.71	696.48	1513.17	18,158.09
	2	8.92	713.89	1551.00	18,612.04
	3	9.15	731.73	1589.78	19,077.34
	4	9.38	750.03	1629.52	19,554.28
	5	9.61	768.78	1670.26	20,043.13
	6	9.85	788.00	1712.02	20,544.21
	7	10.10	807.70	1754.82	21,057.82
	8	10.35	827.89	1798.69	21,584.26
	9	10.61	848.59	1843.66	22,123.87
	10	10.87	869.80	1889.75	22,676.97
	11	11.14	891.55	1936.99	23,243.89
N2	1	9.36	748.71	1626.66	19,519.95
	2	9.59	767.43	1667.33	20,007.95
	3	9.83	786.61	1709.01	20,508.15
	4	10.08	806.28	1751.74	21,020.85
	5	10.33	826.44	1795.53	21,546.37
	6	10.59	847.10	1840.42	22,085.03
	7	10.85	868.28	1886.43	22,637.16
	8	11.12	889.98	1933.59	23,203.08
	9	11.40	912.23	1981.93	23,783.16
	10	11.69	935.04	2031.48	24,377.74
	11	11.98	958.41	2082.27	24,987.18
N3	1	10.06	804.86	1748.66	20,983.94
	2	10.31	824.99	1792.38	21,508.54
	3	10.57	845.61	1837.19	22,046.26
	4	10.83	866.75	1883.12	22,597.41
	5	11.11	888.42	1930.20	23,162.35
	6	11.38	910.63	1978.45	23,741.41
	7	11.67	933.40	2027.91	24,334.94
	8	11.96	956.73	2078.61	24,943.32
	9	12.26	980.65	2130.57	25,566.90
	10	12.56	1005.17	2183.84	26,206.07
	11	12.88	1030.29	2238.44	26,861.22

**Proposed Amended 2010
Non-Exempt Pay Plan**

Grade	Step	Salary			
		Hourly	Bi-Weekly	Monthly	Annual
N4	1	10.82	865.23	1879.81	22,557.74
	2	11.09	886.86	1926.81	23,121.68
	3	11.36	909.03	1974.98	23,699.73
	4	11.65	931.76	2024.35	24,292.22
	5	11.94	955.05	2074.96	24,899.52
	6	12.24	978.93	2126.83	25,522.01
	7	12.54	1003.40	2180.01	26,160.06
	8	12.86	1028.49	2234.51	26,814.06
	9	13.18	1054.20	2290.37	27,484.42
	10	13.51	1080.55	2347.63	28,171.53
	11	13.84	1107.57	2406.32	28,875.81
N5	1	11.63	930.12	2020.80	24,249.57
	2	11.92	953.37	2071.32	24,855.81
	3	12.22	977.21	2123.10	25,477.20
	4	12.52	1001.64	2176.18	26,114.13
	5	12.83	1026.68	2230.58	26,766.99
	6	13.15	1052.35	2286.35	27,436.16
	7	13.48	1078.66	2343.51	28,122.07
	8	13.82	1105.62	2402.09	28,825.12
	9	14.17	1133.26	2462.15	29,545.75
	10	14.52	1161.59	2523.70	30,284.39
	11	14.88	1190.63	2586.79	31,041.50
N6	1	12.50	999.88	2172.36	26,068.29
	2	12.81	1024.88	2226.67	26,720.00
	3	13.13	1050.50	2282.33	27,388.00
	4	13.46	1076.76	2339.39	28,072.69
	5	13.80	1103.68	2397.88	28,774.51
	6	14.14	1131.27	2457.82	29,493.88
	7	14.49	1159.55	2519.27	30,231.22
	8	14.86	1188.54	2582.25	30,987.00
	9	15.23	1218.26	2646.81	31,761.68
	10	15.61	1248.71	2712.98	32,555.72
	11	16.00	1279.93	2780.80	33,369.61

**Proposed Amended 2010
Non-Exempt Pay Plan**

Grade	Step	Salary			
		Hourly	Bi-Weekly	Monthly	Annual
N7	1	13.44	1074.87	2335.28	28,023.41
	2	13.77	1101.74	2393.67	28,723.99
	3	14.12	1129.29	2453.51	29,442.09
	4	14.47	1157.52	2514.85	30,178.15
	5	14.83	1186.46	2577.72	30,932.60
	6	15.20	1216.12	2642.16	31,705.92
	7	15.58	1246.52	2708.21	32,498.56
	8	15.97	1277.68	2775.92	33,311.03
	9	16.37	1309.63	2845.32	34,143.80
	10	16.78	1342.37	2916.45	34,997.40
	11	17.20	1375.93	2989.36	35,872.33
N8	1	14.44	1155.49	2510.43	30,125.17
	2	14.80	1184.37	2573.19	30,878.29
	3	15.17	1213.98	2637.52	31,650.25
	4	15.55	1244.33	2703.46	32,441.51
	5	15.94	1275.44	2771.05	33,252.55
	6	16.34	1307.33	2840.32	34,083.86
	7	16.75	1340.01	2911.33	34,935.96
	8	17.17	1373.51	2984.11	35,809.35
	9	17.60	1407.85	3058.72	36,704.59
	10	18.04	1443.04	3135.18	37,622.20
	11	18.49	1479.12	3213.56	38,562.76
N9	1	15.53	1242.15	2698.71	32,384.55
	2	15.92	1273.20	2766.18	33,194.17
	3	16.31	1305.03	2835.34	34,024.02
	4	16.72	1337.66	2906.22	34,874.62
	5	17.14	1371.10	2978.87	35,746.49
	6	17.57	1405.38	3053.35	36,640.15
	7	18.01	1440.51	3129.68	37,556.15
	8	18.46	1476.52	3207.92	38,495.06
	9	18.92	1513.44	3288.12	39,457.43
	10	19.39	1551.27	3370.32	40,443.87
	11	19.88	1590.06	3454.58	41,454.97

**Proposed Amended 2010
Non-Exempt Pay Plan**

Grade	Step	Salary			
		Hourly	Bi-Weekly	Monthly	Annual
N10	1	16.69	1335.31	2901.12	34,813.39
	2	17.11	1368.69	2973.64	35,683.73
	3	17.54	1402.91	3047.99	36,575.82
	4	17.97	1437.98	3124.18	37,490.22
	5	18.42	1473.93	3202.29	38,427.47
	6	18.88	1510.78	3282.35	39,388.16
	7	19.36	1548.55	3364.41	40,372.86
	8	19.84	1587.26	3448.52	41,382.19
	9	20.34	1626.95	3534.73	42,416.74
	10	20.85	1667.62	3623.10	43,477.16
	11	21.37	1709.31	3713.67	44,564.09
N11	1	17.94	1435.46	3118.70	37,424.40
	2	18.39	1471.34	3196.67	38,360.01
	3	18.85	1508.13	3276.58	39,319.01
	4	19.32	1545.83	3358.50	40,301.98
	5	19.81	1584.48	3442.46	41,309.53
	6	20.30	1624.09	3528.52	42,342.27
	7	20.81	1664.69	3616.74	43,400.83
	8	21.33	1706.31	3707.15	44,485.85
	9	21.86	1748.97	3799.83	45,598.00
	10	22.41	1792.69	3894.83	46,737.95
	11	22.97	1837.51	3992.20	47,906.39
NF11	1	12.82	1435.46	3118.70	37,424.40
	2	13.14	1471.34	3196.67	38,360.01
	3	13.47	1508.13	3276.58	39,319.01
	4	13.80	1545.83	3358.50	40,301.98
	5	14.15	1584.48	3442.46	41,309.53
	6	14.50	1624.09	3528.52	42,342.27
	7	14.86	1664.69	3616.74	43,400.83
	8	15.23	1706.31	3707.15	44,485.85
	9	15.62	1748.97	3799.83	45,598.00
	10	16.01	1792.69	3894.83	46,737.95
	11	16.41	1837.51	3992.20	47,906.39

**Proposed Amended 2010
Non-Exempt Pay Plan**

Grade	Step	Salary			
		Hourly	Bi-Weekly	Monthly	Annual
N12	1	19.29	1543.12	3352.60	40,231.23
	2	19.77	1581.70	3436.42	41,237.01
	3	20.27	1621.24	3522.33	42,267.93
	4	20.77	1661.77	3610.39	43,324.63
	5	21.29	1703.31	3700.65	44,407.75
	6	21.82	1745.90	3793.16	45,517.94
	7	22.37	1789.54	3887.99	46,655.89
	8	22.93	1834.28	3985.19	47,822.29
	9	23.50	1880.14	4084.82	49,017.85
	10	24.09	1927.14	4186.94	50,243.29
	11	24.69	1975.32	4291.61	51,499.37
NF12	1	13.78	1543.12	3352.60	40,231.23
	2	14.12	1581.70	3436.42	41,237.01
	3	14.48	1621.24	3522.33	42,267.93
	4	14.84	1661.77	3610.39	43,324.63
	5	15.21	1703.31	3700.65	44,407.75
	6	15.59	1745.90	3793.16	45,517.94
	7	15.98	1789.54	3887.99	46,655.89
	8	16.38	1834.28	3985.19	47,822.29
	9	16.79	1880.14	4084.82	49,017.85
	10	17.21	1927.14	4186.94	50,243.29
	11	17.64	1975.32	4291.61	51,499.37
N13	1	20.74	1658.85	3604.05	43,248.57
	2	21.25	1700.32	3694.15	44,329.78
	3	21.79	1742.83	3786.50	45,438.03
	4	22.33	1786.40	3881.17	46,573.98
	5	22.89	1831.06	3978.19	47,738.33
	6	23.46	1876.84	4077.65	48,931.79
	7	24.05	1923.76	4179.59	50,155.08
	8	24.65	1971.85	4284.08	51,408.96
	9	25.26	2021.15	4391.18	52,694.18
	10	25.90	2071.68	4500.96	54,011.54
	11	26.54	2123.47	4613.49	55,361.83

**Proposed Amended 2010
Non-Exempt Pay Plan**

Grade	Step	Salary			
		Hourly	Bi-Weekly	Monthly	Annual
N14	1	22.29	1783.26	3874.35	46,492.21
	2	22.85	1827.85	3971.21	47,654.52
	3	23.42	1873.54	4070.49	48,845.88
	4	24.00	1920.38	4172.25	50,067.03
	5	24.60	1968.39	4276.56	51,318.70
	6	25.22	2017.60	4383.47	52,601.67
	7	25.85	2068.04	4493.06	53,916.71
	8	26.50	2119.74	4605.39	55,264.63
	9	27.16	2172.74	4720.52	56,646.25
	10	27.84	2227.05	4838.53	58,062.40
	11	28.53	2282.73	4959.50	59,513.96
NF14	1	15.92	1783.26	3874.35	46,492.21
	2	16.32	1827.85	3971.21	47,654.52
	3	16.73	1873.54	4070.49	48,845.88
	4	17.15	1920.38	4172.25	50,067.03
	5	17.57	1968.39	4276.56	51,318.70
	6	18.01	2017.60	4383.47	52,601.67
	7	18.46	2068.04	4493.06	53,916.71
	8	18.93	2119.74	4605.39	55,264.63
	9	19.40	2172.74	4720.52	56,646.25
	10	19.88	2227.05	4838.53	58,062.40
	11	20.38	2282.73	4959.50	59,513.96
N15	1	23.96	1917.01	4164.93	49,979.13
	2	24.56	1964.94	4269.05	51,228.61
	3	25.18	2014.06	4375.78	52,509.32
	4	25.81	2064.41	4485.17	53,822.06
	5	26.45	2116.02	4597.30	55,167.61
	6	27.11	2168.92	4712.23	56,546.80
	7	27.79	2223.14	4830.04	57,960.47
	8	28.48	2278.72	4950.79	59,409.48
	9	29.20	2335.69	5074.56	60,894.72
	10	29.93	2394.08	5201.42	62,417.08
	11	30.67	2453.93	5331.46	63,977.51

**Proposed Amended 2010
Non-Exempt Pay Plan**

Grade	Step	Salary			
		Hourly	Bi-Weekly	Monthly	Annual
NF15	1	17.12	1917.01	4164.93	49,979.13
	2	17.54	1964.94	4269.05	51,228.61
	3	17.98	2014.06	4375.78	52,509.32
	4	18.43	2064.41	4485.17	53,822.06
	5	18.89	2116.02	4597.30	55,167.61
	6	19.37	2168.92	4712.23	56,546.80
	7	19.85	2223.14	4830.04	57,960.47
	8	20.35	2278.72	4950.79	59,409.48
	9	20.85	2335.69	5074.56	60,894.72
	10	21.38	2394.08	5201.42	62,417.08
	11	21.91	2453.93	5331.46	63,977.51
N16	1	25.76	2060.79	4477.30	53,727.56
	2	26.40	2112.31	4589.23	55,070.75
	3	27.06	2165.11	4703.96	56,447.52
	4	27.74	2219.24	4821.56	57,858.71
	5	28.43	2274.72	4942.10	59,305.18
	6	29.14	2331.59	5065.65	60,787.81
	7	29.87	2389.88	5192.29	62,307.50
	8	30.62	2449.63	5322.10	63,865.19
	9	31.39	2510.87	5455.15	65,461.82
	10	32.17	2573.64	5591.53	67,098.37
	11	32.97	2637.98	5731.32	68,775.82
NF16	1	18.40	2060.79	4477.30	53,727.56
	2	18.86	2112.31	4589.23	55,070.75
	3	19.33	2165.11	4703.96	56,447.52
	4	19.81	2219.24	4821.56	57,858.71
	5	20.31	2274.72	4942.10	59,305.18
	6	20.82	2331.59	5065.65	60,787.81
	7	21.34	2389.88	5192.29	62,307.50
	8	21.87	2449.63	5322.10	63,865.19
	9	22.42	2510.87	5455.15	65,461.82
	10	22.98	2573.64	5591.53	67,098.37
	11	23.55	2637.98	5731.32	68,775.82

**Proposed Amended 2010
Non-Exempt Pay Plan**

Grade	Step	Salary			
		Hourly	Bi-Weekly	Monthly	Annual
NF17	1	27.69	2215.34	4813.09	57,757.13
	2	28.38	2270.73	4933.42	59,201.06
	3	29.09	2327.50	5056.76	60,681.09
	4	29.82	2385.68	5183.18	62,198.11
	5	30.57	2445.33	5312.76	63,753.07
	6	31.33	2506.46	5445.57	65,346.89
	7	32.11	2569.12	5581.71	66,980.57
	8	32.92	2633.35	5721.26	68,655.08
	9	33.74	2699.18	5864.29	70,371.46
	10	34.58	2766.66	6010.90	72,130.74
	11	35.45	2835.83	6161.17	73,934.01
NF17	1	19.78	2215.34	4813.09	57,757.13
	2	20.27	2270.73	4933.42	59,201.06
	3	20.78	2327.50	5056.76	60,681.09
	4	21.30	2385.68	5183.18	62,198.11
	5	21.83	2445.33	5312.76	63,753.07
	6	22.38	2506.46	5445.57	65,346.89
	7	22.94	2569.12	5581.71	66,980.57
	8	23.51	2633.35	5721.26	68,655.08
	9	24.10	2699.18	5864.29	70,371.46
	10	24.70	2766.66	6010.90	72,130.74
	11	25.32	2835.83	6161.17	73,934.01
NF18	1	29.77	2381.50	5174.08	62,088.92
	2	30.51	2441.03	5303.43	63,641.14
	3	31.28	2502.06	5436.01	65,232.17
	4	32.06	2564.61	5571.91	66,862.97
	5	32.86	2628.73	5711.21	68,534.55
	6	33.68	2694.44	5853.99	70,247.91
	7	34.52	2761.80	6000.34	72,004.11
	8	35.39	2830.85	6150.35	73,804.21
	9	36.27	2901.62	6304.11	75,649.32
	10	37.18	2974.16	6461.71	77,540.55
	11	38.11	3048.52	6623.26	79,479.06

**Proposed Amended 2010
Non-Exempt Pay Plan**

Grade	Step	Salary			
		Hourly	Bi-Weekly	Monthly	Annual
NF18	1	21.26	2381.50	5174.08	62,088.92
	2	21.79	2441.03	5303.43	63,641.14
	3	22.34	2502.06	5436.01	65,232.17
	4	22.90	2564.61	5571.91	66,862.97
	5	23.47	2628.73	5711.21	68,534.55
	6	24.06	2694.44	5853.99	70,247.91
	7	24.66	2761.80	6000.34	72,004.11
	8	25.28	2830.85	6150.35	73,804.21
	9	25.91	2901.62	6304.11	75,649.32
	10	26.56	2974.16	6461.71	77,540.55
	11	27.22	3048.52	6623.26	79,479.06
N19	1	32.00	2560.11	5562.13	66,745.59
	2	32.80	2624.11	5701.19	68,414.22
	3	33.62	2689.71	5843.72	70,124.58
	4	34.46	2756.96	5989.81	71,877.69
	5	35.32	2825.88	6139.55	73,674.64
	6	36.21	2896.53	6293.04	75,516.50
	7	37.11	2968.94	6450.37	77,404.42
	8	38.04	3043.16	6611.63	79,339.53
	9	38.99	3119.24	6776.92	81,323.01
	10	39.97	3197.22	6946.34	83,356.09
	11	40.96	3277.15	7120.00	85,439.99

Proposed Amended 2010 Seasonal Pay Plan					
Class Code	Grade	Position	1st Year	2nd Year	3rd Year
9011	S2	Assistant Supervisor	10.26	10.77	11.31
9002	S5	Gate Attendant	7.64	8.02	8.42
9012	S6	Golf Course Attendant	7.29	7.65	8.03
9015	S6	Golf Course Starter	7.29	7.65	8.03
9020	S7	Laboratory Aide	7.87	8.26	8.67
9006	S8	Outdoor Lifeguard	8.81	9.45	10.13
9005	S9	Outdoor Pool Manager	10.45	10.97	11.50
9017	S16	Retail Shop Clerk	8.05	8.45	8.88
9019	S1	Seasonal Assistant Golf Professional	9.53	10.02	10.51
9008	S17	Seasonal Laborer	8.63	9.06	9.52
9004	S10	Seasonal Park Ranger	10.78	11.32	11.89
9003	S18	Seasonal Specialist	10.01	10.51	11.03
9001	S19	Seasonal Supervisor	11.06	11.62	12.20
9010	S5	Student Trainee	7.64	8.02	8.42
9026	S12	Summer Camp Aide	9.25	9.71	10.20
9027	S13	Summer Camp Leader	10.45	10.97	11.50
9028	S14	Summer Camp Supervisor	12.68	13.32	14.00
<i>*Progression through the pay range is based on administrative policy relating to length of service and job performance.</i>					

Proposed Amended 2010 Golf Instructor Pay Plan				
Class Code	Grade	Position	Step 1	Step 2
9061	G1	Golf Instructor Grade 1	20.00	25.00
9062	G2	Golf Instructor Grade 2	45.00	50.00
9063	G3	Golf Instructor Grade 3	55.00	60.00
9064	G4	Golf Instructor Grade 4	65.00	70.00

Proposed Amended 2010 Emergency Relief Pay Plan				
Class Code	Grade	Position	Entry	Maximum
9025	E1	Emergency Worker	Min. Wage	200.00
<i>***Emergency Relief Pay Plan to be enacted only during a City of Westminster state of emergency***</i>				

**Proposed Amended 2010
Hourly (Non-benefited) Pay Plan**

Class Code	Grade	Position	Step 1	Step 2	Step 3
9101	H19	After Hours Facility Supervisor	19.24	20.63	22.12
9102	H13	After School Program Coordinator	13.67	14.66	15.72
9103	H6	Arts Instructor I	9.25	9.92	10.64
9104	H11	Arts Instructor II	12.40	13.30	14.26
9105	H5	Assistant Sport Coach	8.81	9.45	10.13
9106	H13	Bus Driver	13.67	14.66	15.72
9107	H2	Child Care Attendant	7.28	7.78	8.34
9108	H6	Child/Teen Activities Instructor I	9.25	9.92	10.64
9109	H10	Child/Teen Activities Instructor II	11.81	12.67	13.58
9110	H6	Climbing Wall Attendant	9.25	9.92	10.64
9111	H9	Climbing Wall Instructor	11.25	12.06	12.93
9112	H13	Dance Instructor	13.67	14.66	15.72
9113	H17	Dance Program Director	17.45	18.71	20.07
9114	H21	Dietitian	27.07	29.03	31.13
9115	H6	Dog Obedience Instructor	9.25	9.92	10.64
9116	H6	Field Trip Chaperone	9.25	9.92	10.64
9117	H15	Fitness Instructor I	15.07	16.16	17.33
9118	H16	Fitness Instructor II	15.83	16.97	18.20
9119	H5	Lifeguard (Hourly)	8.81	9.45	10.13
9120	H6	Martial Arts Instructor I	9.25	9.92	10.64
9121	H9	Martial Arts Instructor II	11.25	12.06	12.93
9122	H21	Massage Therapist	27.07	29.03	31.13
9123	H11	Outdoor Program Coordinator	12.40	13.30	14.26
9157	H9	Park Ranger (Hourly)	11.25	12.06	12.93
9124	H18	Personal Trainer	18.32	19.65	21.07
9125	H20	Pilates Instructor	25.78	27.65	29.65
9126	H21	Pilates Reformer Trainer	27.07	29.03	31.13
9127	H5	Preschool Program Aide	8.81	9.45	10.13
9128	H12	Preschool Program Director (Licensed-Large)	13.02	13.96	14.97

**Proposed Amended 2010
Hourly (Non-benefited) Pay Plan**

Class Code	Grade	Position	Step 1	Step 2	Step 3
9129	H11	Preschool Program Director (Licensed-Small)	12.40	13.30	14.26
9130	H8	Preschool Program Leader	10.20	10.94	11.73
9131	H16	Private Swim Lesson Instructor	15.83	16.97	18.20
9132	H3	Program Aide	7.61	8.16	8.75
9133	H3	Program Aide Aquatics	7.61	8.16	8.75
9134	H3	Program Aide Art Studio	7.61	8.16	8.75
9135	H3	Program Aide Child/Teen Activities	7.61	8.16	8.75
9136	H3	Program Aide Child/Teen Field Trips	7.61	8.16	8.75
9137	H3	Program Aide Dance	7.61	8.16	8.75
9138	H3	Program Aide Senior Trips	7.61	8.16	8.75
9139	H3	Program Aide Special Events	7.61	8.16	8.75
9140	H11	Program Coordinator	12.40	13.30	14.26
9141	H6	Program Instructor I	9.25	9.92	10.64
9142	H9	Program Instructor II	11.25	12.06	12.93
9143	H12	Safety Certification Instructor	13.02	13.96	14.97
9144	H2	Scorekeeper	7.28	7.78	8.34
9145	H18	Sign Language Interpreter	18.32	19.65	21.07
9146	H11	Sport Coach	12.40	13.30	14.26
9147	H17	Sport Official (Adult)	17.45	18.71	20.07
9148	H8	Sport Referee I (Youth)	10.20	10.94	11.73
9149	H15	Sport Referee II (Youth)	15.07	16.16	17.33
9150	H9	Sport Supervisor	11.25	12.06	12.93
9151	H7	Tot Activities Instructor (Non-licensed)	9.72	10.42	11.17
9152	H11	Tournament Director	12.40	13.30	14.26
9153	H4	Van Driver	8.39	9.00	9.65
9154	H9	Water Fitness Instructor I	11.25	12.06	12.93
9155	H13	Water Fitness Instructor II	13.67	14.66	15.72
9156	H20	Yoga Instructor	25.78	27.65	29.65

**Proposed Amended 2010
Full-Time Equivalent Employees**

Position Title	2009 Authorized	2010 Authorized	2010 Proposed Amended
General Fund			
City Attorney's Office			
Business Unit: 10003120			
City Attorney	1.000	1.000	1.000
Assistant City Attorney I/II	3.450	3.450	3.450
Legal Administrator	1.000	1.000	1.000
Legal Secretary	2.000	2.000	2.000
Secretary	1.000	1.000	1.000
City Attorney's Office	8.450	8.450	8.450
Prosecuting Section			
Business Unit: 100031200125			
Assistant Prosecuting Attorney	1.700	1.700	1.700
Lead Prosecuting Attorney	0.750	0.750	0.750
Secretary	1.000	1.000	1.000
Prosecuting	3.450	3.450	3.450
City Attorney's Office - Public Safety			
Business Unit: 100031200911			
Assistant City Attorney I/II	0.250	0.250	0.250
Assistant Prosecuting Attorney	1.050	1.050	1.050
Lead Prosecuting Attorney	0.250	0.250	0.250
Legal Secretary	0.500	0.500	0.500
Prosecuting - Public Safety	2.050	2.050	2.050
City Attorney's Office Total	13.950	13.950	13.950
City Manager's Office			
Business Unit: 10005050			
City Manager	1.000	1.000	1.000
Assistant City Manager	1.000	1.000	1.000
Budget and Special Projects Manager	1.000	1.000	1.000
Executive Secretary to City Manager	1.000	1.000	1.000
Administrative Secretary	2.000	2.000	2.000
Senior Management Analyst	1.000	1.000	1.000
Management Analyst	1.000	1.000	1.000
Neighborhood Outreach Coordinator	0.800	0.800	0.800
Secretary	0.500	0.500	0.500
City Manager's Office	9.300	9.300	9.300
Public Information Section			
Business Unit: 100050500387			
Public Information Officer	0.800	0.800	0.800
Public Information Specialist	1.800	1.800	1.800
Senior Public Information Specialist	1.000	1.000	1.000
Public Information	3.600	3.600	3.600
Economic Development Division			
Business Unit: 10005340			
Economic Development Manager	1.000	1.000	1.000
Economic Development Administrator	1.000	1.000	1.000

**Proposed Amended 2010
Full-Time Equivalent Employees**

Position Title	2009 Authorized	2010 Authorized	2010 Proposed Amended
Economic Development Specialist	1.000	1.000	1.000
Secretary	1.000	1.000	1.000
Economic Development Subtotal	4.000	4.000	4.000
City Manager's Office Total	16.900	16.900	16.900
 Community Development Administration Division Business Unit: 10030050			
Community Development Director	1.000	1.000	1.000
Capital Projects Coordinator	1.000	1.000	1.000
Senior Projects Coordinator	1.000	1.000	1.000
Administrative Coordinator	1.000	1.000	1.000
Secretary	1.600	1.600	1.600
Administration Subtotal	5.600	5.600	5.600
 Planning Division Business Unit: 10030360			
Planning Manager	1.000	1.000	1.000
Planner I-III	4.200	4.200	4.200
<i>Planning Coordinator</i>	1.000	1.000	0.000
Principal Planner	0.000	0.000	1.000
Senior Projects Planner	1.000	1.000	1.000
<i>(I) Planner I-III</i>	1.000	1.000	0.000
Planning Technician	2.000	2.000	2.000
Official Development Plan Inspector	1.000	1.000	1.000
Landscape Planner / Landscape Architect I/II	1.000	1.000	1.000
Code Enforcement Officer	0.000	0.000	0.500
Secretary	0.500	0.500	0.500
Planning Aide	1.000	1.000	1.000
Records Management Technician	1.000	1.000	1.000
Planning Subtotal	14.700	14.700	14.200
 Building Division Business Unit: 10030370			
Chief Building Official	1.000	1.000	1.000
Building Inspection Supervisor	1.000	1.000	1.000
Building Plans Analyst	1.000	1.000	1.000
Electrical Inspector	1.000	1.000	1.000
<i>(I) Electrical Inspector</i>	2.000	2.000	1.000
General Building Inspector	3.000	3.000	3.000
<i>(I) General Building Inspector</i>	2.000	2.000	1.000
Lead Housing Inspector	1.000	1.000	1.000
<i>(I) Housing Inspector</i>	1.000	1.000	1.000
Secretary	1.500	1.500	1.500
Building Permit Technician	1.000	1.000	1.000
<i>(I) Assistant Building Plans Analyst</i>	2.000	2.000	2.000
Building	17.500	17.500	15.500

**Proposed Amended 2010
Full-Time Equivalent Employees**

Position Title	2009 Authorized	2010 Authorized	2010 Proposed Amended
Building Division - Public Safety			
Business Unit: 100303700911			
Assistant Building Plans Analyst	1.000	1.000	1.000
Building - Public Safety	1.000	1.000	1.000
Building Subtotal	18.500	18.500	16.500
Engineering Division			
Business Unit: 10030380			
City Engineer	1.000	1.000	1.000
Assistant City Engineer	1.000	1.000	1.000
Senior Engineer (Transportation)	1.000	1.000	1.000
Engineer / Senior Engineer (Civil)	1.000	1.000	1.000
GIS Coordinator	1.000	1.000	1.000
Capital Projects Inspector	1.000	1.000	1.000
Senior Projects Engineer	1.000	1.000	1.000
Transportation Systems Coordinator	1.000	1.000	1.000
Engineering Construction Inspector	2.000	2.000	2.000
(I) Engineering Construction Inspector	1.000	1.000	1.000
Traffic Technician	1.000	1.000	1.000
Secretary	0.500	0.500	0.500
GIS Specialist	1.000	1.000	1.000
Engineering Subtotal	13.500	13.500	13.500
Community Development Department Total	52.300	52.300	49.800
Finance Department			
Administration Division			
Business Unit: 10015050			
Finance Director	1.000	1.000	1.000
Administrative Secretary	1.000	1.000	1.000
Purchasing Officer	1.000	1.000	1.000
Retirement Administrator	1.000	1.000	1.000
Accounting Technician/Retirement	1.000	1.000	1.000
Administration Subtotal	5.000	5.000	5.000
Treasury Division			
Business Unit: 10015240			
Treasury Manager	1.000	1.000	1.000
Revenue Services Representative	2.000	2.000	2.000
Senior Financial Analyst	1.000	1.000	1.000
Financial Analyst	1.000	1.000	1.000
Treasury Subtotal	5.000	5.000	5.000
Accounting Division			
Business Unit: 10015220			
Accounting Manager	1.000	1.000	1.000
Accountant	3.000	3.000	3.000
Internal Auditor	0.500	0.500	0.500
Accounting Specialist	1.000	1.000	1.000
Accounting Technician	3.500	3.500	3.500
Accounting	9.000	9.000	9.000

**Proposed Amended 2010
Full-Time Equivalent Employees**

Position Title	2009 Authorized	2010 Authorized	2010 Proposed Amended
Accounting Division - Public Safety			
Business Unit: 100152200911			
Accountant	0.500	0.500	0.500
Accounting Technician	1.000	1.000	1.000
Accounting - Public Safety	1.500	1.500	1.500
Accounting Subtotal	10.500	10.500	10.500
Sales Tax Division			
Business Unit: 10015250			
Sales Tax Manager	1.000	1.000	1.000
Sales Tax Audit Supervisor	1.000	1.000	1.000
Sales Tax Auditor	4.000	4.000	4.000
Sales Tax Technician	1.000	1.000	1.000
Revenue Agent	1.000	1.000	1.000
Sales Tax	8.000	8.000	8.000
Sales Tax Division - Public Safety			
Business Unit: 100152500911			
Accountant	0.500	0.500	0.500
Sales Tax - Public Safety	0.500	0.500	0.500
Sales Tax Subtotal	8.500	8.500	8.500
Finance Department Total	29.000	29.000	29.000
Fire Department			
Emergency Services Division			
Business Unit: 10025260			
Fire Chief	1.000	1.000	1.000
Deputy Chief/Administration	1.000	1.000	1.000
Deputy Chief/Operations	1.000	1.000	1.000
Battalion Chief	3.000	3.000	3.000
Administrative Secretary	1.000	1.000	1.000
Management Analyst	1.000	1.000	1.000
Fire Captain	6.000	6.000	6.000
Fire Lieutenant	15.000	15.000	15.000
Fire Field Training Officer	1.000	1.000	1.000
Fire Lieutenant/Technical Services Coordinator	1.000	1.000	1.000
Fire Engineer	21.000	21.000	21.000
Firefighter I/II	42.000	42.000	42.000
Secretary	3.500	3.500	3.500
Fire Training Coordinator	1.000	1.000	1.000
Emergency Services	98.500	98.500	98.500
EMS Section			
Business Unit: 100252600546			
Fire Paramedic	33.000	33.000	33.000
BMS Field Coordinator	3.000	4.000	4.000
EMS Coordinator	1.000	1.000	1.000
EMS	37.000	38.000	38.000
Emergency Services Subtotal	135.500	136.500	136.500

**Proposed Amended 2010
Full-Time Equivalent Employees**

Position Title	2009 Authorized	2010 Authorized	2010 Proposed Amended
Fire Prevention Division			
Business Unit: 100252600547			
Emergency Management Coordinator	1.000	1.000	1.000
Fire Marshal	1.000	1.000	1.000
Fire Plans Examiner/Inspector	1.000	1.000	1.000
Public Information Specialist	2.000	2.000	2.000
Fire Lieutenant/Fire Prevention Specialist	1.000	1.000	1.000
Fire Lieutenant/Fire Investigator	1.000	1.000	1.000
Fire Prevention Subtotal	7.000	7.000	7.000
Fire Department Total	142.500	143.500	143.500
General Services Department			
Administration Division			
Business Unit: 10012050			
Deputy City Manager	1.000	1.000	1.000
Secretary	0.500	0.500	0.500
Administrative Secretary	1.000	1.000	1.000
Administration	2.500	2.500	2.500
Environmental Services Section			
Business Unit: 100120500552			
Environmental and Administrative Services Officer	1.000	1.000	1.000
Environmental Analyst	1.000	1.000	1.000
Administration - Environmental Services	2.000	2.000	2.000
Volunteer Programs Section			
Business Unit: 100120500015			
Volunteer Coordinator	1.000	1.000	1.000
Administration - Volunteer Programs	1.000	1.000	1.000
Administration Subtotal	5.500	5.500	5.500
Human Resources Division			
Business Unit: 10012060			
Human Resources Manager	1.000	1.000	1.000
Human Resources Administrator	1.800	1.800	1.800
Human Resources Analyst / Senior Human Resources Analyst	3.000	3.000	3.000
Human Resources Analyst/HRIS	1.000	1.000	1.000
Human Resources Technician	2.000	2.000	2.000
(I) Secretary	1.000	1.000	1.000
Secretary	1.050	1.050	1.050
Human Resources	10.850	10.850	10.850
Wellness Section			
Business Unit: 100120600544			
Recreation Specialist - Wellness	1.000	1.000	1.000
Human Resources - Wellness	1.000	1.000	1.000
Employee Development and Training Section			
Business Unit: 100120600612			
Employee Development Analyst	2.000	2.000	2.000
Human Resources - Employee Development and Training	2.000	2.000	2.000

**Proposed Amended 2010
Full-Time Equivalent Employees**

Position Title	2009 Authorized	2010 Authorized	2010 Proposed Amended
Human Resources Division - Public Safety			
Business Unit: 100120600911			
Human Resources Analyst/Recruitment	1.000	1.000	1.000
Human Resources - Public Safety	1.000	1.000	1.000
Human Resources Subtotal	14.850	14.850	14.850
City Clerk's Office			
Business Unit: 10012070			
City Clerk	1.000	1.000	1.000
Deputy City Clerk	1.000	1.000	1.000
Secretary	0.500	0.500	0.500
Switchboard Operator	1.126	1.126	1.126
Messenger	1.000	1.000	1.000
City Clerk	4.626	4.626	4.626
City Clerk's Office			
Business Unit: 100120700135			
Print Shop Coordinator	1.000	1.000	1.000
Press Operator Assistant	1.000	1.000	1.000
City Clerk - Print Shop	2.000	2.000	2.000
City Clerk Subtotal	6.626	6.626	6.626
Municipal Court			
Business Unit: 10012130			
Municipal Judge	1.000	1.000	1.000
Associate Judge	0.800	0.800	0.800
Court Administrator	1.000	1.000	1.000
Deputy Court Administrator	1.000	1.000	1.000
Collections Supervisor	1.000	1.000	1.000
Deputy Court Clerk	11.300	11.300	11.300
Municipal Court	16.100	16.100	16.100
Municipal Court - Public Safety			
Business Unit: 100121300911			
Deputy Court Clerk	1.500	1.500	1.500
Municipal Court - Public Safety	1.500	1.500	1.500
Probation Section			
Business Unit: 100121300130			
Probation Supervisor	1.000	1.000	1.000
Probation Officer	1.500	1.500	1.500
Deputy Court Clerk	1.000	1.000	1.000
Probation	3.500	3.500	3.500
Probation - Public Safety			
Business Unit: 100121300911			
Probation Officer	0.500	0.500	0.500
Probation - Public Safety	0.500	0.500	0.500
Municipal Court Subtotal	21.600	21.600	21.600
Building Operations & Maintenance Division			
Business Unit: 10012390			
Facilities Manager	1.000	1.000	1.000
Electromechanic Specialist	1.000	1.000	1.000
HVAC Specialist	1.000	1.000	1.000

**Proposed Amended 2010
Full-Time Equivalent Employees**

Position Title	2009 Authorized	2010 Authorized	2010 Proposed Amended
Foreman	1.000	1.000	1.000
Carpenter	1.000	1.000	1.000
HVAC Technician	1.000	1.000	1.000
Maintenanceworker	1.000	1.000	1.000
Building Repairworker	2.000	2.000	2.000
Crewleader, Custodial	1.000	1.000	1.000
Custodian	0.250	0.250	0.250
Secretary	1.000	1.000	1.000
Building and Operations Subtotal	11.250	11.250	11.250
General Services Department Total	59.826	59.826	59.826
Parks, Recreation and Libraries Department			
Administration Division			
Business Unit: 10050050			
Parks, Recreation and Libraries Director	1.000	1.000	1.000
Regional Parks and Golf Manager	1.000	1.000	1.000
Management Assistant	1.200	1.200	1.200
Administrative Coordinator	1.000	1.000	1.000
Secretary	4.000	4.000	4.000
Applications Specialist	1.000	1.000	1.000
Administration Subtotal	9.200	9.200	9.200
Park Services Division			
Park Services Section			
Business Unit: 10050550			
Park Services Manager	1.000	1.000	1.000
Foreman	2.000	2.000	2.000
Crewleader	4.000	4.000	4.000
Equipment Mechanic	2.000	2.000	2.000
Parksworke I/II	7.000	7.000	7.000
Parks Specialist	3.000	3.000	3.000
Electromechanic Specialist	1.000	1.000	1.000
Senior Maintenanceworker	1.000	1.000	1.000
Park Services	21.000	21.000	21.000
<i>Standley Lake Section</i>			
<i>Business Unit: 10050660</i>			
<i>Lake Operations Coordinator</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
<i>Senior Park Ranger</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
<i>Park Ranger</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
<i>Standley Lake</i>	<i>3.000</i>	<i>0.000</i>	<i>0.000</i>
Design/Development Section			
Business Unit: 10050690			
Landscape Architect I/II	1.000	1.000	1.000
Park Supervisor	1.000	1.000	1.000
<i>Parks Contract Maintenance Specialist</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
Parks Specialist	1.000	1.000	1.000
Equipment Operator I	1.000	1.000	1.000
Equipment Operator II	2.000	2.000	2.000
Design/Development	7.000	7.000	6.000
Parks Services Subtotal	31.000	31.000	27.000

**Proposed Amended 2010
Full-Time Equivalent Employees**

Position Title	2009 Authorized	2010 Authorized	2010 Proposed Amended
Regional Parks and Golf Division			
Standley Lake Section			
Business Unit: 10050660			
Lake Operations Coordinator	0.000	1.000	1.000
Senior Park Ranger	0.000	1.000	1.000
Park Ranger	0.000	1.000	2.000
Standley Lake	<u>0.000</u>	<u>3.000</u>	<u>4.000</u>
Regional Parks and Golf Subtotal	0.000	3.000	4.000
Library Services Division			
Business Unit: 10050620			
Library Services Manager	1.000	1.000	1.000
Librarian I	6.100	6.100	6.100
Librarian II	2.000	2.000	2.000
Library Services Coordinator	5.000	5.000	5.000
Library Supervisor	1.000	1.000	1.000
Library Specialist	1.000	1.000	1.000
Library Associate I/II	8.150	8.150	8.150
Library Network Specialist	1.000	1.000	1.000
Secretary	1.000	1.000	1.000
Library Clerk I/II	10.250	10.250	10.250
Library Shelver	5.700	5.700	5.700
Library Services Subtotal	<u>42.200</u>	<u>42.200</u>	<u>42.200</u>
Recreation Programs Division			
Business Unit: 10050760			
Recreation Services Manager	0.500	0.500	0.500
Recreation Specialist	5.000	5.000	5.000
Recreation Specialist - Facilities and Programs	1.000	1.000	1.000
Recreation Program Assistant	2.250	2.250	2.250
Recreation Programs	<u>8.750</u>	<u>8.750</u>	<u>8.750</u>
Mature Adult Center "THE MAC"			
The MAC			
Business Unit: 100507600017			
Recreation Supervisor/Senior Center	1.000	1.000	0.000
Recreation Supervisor - The MAC	0.000	0.000	1.000
Recreation Specialist	1.000	1.000	1.000
Facility Assistant	0.500	0.500	0.500
(I) Facility Assistant	0.500	0.500	0.500
Guest Relations Clerk I/II	1.000	1.000	1.000
(I) Guest Relations Clerk I/II	0.900	0.900	0.900
(I) Recreation Aide	0.600	0.600	0.600
Custodian	1.000	1.000	1.000
The MAC	<u>6.500</u>	<u>6.500</u>	<u>6.500</u>
Recreation Programs/Arts Program Section			
Business Unit: 100507600532			
Recreation Program Assistant	0.500	0.500	0.500
Arts Program	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>

**Proposed Amended 2010
Full-Time Equivalent Employees**

Position Title	2009 Authorized	2010 Authorized	2010 Proposed Amended
Westminster Sports Center			
Business Unit: 100507600035			
Recreation Program Assistant	0.750	0.750	0.750
Sports Center	0.750	0.750	0.750
Recreation Programs Subtotal	16.500	16.500	16.500
Recreation Facilities Division			
Administration Section			
Business Unit: 10050720			
Recreation Services Manager	0.500	0.500	0.500
Administration	0.500	0.500	0.500
Administration/Fitness Section			
Business Unit: 100507200505			
Recreation Specialist	1.000	1.000	1.000
Recreation Program Assistant	0.500	0.500	0.500
Administration/Fitness	1.500	1.500	1.500
City Park Recreation Center			
Business Unit: 100507200860			
Recreation Supervisor - City Park	1.000	1.000	1.000
Assistant Recreation Supervisor	1.000	1.000	1.000
Recreation Specialist	1.000	1.000	1.000
Facility Assistant	3.000	3.000	3.000
Guest Relations Clerk I/II	7.900	7.900	7.900
Custodian	2.500	2.500	2.500
Assistant Pool Manager	2.000	2.000	2.000
Lead Lifeguard	9.948	9.948	9.948
Recreation Aide	1.000	1.000	1.000
City Park Recreation Center	29.348	29.348	29.348
City Park Fitness Center			
Business Unit: 100507200861			
Facility Assistant	1.500	1.500	1.500
Guest Relations Clerk I/II	4.800	4.800	4.800
Recreation Specialist	0.500	0.500	0.500
Custodian	1.000	1.000	1.000
Recreation Aide	1.000	1.000	1.000
City Park Fitness Center	8.800	8.800	8.800
Swim and Fitness Center			
Business Unit: 100507200963			
Recreation Supervisor - Swim and Fitness	1.000	1.000	1.000
Recreation Specialist	1.000	1.000	1.000
Facility Assistant	1.600	1.600	1.600
Guest Relations Clerk I/II	3.500	3.500	3.500
Custodian	1.250	1.250	0.000
Assistant Pool Manager	2.000	2.000	2.000
Lead Lifeguard	5.100	5.100	5.100
Recreation Aide	1.000	1.000	1.000
Swim and Fitness Center	16.450	16.450	15.200

**Proposed Amended 2010
Full-Time Equivalent Employees**

Position Title	2009 Authorized	2010 Authorized	2010 Proposed Amended
West View Recreation Center			
Business Unit: 100507200967			
Recreation Supervisor - West View	1.000	1.000	1.000
Facility Assistant	1.800	1.800	1.800
Recreation Aide	1.000	1.000	1.000
Guest Relations Clerk I/II	3.900	3.900	3.900
Custodian	1.000	1.000	1.000
West View Recreation Center	8.700	8.700	8.700
Recreation Facilities Subtotal	65.298	65.298	64.048
Parks, Recreation and Libraries Department Total	164.198	164.198	162.948
Police Department			
Administration Division			
Business Unit: 10020050			
Police Chief	1.000	1.000	1.000
Administrative Coordinator	1.000	1.000	1.000
Senior Management Analyst	1.000	1.000	1.000
Administration Subtotal	3.000	3.000	3.000
Police Specialized Services Division			
Administration Section			
Business Unit: 10020300			
Deputy Police Chief	1.000	1.000	1.000
Secretary	1.000	1.000	1.000
P.S.S. - Administration	2.000	2.000	2.000
Professional Services Section			
Business Unit: 100203000341			
Police Commander	1.000	1.000	1.000
Senior Police Officer	8.000	8.000	8.000
Secretary	1.000	1.000	1.000
P.S.S. - Professional Services	10.000	10.000	10.000
Neighborhood Services Section			
Business Unit: 100203000342			
<i>Neighborhood Services Administrator</i>	1.000	1.000	0.000
Neighborhood Services Specialist	1.000	1.000	1.000
Code Enforcement Officer	5.500	5.500	5.000
Code Enforcement Supervisor	1.000	1.000	1.000
Code Enforcement Technician	1.000	1.000	1.000
Animal Management Supervisor	1.000	1.000	1.000
Animal Management Officer	4.500	4.500	4.500
<i>Liquor Investigations Officer</i>	1.000	1.000	0.000
P.S.S. - Neighborhood Services	16.000	16.000	13.500
Records and Property Section			
Business Unit: 100203000343			
Police Commander	1.000	1.000	1.000
Police Projects Specialist	0.000	0.000	1.000
Property Evidence Technician	3.000	3.000	3.000
Police Records Supervisor	1.000	1.000	1.000

**Proposed Amended 2010
Full-Time Equivalent Employees**

Position Title	2009 Authorized	2010 Authorized	2010 Proposed Amended
Lead Police Records Technician	2.000	2.000	1.000
Police Records Technician	12.300	12.300	12.300
P.S.S. - Records and Property	19.300	19.300	19.300
Communications Section			
Business Unit: 100203000345			
Public Safety Communications Administrator	1.000	1.000	1.000
Communications Supervisor	4.000	4.000	4.000
Communications Specialist I/II	24.500	24.500	24.500
Technical Services Coordinator	1.000	1.000	1.000
P.S.S. - Communications	30.500	30.500	30.500
Investigations Section			
Business Unit: 100203000344			
Police Commander	1.000	1.000	1.000
Sergeant	4.000	4.000	4.000
Criminalist/Senior Criminalist	4.000	4.000	4.000
Police Officer/Senior Police Officer	31.000	31.000	31.000
Victim Services Coordinator	1.000	1.000	1.000
Victim Advocate	3.000	3.000	3.000
Secretary	1.500	1.500	1.500
Liquor Investigations Officer	0.000	0.000	1.000
P.S.S. - Investigations	45.500	45.500	46.500
Police Specialized Services Subtotal	123.300	123.300	121.800
Police Patrol Services Division			
Administration Section			
Business Unit: 10020500			
Deputy Police Chief	1.000	1.000	1.000
Police Commander	1.000	1.000	1.000
Equipment Services Assistant	1.000	1.000	1.000
Police Officer / Senior Police Officer	8.000	8.000	8.000
Secretary	1.000	1.000	1.000
P.P.S. Administration	12.000	12.000	12.000
Traffic Section			
Business Unit: 100205000348			
Police Commander	1.000	1.000	1.000
Sergeant	2.000	2.000	2.000
Police Officer / Senior Police Officer	15.000	15.000	15.000
Traffic Enforcement Technician	1.000	1.000	1.000
Traffic Accident Investigator	6.000	6.000	6.000
P.P.S. Traffic	25.000	25.000	25.000
Patrol Section			
Business Unit: 100205000349			
Police Commander	3.000	3.000	3.000
Sergeant	13.000	13.000	13.000
Police Officer / Senior Police Officer	89.000	90.000	90.000
Report Specialist	3.000	3.000	3.000
P.P.S. Patrol	108.000	109.000	109.000
Police Patrol Services Subtotal	145.000	146.000	146.000
Police Department Total	271.300	272.300	270.800

**Proposed Amended 2010
Full-Time Equivalent Employees**

Position Title	2009 Authorized	2010 Authorized	2010 Proposed Amended
Public Works & Utilities Department			
Street Maintenance Division			
Business Unit: 10035450			
Street Operations Manager	1.000	1.000	1.000
Street Supervisor	2.000	2.000	2.000
Street Inspector	3.000	3.000	3.000
Equipment Operator I	4.000	4.000	4.000
Equipment Operator II	3.000	3.000	3.000
Lead Street Operator	3.000	3.000	3.000
Maintenanceworker / Senior Maintenanceworker	9.000	9.000	9.000
Secretary	1.000	1.000	1.000
Streets Subtotal	26.000	26.000	26.000
Public Works and Utilities Department Total	26.000	26.000	26.000
Westminster Promenade Activities			
Parks, Recreation and Libraries Department - Parks Promenade			
Business Unit: 100505500106			
(I) Operations Coordinator (PR&L)	1.000	1.000	1.000
(I) Parksworker I/II	3.000	3.000	3.000
(I) Custodian	0.400	0.400	0.400
Parks Promenade Subtotal	4.400	4.400	4.400
Police Department - Patrol Promenade			
Business Unit: 100205000106			
Police Officer / Senior Police Officer	4.000	4.000	4.000
Police (Patrol) Promenade Subtotal	4.000	4.000	4.000
Promenade Activities Total	8.400	8.400	8.400
General Fund Total	784.374	786.374	781.124
Utility Fund			
Community Development			
Engineering Division			
Business Unit: 25030380			
GIS Technician	1.000	1.000	1.000
(I) Engineer / Senior Engineer	1.000	1.000	0.000
Engineer/Senior Engineer	0.000	0.000	1.000
Engineering	2.000	2.000	2.000
Community Development Department Total	2.000	2.000	2.000
Finance Department			
Treasury Division			
Business Unit: 20015240			
Utility Billing Supervisor	1.000	1.000	1.000
Revenue Services Representative	4.250	4.250	4.250
Finance Department Total	5.250	5.250	5.250
Information Technology Department			
Business Unit: 20060230			
Information Technology Director	1.000	1.000	1.000

**Proposed Amended 2010
Full-Time Equivalent Employees**

Position Title	2009 Authorized	2010 Authorized	2010 Proposed Amended
Lead Software Engineer	2.000	2.000	2.000
Software Engineering Manager	1.000	1.000	1.000
Internet Software Engineer	2.000	2.000	2.000
Software Engineer I/II	6.000	6.000	6.000
Senior Telecommunications Administrator	1.000	1.000	1.000
Administrative Secretary	1.000	1.000	1.000
Information Systems Manager	1.000	1.000	1.000
Systems Analyst Supervisor	2.000	2.000	2.000
Systems Analyst / Senior Systems Analyst	6.200	6.200	6.200
Help Desk Technician	1.000	1.000	1.000
Network Administrator	1.600	1.600	1.600
Information Technology	25.800	25.800	25.800
Information Technology - Public Safety			
Business Unit: 200602300911			
Software Engineer I/II	0.300	0.300	0.300
Systems Analyst / Senior Systems Analyst	0.300	0.300	0.300
Network Administrator	0.400	0.400	0.400
Information Technology - Public Safety	1.000	1.000	1.000
Information Technology Department Total	26.800	26.800	26.800
Public Works and Utilities Department			
Water Administration Division			
Business Unit: 20035050			
Public Works and Utilities Director	1.000	1.000	1.000
Senior Management Analyst	0.000	0.000	1.000
<i>Administrative Secretary</i>	1.000	1.000	0.000
Secretary	0.000	0.000	1.000
(I) Special Projects Coordinator	0.250	0.250	0.250
Water Administration Subtotal	2.250	2.250	3.250
Capital Projects and Budget Management Division			
Business Unit: 20035430			
<i>Capital Projects and Budget Manager</i>	1.000	1.000	0.000
<i>Engineer/Senior Engineer</i>	4.000	4.000	0.000
<i>(I) Engineer/Senior Engineer</i>	1.000	1.000	0.000
<i>GIS Specialist</i>	1.000	1.000	0.000
<i>Maintenance Management System Coordinator</i>	1.000	1.000	0.000
<i>(I) Secretary</i>	1.000	1.000	0.000
<i>Secretary</i>	1.500	1.500	0.000
Capital Projects Subtotal	10.500	10.500	0.000
Utilities Planning and Engineering Division			
Water Resources and Treatment Division			
Water Resources Section			
Business Unit: 20035480			
Utilities Planning and Engineering Manager	0.000	0.000	1.000
<i>Water Resources and Treatment Manager</i>	1.000	1.000	0.000
Engineer / Senior Engineer	2.000	2.000	2.000
Water Resources Engineering Coordinator	1.000	1.000	1.000
Water Resources Technician	1.000	1.000	1.000
(I) Water Resources Analyst	1.000	1.000	1.000

**Proposed Amended 2010
Full-Time Equivalent Employees**

Position Title	2009 Authorized	2010 Authorized	2010 Proposed Amended
Management Analyst	1.000	1.000	1.000
Official Development Plan Inspector	1.000	1.000	1.000
Reclaimed System Analyst	0.000	1.000	1.000
Reclaimed Water System Coordinator	1.000	1.000	1.000
Secretary	1.000	1.000	1.000
Water Resources	10.000	11.000	11.000
PW&U Engineering Section			
<i>Capital Projects and Budget Management Division</i>			
Business Unit: 20035430			
<i>Capital Projects and Budget Manager</i>	1.000	1.000	0.000
Senior Projects Engineer	0.000	0.000	1.000
Engineer / Senior Engineer	4.000	4.000	4.000
(I) Engineer/Senior Engineer	1.000	1.000	1.000
Utilities Systems Specialist	0.000	0.000	1.000
<i>GIS Specialist</i>	1.000	1.000	0.000
<i>Maintenance Management System Coordinator</i>	1.000	1.000	0.000
<i>(I) Secretary</i>	1.000	1.000	0.000
<i>Secretary</i>	1.500	1.500	0.000
PW&U Engineering Subtotal	10.500	10.500	7.000
Water Plant Section			
<i>Business Unit: 20035490</i>			
<i>Plant Superintendent (Water)</i>	1.000	1.000	0.000
<i>Electromechanic Specialist</i>	1.000	1.000	0.000
<i>Lead Plant Operator</i>	1.000	1.000	0.000
<i>Plant Operator Trainee - Plant Operator IV</i>	8.000	8.000	0.000
<i>Maintenanceworker/Senior Maintenanceworker</i>	2.000	2.000	0.000
<i>Utilities Technician</i>	2.000	2.000	0.000
<i>Control Systems Specialist</i>	0.500	0.500	0.000
<i>Control Systems Engineer/Senior Engineer</i>	0.500	0.500	0.000
Water Plant	16.000	16.000	0.000
Water Quality Section			
Business Unit: 200354800943			
Water Quality Administrator	1.000	1.000	1.000
Water Quality	1.000	1.000	1.000
Business Unit: 200354900943			
Laboratory Analyst	1.000	1.000	1.000
Chemist	2.000	2.000	2.000
Water Quality Specialist	1.000	1.000	1.000
Laboratory Aide	0.750	0.750	0.750
Water Quality	4.750	4.750	4.750
Water Quality Section	5.750	5.750	5.750
Wastewater Plant Section			
<i>Business Unit: 21035490</i>			
<i>Plant Superintendent (Wastewater)</i>	1.000	1.000	0.000
<i>Electromechanic Specialist</i>	1.000	1.000	0.000
<i>Lead Plant Operator</i>	1.000	1.000	0.000
<i>Plant Operator Trainee - Plant Operator IV</i>	8.000	8.000	0.000
<i>Maintenanceworker/Senior Maintenanceworker</i>	1.000	1.000	0.000

**Proposed Amended 2010
Full-Time Equivalent Employees**

Position Title	2009 Authorized	2010 Authorized	2010 Proposed Amended
<i>Control Systems Specialist</i>	0.500	0.500	0.000
<i>Control Systems Engineer/Senior Engineer</i>	0.500	0.500	0.000
Wastewater Plants	13.000	13.000	0.000
Laboratory Services Section			
Business Unit: 210354900943			
Laboratory Services Coordinator	1.000	1.000	1.000
Laboratory Analyst	1.000	1.000	1.000
Chemist	1.000	1.000	1.000
Water Quality Specialist	1.000	1.000	1.000
Laboratory Services	4.000	4.000	4.000
Utilities Planning and Engineering Subtotal	52.750	53.750	27.750
Biosolids			
Business Unit: 210354900401			
<i>Equipment Operator II</i>	3.000	3.000	0.000
Biosolids	3.000	3.000	0.000
PWU Water Plants/Reclaimed			
Business Unit: 200354900023			
<i>Maintenanceworker/Senior Maintenanceworker</i>	1.000	1.000	0.000
Water Reclaimed	1.000	1.000	0.000
Water Resources and Treatment Subtotal	52.750	53.750	27.750
Utilities Operations Division			
Water Field Operations Section			
Business Unit: 20035470			
Utilities Operations Manager	1.000	1.000	1.000
<i>Utilities Supervisor</i>	1.000	1.000	0.000
Distribution and Collection Superintendant	0.000	0.000	1.000
<i>Utilities Systems Specialist</i>	1.000	1.000	0.000
Utilities Technician	1.000	1.000	1.000
Foreman	1.000	1.000	1.000
Maintenanceworker / Senior Maintenanceworker	2.000	2.000	2.000
GIS Specialist	0.000	0.000	1.000
Maintenance Management System Coordinator	0.000	0.000	1.000
Secretary	2.000	2.000	3.500
(I) Secretary	0.000	0.000	1.000
(I) Maintenanceworker / Senior Maintenanceworker	2.000	2.000	2.000
Equipment Operator I	2.000	2.000	2.000
Equipment Operator II	2.000	2.000	2.000
<i>Engineer / Senior Engineer</i>	1.000	1.000	0.000
<i>Utilities Operations Coordinator</i>	1.000	1.000	0.000
Senior Management Analyst	0.000	0.000	1.000
Water Field Operations	17.000	17.000	19.500
Water Plant Section			
Business Unit: 20035490			
Plant Superintendent (Water)	0.000	0.000	1.000
Electromechanic Specialist	0.000	0.000	1.000
Lead Plant Operator	0.000	0.000	1.000
Plant Operator Trainee / Plant Operator IV	0.000	0.000	8.000
Maintenanceworker / Senior Maintenanceworker	0.000	0.000	2.000

**Proposed Amended 2010
Full-Time Equivalent Employees**

Position Title	2009 Authorized	2010 Authorized	2010 Proposed Amended
Utilities Technician	0.000	0.000	2.000
Control Systems Specialist	0.000	0.000	0.500
Control Systems Engineer / Senior Engineer	0.000	0.000	0.500
Water Plant	0.000	0.000	16.000
Wastewater Plant Section			
Business Unit: 21035490			
Plant Superintendent (Wastewater)	0.000	0.000	1.000
Electromechanic Specialist	0.000	0.000	1.000
Lead Plant Operator	0.000	0.000	1.000
Plant Operator Trainee / Plant Operator IV	0.000	0.000	8.000
Maintenanceworker / Senior Maintenanceworker	0.000	0.000	1.000
Control Systems Specialist	0.000	0.000	0.500
Control Systems Engineer / Senior Engineer	0.000	0.000	0.500
Wastewater Plants	0.000	0.000	13.000
Biosolids			
Business Unit: 210354900401			
Equipment Operator II	0.000	0.000	3.000
Biosolids	0.000	0.000	3.000
PWU Water Plants/Reclaimed			
Business Unit: 200354900023			
Maintenanceworker / Senior Maintenanceworker	0.000	0.000	1.000
Water Reclaimed	0.000	0.000	1.000
Meter Shop Section			
Business Unit: 200354700402			
Foreman	1.000	1.000	1.000
Lead Meter Repairworker	1.000	1.000	1.000
Meter Technician	2.000	2.000	2.000
Meter Repairworker	4.000	4.000	4.000
Meter Shop	8.000	8.000	8.000
Water Field Operations/Water Line Replacement			
Business Unit: 200354700497			
Equipment Operator I	2.000	2.000	2.000
Equipment Operator II	2.000	2.000	2.000
Maintenanceworker / Senior Maintenanceworker	4.000	4.000	4.000
(I) Maintenanceworker / Senior Maintenanceworker	2.000	2.000	2.000
Foreman	1.000	1.000	1.000
Water Line Replacement	11.000	11.000	11.000
Wastewater Field Operations Section			
Business Unit: 21035470			
Special Projects Coordinator	0.00	0.00	1.000
Utilities Supervisor	1.000	1.000	0.000
Foreman	1.000	1.000	1.000
Utilities Specialist	1.000	1.000	1.000
Utilities Technician	3.000	3.000	3.000
Wastewater Field Operations	6.000	6.000	6.000
Utilities Operations Subtotal	42.000	42.000	77.500
Public Works and Utilities Total	107.500	108.500	108.500
Utility Fund Total	141.550	142.550	142.550

**Proposed Amended 2010
Full-Time Equivalent Employees**

<u>Position Title</u>	2009 Authorized	2010 Authorized	2010 Proposed Amended
<u>Fleet Maintenance Fund</u>			
General Services Department			
Fleet Division			
Business Unit: 30012460			
Fleet Manager	1.000	1.000	1.000
Foreman	1.000	1.000	1.000
Mechanic I/II	6.000	6.000	6.000
Senior Maintenanceworker	1.000	1.000	1.000
Fleet Specialist	1.000	1.000	1.000
Secretary	1.000	1.000	1.000
Fleet Maintenance	11.000	11.000	11.000
Fleet Division - Public Safety			
Business Unit: 300124600911			
Fire Mechanic	1.000	1.000	1.000
Fleet Maintenance - Public Safety	1.000	1.000	1.000
Fleet Maintenance Fund Total	12.000	12.000	12.000
<u>Property Liability Fund</u>			
General Services Department			
Administration/Risk Management Section			
Business Unit: 46010900			
Risk Management Officer	1.000	1.000	1.000
Risk Management Specialist	0.500	0.500	0.500
Administration/Risk Management	1.500	1.500	1.500
Administration/Risk Management - Public Safety			
Business Unit: 460109000911			
Risk Management Specialist	0.500	0.500	0.500
Administration/Risk Management - Public Safety	0.500	0.500	0.500
Property Liability Fund Total	2.000	2.000	2.000
<u>Medical/Dental Fund</u>			
General Services Department			
Human Resources Division - Benefits			
Business Unit: 49010900			
Benefits Specialist	1.000	1.000	1.000
Human Resources Technician	0.500	0.500	0.500
Medical/Dental Fund Total	1.500	1.500	1.500
<u>Open Space Fund</u>			
Community Development Department			
Administration - Open Space			
Business Unit: 54010900			
Open Space Coordinator (CD)	1.000	1.000	1.000
Open Space Technician (CD)	0.500	0.500	0.500
Community Development Open Space Subtotal	1.500	1.500	1.500

**Proposed Amended 2010
Full-Time Equivalent Employees**

Position Title	2009 Authorized	2010 Authorized	2010 Proposed Amended
Parks, Recreation & Libraries Department			
Administration - Open Space			
Business Unit: 54050550			
Open Space Volunteer Coordinator	1.000	1.000	1.000
Parks, Recreation and Libraries Open Space Subtotal	1.000	1.000	1.000
Open Space Fund Total	2.500	2.500	2.500
 Community Development Block Grant Fund			
Community Development Department			
Community Development Admin/CD Block Grant			
Business Unit: 76030350			
Community Development Program Coordinator	1.000	1.000	1.000
CDBG Technician	1.000	1.000	1.000
Community Development Block Grant Fund Total	2.000	2.000	2.000
 Golf Course Enterprise Fund			
Parks, Recreation, & Libraries Department			
Golf Course Enterprise Fund/Legacy			
Legacy Ridge Golf Course Maintenance			
Business Unit: 22050720			
Golf Superintendent	0.500	0.500	0.500
Assistant Golf Superintendent	1.000	1.000	1.000
Equipment Mechanic	1.000	1.000	1.000
Golf Irrigator	1.000	1.000	1.000
Golf Worker	2.000	2.000	2.000
Horticultural Specialist	0.500	0.500	0.500
Second Assistant Golf Superintendent	1.000	1.000	1.000
Legacy Maintenance	7.000	7.000	7.000
 Legacy Ridge Club House			
Business Unit: 220507200249			
Golf Professional	1.000	1.000	1.000
Assistant Golf Professional	1.000	1.000	1.000
Second Assistant Golf Professional	1.000	1.000	1.000
Guest Relations Clerk I/II	0.500	0.500	0.500
Legacy Club House	3.500	3.500	3.500
Golf Course Enterprise Fund/Legacy Subtotal	10.500	10.500	10.500
 Golf Course Enterprise Fund/Heritage			
Heritage Golf Course Maintenance			
Business Unit: 23050720			
Golf Superintendent	0.500	0.500	0.500
Assistant Golf Superintendent	1.000	1.000	1.000
Equipment Mechanic	1.000	1.000	1.000
Golf Irrigator	1.000	1.000	1.000
Golf Worker	2.000	2.000	2.000
Horticultural Specialist	0.500	0.500	0.500
Second Assistant Golf Superintendent	1.000	1.000	1.000
The Heritage Maintenance	7.000	7.000	7.000

**Proposed Amended 2010
Full-Time Equivalent Employees**

Position Title	2009 Authorized	2010 Authorized	2010 Proposed Amended
The Heritage Club House			
Business Unit: 230507200249			
Golf Professional	1.000	1.000	1.000
Assistant Golf Professional	1.000	1.000	1.000
Second Assistant Golf Professional	1.000	1.000	1.000
Guest Relations Clerk I/II	0.500	0.500	0.500
The Heritage Club House	3.500	3.500	3.500
Golf Course Enterprise Fund/The Heritage Subtotal	10.500	10.500	10.500
Golf Course Enterprise Fund Total	21.000	21.000	21.000
<u>General Capital Improvement Fund</u>			
Parks, Recreation and Libraries Department			
Parks Services - Capital Projects			
Business Unit: 80175050037			
Landscape Architect I/II	1.000	1.000	1.000
General Capital Improvement Fund	1.000	1.000	1.000
Community Enhancement Program			
Business Unit: 80175050340			
(I) Landscape Architect I/II	1.000	1.000	1.000
Park Supervisor	1.000	1.000	1.000
Crewleader	1.000	1.000	1.000
City Forester	1.000	1.000	1.000
Parks Contract Maintenance Specialist	0.000	0.000	1.000
Parks Specialist	1.000	1.000	1.000
Community Enhancement Program	5.000	5.000	6.000
Parks Services Capital Projects Subtotal	6.000	6.000	7.000
Parks, Recreation and Libraries Department			
Parks Services - Capital Projects			
Park Maintenance (JCOS)			
Business Unit: 80275050512			
Parkswoker I/II	3.000	3.000	3.000
Parks Specialist	2.000	2.000	2.000
(I) Parkswoker I/II	1.000	1.000	1.000
(I) Crewleader	1.000	1.000	1.000
Crewleader	2.000	2.000	2.000
Jeffco Attributable Share Subtotal	9.000	9.000	9.000
Community Development Department			
Engineering - Capital Projects			
Community Development Project Manager			
Business Unit: 80175030037			
(I) Engineer / Senior Engineer (Civil)	1.000	1.000	1.000
CD Engineering Capital Projects Subtotal	1.000	1.000	1.000

**Proposed Amended 2010
Full-Time Equivalent Employees**

Position Title	2009 Authorized	2010 Authorized	2010 Proposed Amended
General Services Department			
Building Operations & Maintenance Division - Major Maintenance			
Business Unit: 80375012312			
<i>Facilities Project Coordinator</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
Energy and Facilities Projects Coordinator	0.000	0.000	1.000
	1.000	1.000	1.000
General Capital Improvement Fund Total	17.000	17.000	18.000
OTHER FUND TOTAL	58.000	58.000	59.000
FTE GRAND TOTAL	983.924	986.924	982.674