



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: September 11, 2013

SUBJECT: Study Session Agenda for September 16, 2013

PREPARED BY: J. Brent McFall, City Manager

Please Note: Study Sessions and Post City Council meetings are open to the public, and individuals are welcome to attend and observe. However, these meetings 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 next Monday night's Study Session, the following schedule has been prepared:

A light dinner will be served in the Council Family Room 6:00 P.M.

CITY COUNCIL REPORTS

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

PRESENTATIONS

1. Citizen Budget Request
2. Adopted 2014 Budget – Mid-Biennial Budget Review – 2nd Delivery

6:30 P.M.

EXECUTIVE SESSION

None at this time.

INFORMATION ONLY ITEMS

None at this time.

Additional items may come up between now and Monday night. City Council will be apprised of any changes to the Study Session meeting schedule.

Respectfully submitted,

J. Brent McFall
City Manager



WESTMINSTER

Staff Report

City Council Study Session Meeting
September 16, 2013



SUBJECT: Citizen Budget Request

PREPARED BY: Aric Otzelberger, Assistant to the City Manager

Recommended City Council Action

Review the citizen budget request received at the Public Hearing conducted on the Adopted 2014 Budget at the September 9, 2013 City Council meeting and Staff recommendation regarding the request. Provide direction to Staff on how to proceed with responding to the citizen request.

Summary Statement

As part of the City's mid-biennial budget review process, multiple opportunities are provided for citizens to make budget requests. At the September 9, 2013 City Council meeting, a citizen made a formal request to place a waste receptacle and a dog waste station along the Big Dry Creek trail between City Park and the area adjacent to the Stratford Lakes subdivision.

Staff recommends placing a waste receptacle along this stretch of the trail in an area that provides easy access for service and does not require vehicles to drive on the trail. Per policy, the City places trash cans at trail heads, parking lots or places where there is good access.

This request will be considered, along with the two previously received citizen requests, at Monday night's Study Session presentation on the 2014 mid-biennial Budget review.

Expenditure Required: "Soft" Dollar Costs Associated with Servicing the Waste Receptacle

Source of Funds: Parks, Open Space and Trails (POST) Fund – Operating Budget

Policy Issue

Does City Council concur with Staff's recommendation to install a waste receptacle along the Big Dry Creek trail between City Park and the Stratford Lakes subdivision in response to the citizen request received at the September 9, 2013 City Council meeting?

Alternatives

- City Council could direct Staff to not install a waste receptacle along this stretch of the Big Dry Creek trail.

Background Information

As part of the City's mid-biennial budget review process, multiple opportunities are provided for citizens to make budget requests. At the September 9, 2013 City Council meeting, Ben Beaty (4500 W. 110th Circle) made a formal request to place a waste receptacle and a dog waste station along the Big Dry Creek trail between City Park and the area adjacent to the Stratford Lakes subdivision. Mr. Beaty and his family participate in the City's Adopt A Trail program for this stretch of the Big Dry Creek Trail.

Staff recommends placing a waste receptacle along this stretch of the trail in an area that provides easy access for service and does not require vehicles to drive on the trail. Per policy, the City places trash cans at trail heads, parking lots or places where there is good access. The City has a trash receptacle that was recently removed from a park following a renovation project, so no capital outlay expenditures are required. There would be "soft" dollar costs associated with servicing the waste receptacle, but provided easy access is maintained, this cost should be negligible. Staff will also explore the possibility of adding a dog waste station somewhere along that stretch of trail with Poo Free Parks, but per policy, this station would need to be located in an area that provides easy access and does not require staff from Poo Free Parks to drive on the City's trail.

Staff will present this request, along with the other two citizen requests that were highlighted in the September 4, 2013 Staff Report on proposed amendments to the Adopted 2014 Budget, as part of the budget presentation scheduled for the September 16, 2013 Study Session. Staff requests City Council direction at that time. This recommendation to this citizen budget request supports City Council's Strategic Plan Goals of "Financially Sustainable City Government Providing Exceptional Services" and "Beautiful and Environmentally Sensitive City."

Respectfully submitted,

J. Brent McFall
City Manager



Staff Report

City Council Study Session
September 16, 2013



SUBJECT: Adopted 2014 Budget – Mid-Biennial Budget Review – 2nd Delivery

PREPARED BY: Steve Smithers, Deputy City Manager
Barbara Opie, Assistant City Manager
Aric Otzelberger, Assistant to the City Manager
Ben Goldstein, Management Analyst

Recommended City Council Action

- Review the financial update provided by Staff on the City's revenue projections for year-end 2013 and the revised projections for 2014.
- Review the Human Resources materials on the 2014 Pay Plan, proposed staffing adjustments and benefits and direct Staff accordingly.
- Direct Staff to modify the Adopted 2014 Budget pursuant to the recommended operating budget modifications presented to City Council.
- Confirm the Human Services Board recommendation for 2014 funding and determine if any changes are appropriate.
- Direct Staff to modify the Adopted 2014 Budget pursuant to the recommended Capital Improvement Program budget modifications presented to City Council.
- Review the Citizen Requests received to date by City Council and Staff, including those made at the September 9 Public Meeting on the Adopted 2014 Budget; these requests will be submitted to City Council in a separate Staff Report (if applicable).

Summary Statement

As part of the two-year budget process, a financial update/budget review is to be conducted in the fall of 2013 to review any recommended modifications to the Adopted 2014 Budget and to review any new citizen requests. Staff is presenting proposed modifications to the Adopted 2014 Budget, which are outlined in the Background section of this Staff Report.

The 2014 Budget was adopted in October 2012. A Budget Review is scheduled for the regularly scheduled September 16th Study Session Meeting. This document and the materials attached are intended to facilitate the review and discussion at that meeting. This Staff Report was sent an extra week in advance in the September 4 packet to allow City Council time to review the attached materials; NO CHANGES WERE MADE TO THIS DOCUMENT. Due to the large packet of materials included with this Staff Report, if any member of City Council would like a printed copy, please let Staff know and we are happy to provide printed copies.

As adjustments are being reviewed and finalized with the amendment to the Adopted 2014 Budget, please note that minor adjustments in the final balancing may be necessary. Any additional recommended changes from this Staff Report will be highlighted in the Agenda Memorandum for Council consideration on October 14.

Expenditure Required: 2014 = \$185,377,991, plus \$46,977,473 in reserves and \$1,000,000 in contingency

Source of Funds: General, General Reserve, General Fund Stabilization Reserve, Utility, Utility Rate Stabilization Reserve, Utility Capital Project 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 2014 Operating Budget presented?
- Does City Council concur with the proposed staffing adjustments presented?
- Does City Council concur with the recommendations presented by the Human Services Board for 2014 funding?
- Does City Council concur with the proposed modifications to the Adopted 2014 Capital Improvement Program Budget presented?
- Does City Council concur with Staff's recommendations associated with any citizen requests received?

Alternatives

- City Council could direct Staff to identify other modifications to the Adopted 2014 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 pursue other modifications to the 2014 Pay Plan, proposed staffing adjustments and benefits costs. Staff believes the revised 2014 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 2014 Capital Improvement Program (CIP) Budget and the proposed modifications made by Staff. Staff believes that the modified CIP program presented for 2014 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 2014 funding. City Council reviewed and concurred with the HSB's proposed funding level for 2014 and with the HSB's agency funding recommendations at the July 15 Study Session. The Adopted 2014 Budget for HSB currently totals \$90,000, an increase of \$10,000 from the adopted 2013 funding level.
- City Council could provide different direction for Staff associated with the citizen requests received.

Background Information

City Council adopted the 2014 Budget in October 2012. The Adopted 2013 Budget provided the base for the 2014 Budget and overall, no major level of service or other adjustments were proposed or adopted between the 2013 and 2014 budgets. Since that time, Staff has reexamined revenue projections, operating needs and capital project priorities. In addition, Staff conducted a service analysis of some of the City's programs and services per City Council's objective to "Institutionalize the core services process in budgeting and decision making" under the Financially Sustainable City Government Providing Exceptional Services goal. These analyses examined 2014 service demands, evaluated current funding levels and determined if modifications might be needed given the City's limited resources (both financial and staffing) and priorities. This information was presented to City Council at the Post City Council Meeting on June 24, 2013, to provide City Council an opportunity earlier in the mid-year budget review process to provide direction on whether Staff should proceed with additional analysis of any of the proposed level of service changes and/or proposed reallocations of resources. Per the City's service analysis process, Staff is now bringing back several items for City Council's further review and final determination as part of the budget review process. Each of these items are highlighted in the appropriate fund sections below, which include an increase in the

availability of the reserve “fifth” ambulance (General Fund), street sweeping modifications (Stormwater Fund), and enhanced open space management/strategic open space acquisitions (POST Fund). Each of these items were highlighted during a public meeting at the July 8 City Council meeting and Staff posted these three items on WestyConnect on the City’s Web site for citizen input, ideas and discussion. Summaries of any feedback received are presented with each item’s summary below.

In 2013, City Council revisited their Strategic Plan, goals and priorities. Staff utilized the City Council Goals listed below during the review of the Adopted 2014 Budget:

- Strong, Balanced Local Economy;
- Safe and Healthy Community;
- Financially Sustainable City Government Providing Exceptional Services;
- Vibrant Neighborhoods in One Livable Community; and
- Beautiful and Environmentally Sensitive City.

The current economic environment continues to show recovery and positive signs in housing, employment and consumer spending. The local and national housing markets are seeing significant appreciation and a reduction in inventory and distressed properties. New housing starts are once again in process. The pace of new job creation appears steady in Colorado, but remains somewhat slow in other regions of the United States. All of these events and economic indicators point towards a positive impact on consumer confidence, which in turn has an impact on spending patterns. The City has experienced positive growth in sales and use tax revenues year-to-date in 2013 compared to the same period of time in 2012. Staff is cautiously optimistic that revenues will continue to show positive performance moving forward and can help address increases in the cost of doing business, including salaries, benefits and other priorities.

Citywide, a total increase of 1.0 FTE (in the Utility Fund) was approved in the Adopted 2014 Budget. The 1.0 FTE Utility Technician remains a priority with the amended 2014 Budget. In addition, 0.35 FTE are proposed with the amendment to the Adopted 2014 Budget. Staff proposes to add a 0.1 FTE Secretary in Community Development’s Building Division in the General Fund and 0.25 FTE Laboratory Aide for the Water Quality Section of Public Works and Utilities’ Utility Planning and Engineering Division in the Utility Fund. These new staff are discussed further below.

PROPOSED MODIFICATIONS TO THE ADOPTED 2014 BUDGET

Overall, the total City budget including all funds for 2014 is proposed to be modified from the Adopted total of \$175,458,143, plus \$43,980,425 in reserves and \$1,000,000 in contingency, to \$185,377,991, plus \$46,977,473 in reserves and \$1,000,000 in contingency. The increase is primarily the result of a more aggressive Capital Improvement Program (CIP) in the Water Fund due to important infrastructure improvements moving forward earlier than originally anticipated; additional information may be found in the Utility Fund section of this document.

ALL FUNDS

Adjustments to Wage and Benefits from the Adopted 2014 Budget: The City prepares a general projection of wage and benefits based on anticipated increases for the second year of the biennial budget. As part of the mid-year budget process, a thorough review of current staffing levels and compensation is done prior to recommended amendments to the second year of the budget. This mid-year thorough review allows a more precise recommendation to be made related to compensation and wage based benefits in the amended budget. Recommendations for the budget amendments are based on specific estimates of current and anticipated wages for existing staff. Council will note that some

accounts have increased and others decreased based on this revised estimation of expense versus the projection made in 2012 for the 2014 budget year. Additionally, healthcare benefit renewal negotiations and current employee enrollment have led to recommended adjustments in the employee benefit accounts, which are reflected in the proposed amendment and noted within each impacted fund that follows.

Minimum Wage Adjustments: The City is committed to paying Federal and State Minimum Wages with Council authorization to make adjustments as necessary with changes in minimum wage requirements. Staff is anticipating changes in 2014 and has set aside \$1,202 to make these adjustments in the General and Golf Funds as appropriate.

Managed Print Services: The proposed amendment to the Adopted 2014 Budget includes numerous account modifications within each department to pay for the managed print program that was started in late 2012. Staff began investigating the possibility of more efficiently managing printers citywide in 2011. Through a series of discussions, meetings and analysis, Staff recommended the centralization of printer management through one contracted provider for reduced costs associated with supplies and maintenance. The managed print services program has resulted in centralized procurement of printer toner, centralized maintenance of printers, and provides managers with analytical tools that allow for better monitoring of usage (e.g., encouraging large print jobs to utilize less expensive cost-per-page multi-functional copiers instead). Funds were previously budgeted for these expenses in a variety of accounts in each department; through the centralization process and this mid-year amendment, Staff recommends moving the funds into the same object account within each department to further streamline payment and management of costs. (Net change = \$0)

GENERAL FUND

Departments prepared their 2013 and 2014 budgets with a 0% increase from their Amended 2012 Budget. In the review of the Adopted 2014 Budget projected General Fund revenues, Staff has identified a number of revenue projections that need to be modified based on 2012 actual and 2013 year-to-date collections. Overall, revenues are projected to reduce by approximately \$555,839 from the originally Adopted 2014 Budget projections. Fortunately, very conservative initial salary estimates included in the Adopted 2014 Budget and savings in employee benefits offset the projected reductions in revenues and still permit proposed employee salary adjustments in 2014. The most significant revenue adjustments may be found in the following areas:

- Reduction in the projection for property tax collections (-\$250,000)
- Reduction in the projection for energy and telephone business fees and taxes (-\$296,297)
- Reduction in the projection for court fees and fines (-\$100,000)
- Increase in estimated emergency medical service billings (+\$127,600)
- Reduction in the infrastructure fee collections as a result of the delayed implementation of the fee increase (moved from 2012 and 2013 to 2014 and 2015) (-\$373,886)
- Increase in the transfer payment from the Sales & Use Tax Fund (+\$132,651)
- Appropriation of 2012 carryover funds for one-time operating needs (+\$265,000)

Proposed Expenditure Adjustments

All General Fund Departments

- Pay Plan Market Adjustment: City Council authorized a 1% Market Adjustment to the Non-Exempt, Exempt and Administrative Officer Pay Plans in 2013. In addition, new Police Non-Exempt Sworn and Fire Non-Exempt Commissioned Pay Plans were created in 2013. Staff is recommending a 1% market adjustment to the Non-Exempt, including Police and Fire Pay Plans, Exempt and Administrative Pay Plans, as part of the amendment to the Adopted 2014 Budget. Sufficient funds are available for these recommended Pay Plans increases. The recommended

increase means that the pay ranges would adjust by 1% in all listed pay plans with all Non-Exempt incumbent employees within those pay plans receiving a 1% market adjustment the first full pay period in 2014. The Exempt and Administrative Officer Pay Plans ranges will increase by 1% and employees will be eligible for salary increases based on merit within their ranges. Staff believes that this adjustment will help keep the City's Pay Plans within market and ensure competitive wages. Based on updated salary projections and employee turnover, projections for the cost of the 1% market adjustment have been revised to \$478,544 in 2014 for the General Fund.

- Step and Merit Salary Adjustments: The Adopted 2014 Budget includes step and merit increases for eligible employees. Based on updated salary projections and employee turnover, projections have been revised for step (\$314,908) and merit (\$229,697) to equal \$544,604 for 2014.
- Position Reclassifications: As part of the regular two-year budget development cycle, salary data for the City's benchmark positions is reviewed with aligned positions adjusted with the recommended changes. To ensure the competitive positioning and integrity of the City's pay structure, Department requests are considered during the mid-year budget cycle for a thorough review of specific classifications, primarily non-benchmark positions, to ensure the job is classified appropriately and paid at market. Specific positions were evaluated during the mid-year review and a list of recommendations for reclassifications after a thorough review is included within the staffing section of the Staff Report's attachments. The net change here excludes the Parks, Recreation & Libraries Department reorganization noted later in this Staff Report. (Net change = +\$57,618).

Central Charges

- Regular Salaries: City Council may recall that the total for market, step, merit and audit/reclassification adjustments are all budgeted within the Central Charges budget for the second year of the adopted two-year budget; with the mid-year budget amendment, these funds are moved out into the respective departments based on HR's salary projections based on current staff and therefore Central Charges budget has a significant reduction overall. (Net change = -\$1,683,999)
- Medical/Dental Insurance Premiums: Staff originally budgeted for an anticipated 6% increase in medical and dental insurance costs in the Adopted 2014 Budget based on continued health care cost pressures. Due to aggressive efforts to reduce claims by the Wellness Program, the creation of the Employee Health Center, marketing of the City's plans and lower claims history, the City's insurance renewals came in at a 4.5% increase in overall premium costs for 2014. Staff recommends this adjustment to both the employer as well as the employee premiums. (Net change = -\$90,423)
- Retirement contribution: This expense is projected to be \$13,048 less than originally budgeted based on current salary projections and past expenditures in this account. This reduction is not due to any changes to the City's contribution rate to employees' pensions. (Net change = -\$13,048)
- Medicare: Due to updated projections and Staff turnover, Staff is recommending a decrease to the City's Medicare budget. The Adopted 2014 Budget included \$692,558 for this expense in the General Fund. (Net Change = -\$33,558)
- Miscellaneous studies and projects: A total of \$148,000 was budgeted in the professional services account in 2014. Additional funds are recommended in 2014 to offset additional costs associated with special projects, hoarder cleanup, potential unionization negotiations support services, and special studies that might arise per City Council and Staff requests. Included in this amount are funds proposed for succession management (\$200,000) efforts to be funded from 2012 carryover (as noted in the revenue highlights). As more tenured staff commence their transition to retirement, the City is greatly concerned about the transfer of important operations knowledge. These funds are proposed to be utilized, on a case by case basis where appropriate, to allow for

overlap with new staff, contract services as needed or other opportunities that will ease the transition and allow for appropriate transfer of knowledge. (Net change = +\$310,000)

- General Capital Outlay Replacement Fund (GCORF) Funding –
 - Vehicle Replacements: As part of the mid-year budget review process, Staff revisited vehicle needs, specifications and cost estimates. Several adjustments are proposed, resulting in a net budget reduction of \$122,000. A majority of this savings is associated with a proposed adjustment to the budget for Police patrol vehicle replacements. The Adopted 2014 Budget included funds for 12 Ford Interceptors at \$39,500 per vehicle, since at the time Staff did not have true experience with the rebuilt Crown Victorias. Since then, the Crown Victorias have proven to be viable and functional as a patrol vehicle replacement. However, Staff still does not have a wealth of experience with the rebuilt Crown Victorias or the new Ford Interceptors (Ford has discontinued the manufacture of Crown Victorias). With this in mind, Staff is proposing to purchase eight Ford Interceptors and rebuild four Crown Victorias as patrol vehicle replacements in 2014. The revised replacement cost for the Ford Interceptors is \$36,500 per vehicle and \$22,000 for the rebuilt Crown Victoria. Including replacement purchases in 2012 and 2013, the 2014 recommendation will result in 13 “new” and 13 rebuilt patrol vehicles in the Police Department patrol fleet at that end of 2014. The coming year will provide additional experience with rebuilt Crown Victorias and the Ford Interceptors, which will help guide recommendations for 2015/2016. In addition, Staff will examine the patrol vehicle replacement schedule as part of a long-term replacement plan effort. Other proposed vehicle changes include deferring a K-9 replacement vehicle that was originally budgeted for 2014 until 2015, cost increases for a different K-9 vehicle replacement and minor cost estimate adjustments for other vehicles based on updated pricing. (Net change = -\$122,000)
 - Citywide Copier/Multifunctional Machine Replacement Program: Included within the Adopted 2013/2014 Budget was the creation of the copier/multifunctional machine replacement program. As with vehicles and computers purchased out of GCORF, savings on actual purchases would be accumulated in the account and could be used to help “smooth out” capital outlay costs over multiple years versus the current practice of departments addressing these costs/needs individually on an annual basis. Depending on use, reliability, maintenance history and other factors, copiers/multi-functional devices typically need replacement every four to six years. Originally, this program was set as a pilot for City Hall copiers (8 total) only but based on the success during the first year and the desire to avoid costly and difficult to track lease-purchases of these devices, Staff is recommending the expansion of this program in 2014 to be citywide, which includes 42 devices. The General, Fleet and Golf Course Fund copiers (37 total) are proposed to be replaced through GCORF; the Utility Fund copiers (5 total) are proposed to be replaced through the new Water Capital Outlay Replacement and the Wastewater Capital Outlay Replacement Projects created through 2012 carryover in August. Originally two devices were to be replaced in 2014 (two between the City Manager’s Office and the City Attorney’s Office); however, with the program proposed to expand to citywide, a total of 11 copiers are recommended for replacement in 2014, 9 of which would be funded through GCORF. The additional seven for replacement from GCORF include six associated with PR&L facilities (City Park Recreation Center, City Park Fitness Center, two at the Sports Center, The Heritage and West View Recreation Center) and one for Fleet Maintenance. (Net change = +\$67,500)
- Transfer Payment to Property Liability Fund: Risk Management has assumed the responsibility of administering the ongoing activities associated with the monitoring and remediation of the gasoline issues in the vicinity of the Municipal Service Center (MSC). Accordingly, Staff is proposing to move these funds from the operating budget in Public Works and Utilities (Utility Fund) to the Property/Liability Fund, which results in an increase in the transfer payment. These funds cover ongoing testing, material/chemical costs, technical support, maintenance, operation of

the system and other miscellaneous charges. The total cost of \$55,000 for remediation is proposed to be split between the General and Utility Funds; the General Fund's share totals \$33,000. (Net change = +\$33,000)

General Services Department

- Expanded Laserfiche Usage and Increased Annual Maintenance Contract Cost: Staff is proposing additional funds in 2014 for the annual maintenance contract cost associated with the expansion of Laserfiche. Laserfiche is used as the City's enterprise content management software and archival software. Laserfiche can increase productivity and reduce errors by automating many of the current paper driven processes used at COW through database integration, systems integration, barcodes, and workflow. As the City continues to digitize documents, the importance of file management has become ever apparent and resulted in a greater reliance on high quality tools like Laserfiche to assist in the management of files for every department. In 2013, Laserfiche upgraded the software and significantly changed the maintenance pricing structure, basing it on the number of licenses versus bundled pricing. In addition, the City increased the number of software licenses, the net increase shown represents the new ongoing maintenance costs associated with the Laserfiche software. Funds are also budgeted within the Information Technology Department (\$27,810) for part of this annual maintenance contract; Staff anticipates moving the full annual maintenance contract cost to the City Clerk's Office with the 2015/2016 Budget since this program is now managed by the City Clerk's Office. (Net change = +\$30,000)
- Increased Maintenance Costs: Additional funds are recommended for the Building Operations & Maintenance budget for an annual car wash maintenance contract (\$4,200) for the Municipal Service Center (MSC) and for sand trap maintenance and pumping services contract (\$13,400) for the MSC (6 traps), Park Operations (3 traps), all Fire Stations (6 traps), the golf courses (4 traps) and the Public Safety Center (2 traps). Pumping sand traps at regular intervals prevents contents from entering the stormwater system and keeps the City in compliance with Federal, State and local stormwater regulations. These contracts will help maintain drain systems within these facilities for the long term, keep them in regulatory compliance and reduce staff time and costs associated with reactive emergency clean up response. (Net change = +\$17,600)

Fire Department

- Increasing "In-Service" Availability of the Reserve "Fifth" Ambulance: As part of the City's 2014 Service Analysis effort, Staff presented this item to City Council at the Post City Council Meeting on June 24, 2013. City Council directed Staff to continue to explore these modifications and return with more information and a final recommendation as part of the 2014 Budget amendment process.

A "fifth" medic unit (ambulance) has been put into service for emergency response for over five years as staffing and the overtime budget has allowed, utilizing a reserve ambulance unit when not needed as an actual reserve. Approximately 70% of all emergency calls the Fire Department responds to are EMS-related involving a medic unit. The additional funding proposed would allow the Fire Department to fund approximately 21-28 full shifts of overtime and allow for the needed staffing to operate the fifth medical unit full time, with consistent operation of the fifth medical unit across all three shifts year round. No additional staffing is proposed; rather, Staff is proposing to utilize existing FTE (full-time equivalents) through strategic use of overtime throughout the year. Command staff have discussed this proposal with the firefighters and received positive feedback. The operation of the fifth medical unit has been shown to reduce response times citywide, as well as significantly reducing ambulance response times in the Station 4 response area and is one of the most cost effective means of improving emergency medical services to the community.

To help gather citizen input related to this proposal, Staff posted this item as a discussion topic on WestyConnect on the City's Web site. Per WestyConnect statistics as of 9/3/13, 67 people viewed the item, two different "ideas" were posted and a few comments and "ratings" were given to each of the ideas. The two "ideas" given were both supportive of the proposed increase in spending for the fifth medical unit and noted that it would be worth the cost.

Based on further review and analysis, Staff recommends the addition of \$40,000 to the Fire Department overtime budget to allow for the fifth ambulance to be in service throughout the year. (Net change = +\$40,000)

- Adobe Connect Training Software Maintenance: Staff began utilizing Adobe Connect in 2013 to improve the training opportunities for Fire staff. This software allows for firefighters to participate in trainings without having to leave their primary response area to gather in a central location. This program also improves the ability of the department to more efficiently train staff on critical items and provides greater flexibility for scheduling the training. Previously, Staff from the various stations would all have to gather in a central location for training, resulting in increased response times, as well as not providing a convenient way to provide the make-up training to crews who would have to leave the training to respond to calls. This software provides the opportunity for live participation via a video portal and content sharing. The maintenance cost for the Adobe Connect software is \$7,000 in 2014; this new expense is offset by savings in the telephone and electricity accounts. (Net change = -\$1,858)
- Purchase of Two Additional Ambulance Hydraulic Powered Stretchers: In February 2013, the Fire Department applied for a Colorado Department of Public Health and Environment (CDPHE) Provider Grant to replace, enhance and upgrade the Fire Department ambulance hydraulic powered stretchers. Current ambulance stretchers are eight years old and have experienced significant wear and tear performing approximately 35,000 transports during this period. Two replacement hydraulic stretchers were approved in the Adopted 2014 Budget but this grant will allow the replacement of two additional hydraulic stretchers (using the original two as matching funds). The City was awarded the CDPHE Provider Grant and the funds will become available after the first of the year. Since the City has received official word that these grant funds have been awarded, Staff recommends budgeting them directly with the amendment to the Adopted 2014 Budget to help streamline Staff's ability to purchase this important equipment; the increase in State grant revenues was highlighted in the revenue section of this Staff Report. (Net change = +\$28,000)

Community Development Department

- 1.0 FTE Planner II – Temporary Position: A temporary Planner II was approved by City Council via 2012 carryover in August 2013. A total of \$24,375 in temporary salaries was approved for 2013 to hire a temporary Planner II to assist with the significant increase in workload, both in volume and complexity, within the Planning Division. There are a number of important projects underway and pending in the very near future, including master planning the Westminster Center site, completing the update to the Comprehensive Land Use Plan (CLUP), updating the Westminster transit-oriented development plan for the commuter rail station, etc. This position is proposed to continue through 2014, to be funded by 2012 carryover as reflected in the revenue summary. (Net change = +\$65,000)
- Proposed New 0.1 FTE Building Division Secretary/Staffing: Per Human Resources position audits, Staff is recommending that the current Building Permit Technician position be upgraded to an Application Specialist for Accela Automation (Building Division software) daily operations, support and configuration. This position is already functioning in this capacity and is supporting this important software that has resulted in efficiency improvements for Staff and customer

service improvements for citizens and contractors. In addition, after an audit of current work responsibilities, Staff is recommending that the current Building Division Secretary be upgraded to a Building Permit Technician. This position would cover the responsibilities and duties previously held by the Application Specialist. In order to cover necessary administrative support duties, Staff is recommending the reallocation of a vacant 0.4 FTE Building Inspector position to a 0.4 FTE Secretary position. After an analysis of work responsibilities, Staff is recommending an additional 0.1 FTE in 2014 to create a 0.5 FTE Secretary position. Net salary costs for this proposal is \$3,806 and \$647 for benefits (benefits are included within the Central Charges budget). (Net change = +\$3,806)

Parks, Recreation & Libraries

- Department Re-organization: The Department of Parks, Recreation and Libraries (PRL) has invested significant time in the last 15 months surveying, assessing and discussing the needs of residents and non-resident customers with City leaders, citizens, staff, and management. From this thorough review, and with the mid-year budget cycle, recommendations are being made to modify the department structure in order to create efficiencies, generate increased revenue, better utilize leadership and staff, and better align resources to strategic priorities. Overall, this reorganization is intended to streamline and centralize key functions to be more efficient and strategic that had been decentralized previously within the Parks, Recreation and Libraries Department. This is the initial reorganization that primarily focuses on the supervisory level and associated responsibilities; subsequent account changes may occur with the 2015/2016 Budget as Staff refines reporting structures.

The reorganization primarily affects the PRL Administration and the Recreation Divisions. For the Administration Division, four positions are proposed to be reallocated from existing FTE to this division:

- A 1.0 FTE Community Outreach Coordinator is proposed to be created by reallocating a vacant 1.0 FTE Custodian from West View Recreation Center; this function has transitioned to contractual custodial services that better meet the needs of the facility. The new position will oversee the marketing and community outreach efforts of the department, working to more strategically brand and promote the City's recreation (all facilities, parks and programming) and library opportunities. This position will oversee grants for programs and operations and strategic alternative revenue development. This position will work with the existing 1.0 FTE Management Assistant that supports the Westminster Legacy Foundation (currently in Administration), 0.6 FTE Recreation Specialist/Marketing (currently in Recreation Programs), and 0.8 FTE Recreation Specialist/Special Events (currently in Recreation Programs) positions that will be reassigned to this division.
- A 1.0 FTE City Park Superintendent is proposed to be created by reallocating a 1.0 FTE Recreation Supervisor at City Park Recreation and City Park Fitness Centers. This new position will oversee all of the City Park operations – City Park Recreation Center, City Park Fitness Center and City Park grounds (including the Promenade). City Park is the crown jewel of the City's parks and recreation operations; centralizing management and operations under one position will help facilitate programming and management of the site and better coordinate various events and opportunities at City Park. This position will supervise the two recreation facilities as well as the park foreman, crewleader and crew that maintain the grounds.
- A 1.0 FTE Aquatics Supervisor position is proposed to be created by reallocating vacant FTE from the Golf Course Fund (no financial impact to the Golf Course Fund). This new position will oversee and supervise all of the aquatics programming, including full-time, part-time and hourly lifeguards of all three City pools (City Park, Swim & Fitness, and Countryside). All of the current lifeguard positions will move under the supervision of this position. Centralizing

the aquatics program will ensure consistent training curriculum (both for staff and swimming lessons), cross training of staff at the different facilities, and reinforce the importance of the safety role in which the lifeguards serve.

- o A 1.0 FTE Senior Management Analyst position is proposed to be created by reallocating a vacant 0.5 FTE Library Specialist and a vacant 0.5 FTE Library Clerk I/II. This position will focus on sustainability through best business management practices and procedures. It will help develop and coordinate the department budget (both operating and capital improvement), coordinate citywide reports (such as the CIP Status Report, workplan, etc.), coordinate the department’s performance measurement program, and work on a variety of special projects.

In addition, the Recreation Division will be reorganized with the reclassified position of Recreation Facilities Superintendent. The Facilities Superintendent position will have supervision of West View Recreation Center, The MAC, and Swim and Fitness Center. Standley Lake will be permanently moved to the Recreation Division as a section.

These recommendations as part of the proposed department re-organization are listed within the staffing section of the Staff Report’s attachments. The total cost for this re-organization is \$97,626 across the General and Golf Course Funds; the amount shown here reflects only the General Fund. The proposed re-organization is FTE neutral. (Net change = +\$80,853)

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

| General Fund Department | Net Change Proposed to Adopted Budget |
|---|--|
| City Council | \$0 |
| City Attorney’s Office | +\$57,778 |
| City Manager’s Office | +\$31,822 |
| Central Charges (including transfer payments) | -\$1,570,309 |
| General Services | +\$111,147 |
| Finance | +\$22,961 |
| Police | +\$241,317 |
| Fire | +\$115,968 |
| Community Development | +\$150,870 |
| Public Works & Utilities | +\$42,459 |
| Parks, Recreation & Libraries | +\$207,148 |
| TOTAL | -\$555,839 |

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 2014 Budget projected a General Reserve Fund of \$9,646,218 (as of 12/31/13). However, the current balance is \$9,535,384 according to the 2012 audit. Per the Adopted 2013 Budget, an additional \$109,291 will be added to the General Reserve from projected interest earnings, which will bring the balance to 10% as anticipated through the Adopted 2013 Budget (as of 12/31/2013). Per City practice, the City retains 10% of the General Fund budget as the General Reserve Fund target. For 2013, the General Fund, excluding contingency, adopted budget totals \$96,461,094; therefore, the 10% target for 2013 is \$9,646,109. The current General Reserve Fund balance is 9.9% as of 1/1/2013 of the 2013 General Fund. An additional \$204,000 was appropriated

in August 2013 through 2012 carryover, added to the 2013 budgeted amount, brought the total General Fund balance to \$9,848,675 or 10.2%. In addition, the Adopted 2014 Budget includes appropriating \$250,000 from the Sales and Use Tax Fund to the General Reserve Fund. These additions, plus revised interest earnings projections, will bring the General Reserve Fund to \$10,163,488, which is 10.3% of the General Fund operating budget (excluding contingency) and retains a healthy reserve. (Net change = +\$169,215)

| General Reserve Fund | Net Change Proposed to Adopted Budget |
|-----------------------------|--|
| General Reserve Fund | +\$169,215 |
| TOTAL | +\$169,215 |

GENERAL FUND STABILIZATION RESERVE

In recognition of the volatile nature of and our connection to the world economy, preparing for future economic downturns is a high priority. In August 2009, City Council authorized the establishment of a General Fund Stabilization Reserve (GFSR). The GFSR is intended to level out revenue collections, particularly sales and use tax revenues that may fluctuate as a result of the unpredictable nature of the economy. This fund is intended to serve as a stabilizer during periods of reduced revenue collections, allowing City services to continue to be delivered despite downturns in the economy. The target for the GFSR is to fall in a range from 5% to 10% of the total Sales and Use Tax Fund revenue for a given year. During economic downturns, the GFSR may fall below this range, with the anticipation that the GFSR balance will be restored during stronger financial periods.

The Adopted 2014 Budget projected a GFSR of \$4,314,061 (as of 12/31/13). The proposed amended 2014 Sales and Use Tax Fund budget of \$70,645,869 brings the range for the GFSR to \$3,532,293 (5%) to \$7,064,587 (10%) benchmarks. An additional \$350,000 was appropriated in August 2013, from 2012 carryover into the GFSR. The current balance is \$4,027,016 according to the 2012 audit. Per the Adopted 2013 Budget, an additional \$250,000 will be added to the GFSR from the Sales & Use Tax Fund plus projected interest earning of \$41,555. The combination of 2012 carryover and revised projected interest earnings will bring the GFSR to \$4,727,796, which is 6.7% of the total Sales & Use Tax Fund budget for 2014. (Net change = +\$370,396)

| General Fund Stabilization Reserve | Net Change Proposed to Adopted Budget |
|---|--|
| General Fund Stabilization Reserve | +\$370,396 |
| TOTAL | +\$370,396 |

UTILITY FUND

In the review of the Adopted 2014 Budget projected Utility Fund revenues, Staff has identified a number of revenue projections that need to be modified based on 2012 actual and 2013 year-to-date collections. As authorized by City Council in October 2012, the Adopted 2014 Budget and proposed amendment are based on the adopted 4% water and wastewater rate and tap fee increases. Overall, revenues are projected to increase by approximately \$8,926,706 from the originally Adopted 2014 Budget projections. The increase is primarily the result of a more aggressive Capital Improvement Program (CIP) in the Water Fund due to important infrastructure improvements moving forward earlier than originally anticipated; additional information may be found in the Utility Fund CIP section. The most significant revenue adjustments may be found in the following areas:

- Increase in water tap fees (+\$2,217,000)
- Reduction in wastewater tap fees (-\$235,000)
- Increase in the transfer from the water Capital Project Reserve (CPR) (+\$7,015,859)

For 2014, water taps are projected to increase approximately \$2.2 million (+41%) and wastewater taps are projected to decrease approximately \$235,000 (-18%) from the Adopted 2014 Budget. These changes are the result of the adopted tap fee rate increase going into effect in January 2014 as well as an increase in development projects anticipated to commence during 2014. Overall, this results in more tap fee revenues being available to fund infrastructure needs within the Capital Improvement Program (CIP). However, despite these additional tap fees projected for 2014, Staff is recommending a more aggressive CIP to ensure needed infrastructure improvements are addressed to improve citywide issues and as key projects and redevelopment efforts move forward. While the amount of funding from water and wastewater rates continue to increase in addressing capital investments, use of CPR funds is needed to fund the Adopted 2014 CIP budget. In the Adopted 2014, \$1,604,000 was budgeted as a transfer from the water CPR to fund the CIP; however, the amount needed from the CPR is \$8,619,230 to fund the more aggressive, proposed amendment to the Adopted 2014 CIP.

Staff believes continuing to follow this practice of utilizing the CPR as needed and replenishing the fund per the City Council adopted policy provides for consistent funding of needed capital improvements and continued investment in the R&R of the utility in a timely manner.

All Utility Fund Departments

- Pay Plan Market Adjustment: As noted in the General Fund section, Staff is proposing a 1% market adjustment as part of the amended Adopted 2014 Budget to the five Pay Plans. Based on updated salary projections and employee turnover, projections for the 1% market adjustment have been revised to \$89,124 in 2014.
- Step and Merit Salary Adjustments: As noted previously, the Adopted 2014 Budget includes step and merit increases for eligible employees in the Utility Fund. Based on updated salary projections and employee turnover, projections have been revised for step (\$57,028) and merit (\$63,681) to equal \$120,709 in 2014.
- Position Reclassifications: As noted previously, as part of the mid-year budget development cycle, numerous requests are made for specific review of position classifications after all benchmark classifications are reviewed in the even year budget cycle. A list of recommendations for position reclassifications after a thorough review is included within the staffing section of the Staff Report's attachments. The Information Technology Department is recommending a re-organization to the Information Systems Section after a review of classifications, responsibilities and departmental needs and is highlighted in the IT section below. The net change here includes the Information Technology Department re-organization costs noted later in this Staff Report. (Net change = +\$74,761).

Central Charges

- Regular Salaries: City Council may recall that the total for market, step, merit and audit/reclassification adjustments are all budgeted within the Central Charges budget for the second year of the adopted two-year budget; with the mid-year budget amendment, these funds are moved out into the respective departments based on HR's salary projections based on current staff and therefore Central Charges budget has a significant reduction overall. (Net change = -\$322,264)
- Medical/Dental Insurance Premiums: Staff originally budgeted for an anticipated 6% increase in medical and dental insurance costs in the Adopted 2014 Budget based on continued health care cost pressures. Due to aggressive efforts to reduce claims by the Wellness Program, the creation of the Employee Health Center, marketing of the City's plans and lower claims history, the City's insurance renewals came in at a 4.5% increase in overall premium costs in 2014. Staff recommends this adjustment to both the employer as well as the employee premiums. (Net change = -\$67,547)

- Retirement contribution: This expense is projected to be \$39,557 less than originally budgeted based on current salary projections and past expenditures in this account. This reduction does not result of from any changes to the City's contribution rate to employees' pensions. (Net change = -\$39,557)
- Medicare: As stated above, due to updated projections Staff is recommending a \$13,505 reduction to the Medicare budget. The Adopted 2014 Budget included \$124,505 for this expense in the General Fund. (Net Change = -\$13,505)
- Transfer Payment to Property Liability Fund: As noted previously, Risk Management has assumed the responsibility of administering the ongoing activities associated with the monitoring and remediation of the gasoline issues in the vicinity of the Municipal Service Center (MSC). The total cost of \$55,000 for remediation is proposed to be split between the General and Utility Funds; the Utility Fund's share totals \$22,000. (Net change = +\$22,000)
- Transfer Payment to the Wastewater Capital Project Reserve (CPR) Fund: With the modifications proposed in the Wastewater section of the Capital Improvement Program budget, the transfer payment from the Wastewater Fund to the CPR of \$760,044 is recommended to be eliminated. The CPR functions as a "savings account" where funds are accumulated to be used at various times to fund major projects that would not be funded from a single year's revenue. The CPR is funded by both rates and tap fees and used in concert with current revenues generated by the Utility (i.e., tap fees and rates collected each year). The goal of the annual water/wastewater rate adjustments is to provide steady, predictable increases in water/wastewater costs for the homeowner or business. Per Council direction, Staff works to avoid long periods with no increases and then significant sporadic increases in fees to address funding needs. Tap fees, which also fund capital projects, are diminishing as the City approaches build out and annual water/wastewater rate increases provide needed funds towards repair and replacement (R&R), gradually increasing the amount of funds being provided through rates to eventually fully fund the R&R needs of the utility. In the Adopted 2014 Budget, Staff had projected to replenish the wastewater CPR by approximately \$760,000 based on the current policy. However, in light of the additional capital project needs for 2014, Staff recommends utilizing these revenues to fund needed capital improvements, investing in the R&R of the utility. (Net change = -\$760,044)

Information Technology

- Department Re-organization: The Information Technology Department is recommending a re-organization to the Information Systems Section after a review of classifications, responsibilities and departmental needs. These classification changes result in exemption changes for 4.0 FTE. From this analysis, Staff is recommending reclassifying 7.0 FTE Exempt System Analyst/Senior System Analyst to 4.0 Non-Exempt Technical Support Specialist/Senior Technical Support Specialist FTEs and 3.0 Exempt Systems Administrator FTEs. Staff believes this structure clarifies FLSA exemption status and better reflects work currently being done and operational needs of the organization by employees. The proposed structure also allows the department to better adapt to future changes in the technology industry. (Net change = +\$54,681)
- Non-Exempt Overtime: With the department reorganization, Staff is proposing the reallocation of \$6,000 within the Information Technology Department from its computer hardware/software capital outlay account to be available for overtime of 4 FTEs that were reclassified from exempt (not eligible for overtime) to non-exempt (eligible for overtime). The funds will give management the flexibility to meet any unforeseen operational needs under the new staffing model. (Net change = \$0)

Public Works and Utilities Department

- Proposed Addition of a 0.25 FTE Laboratory Aide: Staff is proposing the addition of 0.25 FTE to an existing 0.75 FTE Laboratory Aide in the Water Quality group of the Utilities Planning and

Engineering Division. This would result in a 1.0 FTE for this position. Staff feels that this additional proposed FTE will improve drinking water quality sampling and technical support for utilities operations. The Lab Aide position is responsible for collecting over 150 potable water samples per month throughout the City of Westminster to comply with state and federal regulations. Due to changes in regulations and increases in mandated compliance testing, the current 0.75 FTE Laboratory Aide position is unable to complete all duties in 30 hours per week. The Laboratory Aide is responsible for the collection of every sample required for Safe Drinking Water Act (SDWA) compliance each month to fulfill the requirements of six individual regulations. Starting in 2014, the City will be required to do sampling for two more SDWA rules. The triennial lead and copper sampling will require a significant amount of Staff time to identify sample sites, deliver bottles, and collect samples. Staff will also need to conduct quarterly sampling for the Unregulated Contaminant Monitoring Rule 3 (UCMR3). This will entail very complex sampling for a long list of very unusual parameters. Besides sampling and analysis, the Laboratory Aide must also coordinate deliveries of samples to other laboratories when outside analysis is required. This position also supports the utilities crews replacing or installing new pipe in the distribution system by providing a required bacteria test. Additional hours for the Laboratory Aide will improve crews' ability to complete service connections quickly. This proposed additional 0.25 FTE equals \$10,228 in salary costs and \$1,739 in benefits (benefits are included within the Central Charges budget). (Net change = +\$10,228)

- Water and Wastewater Fund Vehicle/Major Equipment Replacements: As part of the FY 2012 carryover appropriation into 2013, City Council authorized the creation of Water and Wastewater Capital Outlay Replacement projects and appropriated \$850,000 into these two accounts (Water = \$500,000 and Wastewater = \$350,000). These accounts will function like the General Capital Outlay Replacement Fund (GCORF) for vehicle, large equipment and copier replacements. Much like GCORF, these new accounts in the Utility Fund will help address the ebbs and flows of equipment replacement costs and allow any savings achieved during the purchase process to be retained within these accounts to help offset future years' expenses. As part of this strategy, Staff is proposing to move funds that were budgeted for vehicle and large equipment purchases from the respective operating accounts in the Utility Fund to the two new capital outlay replacement projects in the Capital Improvement Program (CIP). These amounts were originally \$564,000 in the Water Fund and \$91,000 in the Wastewater Fund. However, Staff is proposing adjustments to budgeted amounts for the tank trailer, semi-tractor and tandem dump truck based on actual purchase costs or revised purchase estimates. This results in an approximate budget savings of \$53,000. These transfers are for the same vehicles/equipment that were approved in the Adopted 2014 Budget and include a tank trailer, a semi-tractor, a tandem dump truck, a one-ton utility truck, a backhoe and a mini-excavator. Staff is rounding the transfer to the Water and Wastewater Capital Outlay Replacement Projects to the nearest thousand per normal CIP budgeting practice; these costs are reflected in the Utility Fund section of the CIP. (Net change associated with movement of expenses = -\$602,000)
- Asphalt Patching – Waterline Replacement: Staff is proposing to re-appropriate \$92,630 from the waterline replacement materials account to the waterline replacement contractual services for improved asphalt patching. Through a coordinated process between Street Operations and Utilities Operations, Staff is proposing a wider milling of the pavement around waterline projects and a corresponding larger asphalt patch over the area. This new patching approach will support traffic better and allow for an improved ride experience for motorists. Per Staff's workplan and through waterline replacement efforts over the past several years, less water pipe is scheduled for replacement in 2014. This allows for savings to help cover the increased milling and asphalt costs with the revised patching approach. (Net change = \$0)
- Municipal Service Center (MSC) Gasoline Recovery System: Risk Management has assumed the responsibility of administering the ongoing activities associated with the monitoring and

remediation of the gasoline issues in the vicinity of the MSC. Accordingly, Staff is proposing to move these funds from the operating budget in Public Works and Utilities to the Property/Liability Fund. These funds cover ongoing testing, material/chemical costs, technical support, maintenance, operation of the system and other miscellaneous charges. (Net change = -\$55,000)

- Unregulated Contaminant Monitoring Rule 3 (UCMR3): UCMR3 was signed by the Environmental Protection Agency (EPA) Administrator in 2012 and requires public water systems to monitor for 30 contaminants (28 chemicals and 2 viruses). Public water systems serving more than 10,000 people must pay for this monitoring themselves. The City must commence this monitoring in 2014 and then must sample/monitor once every three years after next year. These additional proposed funds would cover outside laboratory services, as the City does not have the equipment in its laboratory to test and recognize many of the 30 contaminants identified by the EPA. The intention of UCMR 3 is to gather data on these contaminants in drinking water and to develop regulatory decisions for these contaminants in the future. (Net change = +\$30,000)
- Water Quality Assessment – Big Dry Creek Wastewater Treatment Facility: The Metropolitan Wastewater District has revised its 2014 costs based on 2012 actual use and revised 2013 estimated use. As a result of the recalculations, the District has reduced the amount owed by the City by approximately \$89,000 than what was anticipated for 2014. Staff is proposing to utilize those savings to conduct a formal water quality assessment in advance of Colorado Department of Health and Environment's (CDPHE) discharge permit renewal process in 2015. This assessment would allow the City to conduct robust testing of the discharge from the facility and address any issues that might be discovered before the actual permit process. This assessment would investigate and assess important nutrient and contaminants, including phosphorus. No additional funds are requested, as the savings from the Metropolitan Wastewater District charges for 2014 would cover this assessment. (Net change = \$0)

Water and Wastewater Capital Improvement Program (CIP)

Overall, the adopted Water and Wastewater 2014 Capital Improvement Program (CIP) is proposed to increase from \$16,807,000 to \$27,377,000 (net change = +10,570,000) as a result of available funds and a more aggressive improvement program primarily associated with addressing key infrastructure needs associated with the Little Dry Creek Wastewater Interceptor and Water Pressure Zone 3 Enhancements. These projects have been planned to occur in the next 5-10 year horizon but potential key new developments and redevelopments are moving forward, bringing potential new residential housing earlier than originally anticipated. As such, projects planned on the horizon need to move forward to ensure proper wastewater and water system infrastructure is in place to permit this development/ redevelopment to happen. The additional funds needed are proposed through the Capital Project Reserve as noted previously. The proposed amended CIP is all "pay as you go;" no debt funding is proposed as part of the 2014 program.

The following list summarizes the proposed changes to the Utility Fund CIP for 2014:

- Water and Wastewater Fund Vehicle/Major Equipment Replacements (Water and Wastewater): As described in the Public Works and Utilities operating budget section, Staff is proposing to move funds that were budgeted for vehicle and large equipment purchases from the respective operating accounts in the Utility Fund to the two new capital outlay replacement projects in the CIP. (Net change associated with movement of expenses = +\$602,000)
- Data Backup and Recovery System (Water and Wastewater): At the January 28, 2013 City Council meeting, Council authorized Staff to use funds from the 2013 Microsoft Software Replacement project to complete the critical Data Backup and Recovery System project in 2013, one year earlier than scheduled. Staff bundled the storage area network (SAN) replacement with the data backup and recovery system, due to an excellent cost proposal from Dell that centralized

storage, reduced administrative overhead, expanded capacity, enhanced performance, redundancy and protection of critical data. As noted in that original Agenda Memorandum, with the mid-year 2014 Budget review, Staff is proposing that funds originally appropriated for this project in 2014 be redirected to the Microsoft Software Replacement project account for upcoming software needs. (Net change = -\$40,000)

- Microsoft Software Replacement (Water and Wastewater): Per the description in the Data Backup and Recovery System project, Staff is proposing that funds originally appropriated for that project in 2014 be redirected to the Microsoft Software Replacement project account for upcoming software needs. The project total budget increases from \$61,000 to \$101,000 in the Utility Fund. A similar request is found in the General Capital Improvement Fund section of this Staff Report. (Net change = +\$40,000)
- Little Dry Creek (LDC) Interceptor Repair – England Park to Lowell Boulevard: Staff is proposing to close this project and reallocate funds to the LDC Interceptor Repair Design Project described below. This project will still need to proceed in future years but for 2014, the funds are recommended to be reallocated for the larger LDC Interceptor Repair Design project that will incorporate seven components of LDC improvements system wide under one design consultant. (Net change = -\$1,200,000)
- Little Dry Creek (LDC) Interceptor Repair – 70th Avenue from Sheridan Boulevard to England Park: Staff is proposing to close this project and reallocate funds to the LDC Interceptor Repair Design Project described below. This project will still need to proceed in future years but for 2014, the funds are recommended to be reallocated for the larger LDC Interceptor Repair Design project that will incorporate seven components of LDC improvements system wide under one design consultant. (Net change = -\$700,000)
- Little Dry Creek (LDC) Interceptor Repair Design - NEW: The City completed an extensive survey of the age, condition, and hydraulic capacity of its large-diameter sewer mains in 2011. As part of that effort, several sewer pipeline projects were identified throughout the City and prioritized for repair or replacement. Adopted 2014 projects focused on the sewers in southern part of the City, as this area showed both hydraulic capacity and age/condition issues. City Council originally appropriated funds in 2014 for two LDC interceptor segments, which included England Park to Lowell Boulevard and 70th Avenue from Sheridan Boulevard to England Park. Other priority LDC interceptor project segments identified for “outyears” in the CIP included 64th Avenue to the Pecos Sewer Outfall, England Park at Elk Drive, Wolff Street to Utica Street, 78th Avenue and Xavier Street, and U.S. 36 and 88th Avenue. Work is needed in all of these areas to replace aged piping that is in poor condition and also to improve hydraulic capacity to support existing City customers, City growth, development, and redevelopment. Overall, this work will enhance the safety and reliability of the City’s sewer service in the southern third of the City. Staff’s proposal to combine all of these LDC interceptor segments into one project for initial design work would improve construction sequencing, accelerate construction, streamline project costs and Staff resources, and improve site safety and security. The proposed budget would fund design, permitting, and land acquisition anticipated for the larger combined project. Staff will prepare cost estimates as the design work commences during 2014 and request additional funds in future years for construction. (Net change = +\$2,520,000)
- Payment in Lieu of Use Tax (Wastewater): This item represents a payment from the City’s Utility Fund to the City’s Sales and Use Tax, public safety tax, and Parks, Open Space and Trails (POST) Funds. Use taxes must be paid on materials used by contractors on projects for all institutions, including governmental, religious and charitable organizations. This payment is calculated based on estimated construction materials used in projects undertaken and managed by the Utility Fund, calculated at the 3.85% use tax rate. This proposed reduction is based on reduced construction activity in 2014 per the proposed shifting of resources from construction projects for the LDC interceptor to the larger LDC interceptor design effort outlined above. (Net change = -\$34,000)

- Bradburn Drive Water Main Replacement – Lowell Boulevard to Gregory Hill Tanks - NEW: Staff is proposing to move this waterline replacement project from 2015 to 2014 to be consolidated with another major capital project occurring in this location in 2014 (Lowell Boulevard Water Main Replacement from 84th Avenue to Bradburn Boulevard). Aligning project work in this way streamlines Staff resources and reduces project costs, while also allowing the City to complete work at the site more quickly to minimize impacts to citizens and businesses in the area. (Net change = +\$650,000)
- Zuni Water Main Replacement – 84th Avenue to 88th Avenue - NEW: Staff is proposing to move this waterline replacement project from 2015 to 2014 to be consolidated with another major capital project occurring in this location in 2014 (88th Avenue Water Main Replacement – Federal Boulevard to Zuni Street). Aligning project work in this way streamlines Staff resources and reduces project costs, while also allowing the City to complete work at the site more quickly to minimize impacts to citizens and businesses in the area. (Net change = +\$900,000)
- Pump Station Equipment – Major Repair and Replacement – North Park Pump Station Improvements - NEW: Staff is proposing to move this pump station project from 2015 to 2014 to be consolidated with another major capital project occurring in this location in 2014 (Wandering View Pump Station Improvements and Major Repair and Replacement efforts). Aligning project work in this way streamlines Staff resources and reduces project costs, while also allowing the City to complete work at the site more quickly to minimize impacts to citizens and businesses in the area. The North Park Pump Station project would include pump replacement, electrical equipment replacement, installation of a standby generator and relocation from its current below ground vault to within the existing Wandering View Pump Station building to enhance access, maintenance, and safety for operations Staff. (Net change = +\$900,000)
- Northwest Water Treatment Facility (NWTF) Storage Tank Major Repair and Replacement: Staff is proposing to eliminate funding for this project in 2014 per City Council’s appropriation and acceleration of funds for this project in 2013 through the 2012 carryover appropriation action (critical path/priority project). Moving the funds forward to 2013 will allow for construction to occur before the 2014 high water demand season. (Net Change = -\$1,500,000)
- Hydropillar Two Million Gallon Tank Major Repair and Replacement - NEW: Staff is proposing to accelerate this project from 2015 to 2014. Recently completed inspections of the City's water system storage tanks identified the need for several improvements to extend the lives of the tanks and improve reliability within the distribution system. Due to the size and scope of recommended construction activities anticipated for all of the City’s tanks, improvements to the tanks require a multi-year effort to spread out project costs and limit the number of tanks that are offline at any given time. The City adopted a prioritized implementation scenario for the timing of the City's tank repairs and rehabilitation of the Hydropillar elevated storage tank is the next step. This project will repair and replace key components on the Hydropillar elevated storage tank, including replacement of roof supports, improvements to tank access “man-ways” and safety features, and recoating of the tank exterior and interior. This project was originally estimated at \$1,500,000 for 2015; the cost estimate was revised based on actual Wandering View site tank repair experience in 2013 as well as additional cost to seal wrap the tank while the repair and painting occurs to further minimize the impact on the surrounding neighborhood over the standard protective tenting anticipated in the original project. (Net change = +\$2,000,000)
- Gregory Hill Water Tank Major Repair and Replacement - NEW: Staff is proposing to accelerate design of this project from 2015 to 2014, which would allow for construction to commence in 2015 (pending appropriation of funds as part of the 2015 Budget next year). Recently completed inspections of the City's water system storage tanks identified the need for several improvements to extend the lives of the tanks and improve reliability within the distribution system. This project would repair and replace key components on the tanks including replacement of roof supports, improvements to tank overflow piping, access “man-ways” and safety features and recoating of

the tank exterior and interior. Moving the design forward one year positions the City to commence construction more quickly in 2015, pending City Council approval of additional funding as originally planned for 2015. (Net change = +\$375,000)

- **Pressure Zone 3 Expansion - NEW:** This project is for the design of a new pump station, new transmission pipelines and a new elevated water storage tank within the water distribution system. The overall intent of this project is to improve significant portions of the distribution system to meet the level of service experienced elsewhere in the system for adequate water pressure and flow. The project will also provide needed operational storage to meet daily demand fluctuations, emergency needs and fire flow. The Pressure Zone 3 Improvements project involves work between Pierce Street and Yates Street (west/east) and 88th Avenue and the Niver Canal (south/north). The location for the new water storage tank will be determined during design, but is anticipated to be close to the eastern border of the City. The improvements will be sized for buildout demands within the City, including anticipated development and redevelopment (including the Westminster Center Urban Reinvestment Project). The improvements relieve water supply and storage requirements from other pressure zones in the City's water distribution system, thereby increasing levels of service, reliability, and redundancy in a relatively larger portion of the City. Pressure Zone 3 improvements have been planned for many years and are a priority to improve service to a large portion of the City and to support development and redevelopment needs into the future. (Net change = +\$5,900,000)
- **Temporary Engineer/Project Manager - NEW:** The Utilities Planning and Engineering Division is currently staffed to support the City's historic priority project load from year to year. However, the proposed Pressure Zone 3 Expansion and LDC Interceptor projects represent significant work load that is in addition to the efforts required to implement the ongoing CIP. To support this additional work load, an additional 1.0 FTE of an engineering position is proposed for an approximate 2-3 year time frame. Staff have reviewed the costs associated with outsourcing a contract engineer through an engineering firm and believe it is more cost effective and in the best interest of the City to proceed with hiring a temporary engineer. Salary and benefits for this position will be offered consistent with the City's current policy's regarding temporary employees. Funding for the proposed temporary position will be supplied from capital improvement funds on a temporary basis only and will not increase standing operating costs to the City. (Net change = +\$100,000)
- **Payment in Lieu of Use Tax (Water):** This item represents a payment from the City's Utility Fund to the City's Sales and Use Tax, public safety tax, and Parks, Open Space and Trails (POST) Funds as discussed previously in this Staff Report. (Net change = +\$57,000)

Below is a summary chart of the net changes made to the Utility Fund budget.

| Utility Fund Department (Water/Wastewater) | Net Change Proposed to Adopted Budget |
|---|--|
| Central Charges (including Transfer Payments) | -\$1,183,077 |
| Finance | -\$3,223 |
| Public Works & Utilities | -\$572,438 |
| Parks, Recreation and Libraries | \$0 |
| Information Technology | +\$115,444 |
| Water/Wastewater Capital Improvements | +\$10,570,000 |
| TOTAL | +\$8,926,706 |

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 RATE STABILIZATION RESERVE FUND

The Rate Stabilization Reserve (RSR) functions to offset revenue risk associated with low water demand years, normalizing revenues without the need to increase rates. The reserve is designed to minimize or mitigate service cuts and/or rate impacts. Impacts to the rate stabilization reserves are determined by the annual performance of rates versus the budgeted rate revenue.

The target level for this reserve is set at 25% of budgeted revenues for the Water Fund and 10% of budgeted revenues for the Wastewater Fund. The RSR has an upper limit of 140% of the target and a lower limit of 70% of the target. In August, City Council appropriated \$28,510 in carryover for the RSR for the Wastewater Fund to keep the Wastewater balance within the upper portion of the reserve balance target range and reallocated \$342,116 from the Water RSR to the Water CPR to keep the Water balance within the reserve balance target range. The Water RSR balance was \$11,154,365 and the Wastewater RSR balance was \$1,688,100 per the 2012 audit. The Water RSR balance exceeded the 140% upper limit of \$10,812,249 by \$342,116 and pursuant to the City Council adopted Utility Fund Fiscal Policy, these funds were reallocated to the CPR through the carryover action in August.

Based on lower than anticipated interest earnings during 2012 and 2013 and reallocating the water RSR funds through the 2012 carryover process, the current combined RSR cash balance is \$12,594,043, including 2012 carryover adjustments (as of 9/1/13). Staff projects a revised 2014 year-end balance of the RSR of \$12,763,802 that remains in compliance with adopted City reserve policy. (Net change = -\$333,592)

| <u>Utility Rate Stabilization Reserve Fund</u> | <u>Net Change Proposed to Adopted Budget</u> |
|--|--|
| Rate Stabilization Reserve | -\$333,592 |
| TOTAL | -\$333,592 |

UTILITY CAPITAL PROJECT RESERVE FUND

The Capital Project Reserve (CPR) functions as a funding source for new or replacement of assets and emergency funding for repair. Part of the City Council adopted policy builds into the water and wastewater rate structure a component to ultimately cover both ongoing operating and capital costs for the utility so as one time revenues go away (primarily tap fees), an ongoing means to maintain the infrastructure is built into the rates.

Based on the proposed revisions to the Adopted 2014 Utility Fund CIP Budget, Staff is proposing to increase the transfer from the water Capital Project Reserve (CPR) account and eliminate the transfer from the wastewater fund to the wastewater CPR as originally adopted. A total of \$760,044 was originally planned in the Adopted 2014 Budget to be transferred from the wastewater fund to the CPR from rate fees as a “savings deposit” for future capital improvement needs. For the Water CPR expenditure, Staff is proposing an increase from \$1,603,371 to \$8,619,230 to address proactive water tank, water line and Zone 3 enhancement design work earlier than originally planned.

Through the 2012 carryover, City Council appropriated \$4,777,768 to the CPR in the Water Fund plus reallocated \$342,116 from the Water RSR. In addition, City Council appropriated \$1,135,699 to the CPR in the Wastewater Fund. The Water balance was \$19,983,591 and the Wastewater balance was \$2,772,259 per the 2012 audit. With the addition of carryover and interest earnings to date, the revised balance of the CPR as of July 31, 2013, totaled \$27,648,832.

The original Adopted 2014 Budget projected CPR ending balance for 2014 was projected at \$16,531,358. Due to a higher than originally anticipated year-end 2012 balance plus 2012 carryover

in 2013, the CPR retains a healthy balance. Despite the proposed overall increase in utilization of CPR funds in 2014, the revised ending balance in 2014 is projected to total \$19,322,387 (\$15,606,890 in water and \$3,715,497 in wastewater). (Net change = +\$2,791,029)

| Utility Capital Project Reserve Fund | Net Change Proposed to Adopted Budget |
|---|--|
| Capital Project Reserve | +\$2,791,029 |
| TOTAL | +\$2,791,029 |

STORMWATER DRAINAGE FUND

In the review of the Adopted 2014 Budget projected Stormwater Fund revenues, Staff recommends refining some of the revenue projections based on 2012 actual and 2013 year-to-date collections. Overall, revenues are projected to decrease by approximately \$112,000 from the originally Adopted 2014 Budget projections and reductions made in the CIP. Pursuant to the Adopted 2013/2014 Budget, the 2014 revenues for stormwater fee collections do reflect the adopted increase of \$1/month commencing in January 2014 (with subsequent increases of \$1/month in 2015 and again in 2016, bringing the total from \$3/month currently to \$6/month in 2016).

Public Works and Utilities Department

- **Post-Snowstorm Street Sweeping Modifications:** As part of the City’s 2014 Service Analysis effort, Staff presented this item to City Council at the Post City Council Meeting on June 24, 2013. City Council directed Staff to continue to explore these modifications and return with more information and a final recommendation as part of the 2014 Budget amendment process.

Street sweeping costs continue to present the City with budget challenges. In response to increasing budget pressures and in order to ensure necessary resources for other important service demands, the City reduced the frequency of sweeping in 2010 while maintaining a higher level of service than most communities. This resulted in approximately \$100,000 in savings without significant service impacts or complaints. In November of 2012, Staff requested bids for sweeping services for 2013 and only received one bid at over twice the amount of funds budgeted for this service. In response, Staff re-bid the contract and achieved better pricing, but still at \$33,846 over budget. The City’s current street sweeping contract provides for four full rotations citywide, including one in April (spring clean-up), one in July, one in October and one in November (leaf clean-up). This is approximately 4,600 curb miles of sweeping. The contract also includes an estimated 1,600 miles of post storm sweeping, which is performed on all primary and secondary snow routes that receive de-icing applications after every storm (October through March). A breakdown of costs of the City’s current street sweeping contract is provided below:

| | |
|-------------------------------------|------------------|
| 4 Full City Rotations | \$137,000 |
| Post Storm Sweeping | \$76,000 |
| 1 Rotation of CDOT Roadways in City | \$2,660 |
| Emergency Call-Out Sweeping | \$2,200 |
| Subtotal | \$218,271 |
| Contingency | \$15,575 |
| TOTAL | \$233,846 |
| BUDGET | \$200,110 |
| DIFFERENCE | -\$33,846 |

The City's street sweeping program is funded by the Stormwater Fund. In order to address budget challenges and balance competing needs for important stormwater projects, Staff is proposing to adjust the street sweeping program, specifically the City's post snowstorm sweeping approach.

The City's post snowstorm sweeping program is primarily driven by federal air quality/emission reduction requirements (PM 10), which are governed by the Regional Air Quality Council (RAQC) and the Denver Regional Council of Governments (DRCOG) through its Regional Transportation Plan (RTP). The genesis of these reductions was in response to the Denver "brown cloud" from the 1980's. Cities in the Denver metropolitan area are mandated to reduce their emissions associated with sanding/deicing by at least 30% of a determined baseline from 1989. The calculations to determine this baseline and each year's reduction take into account the total amount and type of material applied, along with the total number of snowfighting miles driven. If any post-snowstorm sweeping is performed, a "credit" is calculated that reduces the emissions calculation. Sweeping must be performed within four days of a snowstorm and the type of sweeping (mechanical versus vacuum) factors into this calculation.

Staff revisited these calculations and determined that due to efficient material application and effective snowfighting operations, the City can still meet the PM 10 requirement of a 30% reduction from the 1989 baseline without any post-snowstorm sweeping. In a typical year, the City's reduction would equate to 37%. A contingency would still be necessary in the case of a particularly bad winter where some post-snowstorm sweeping would be necessary to offset extra material usage.

Staff is proposing to discontinue post-snowstorm sweeping, which currently costs \$76,000. In lieu of the post-snowstorm sweeping, Staff proposes adding one citywide sweeping rotation, which would be performed during an appropriate time in the winter. This one rotation would cost an estimated \$34,250 based on the City's current contract. In contrast to the post-snowstorm sweeping that only touches primary and secondary snow routes, this citywide rotation would provide an additional benefit by sweeping all City streets, helping to improve appearance while addressing both the air and stormwater quality requirements. Depending on timing, this winter sweeping could also provide some credit to the City's PM 10 emission reductions percentage. After factoring in the additional sweeping rotation, the City could receive a \$41,678 savings from the discontinuation of post-snowstorm sweeping, helping to address budget pressures (i.e., cost avoidance of the street sweeping cost increase, keeping the cost within available funds).

Staff examined other considerations associated with the discontinuation of post snowstorm sweeping. An environmental perception exists that more post snowstorm sweeping is better, however much of this assumption was based on a time when sand was being applied to metropolitan streets. Today, the City of Westminster does not apply sand to streets. Sand produced larger particulates and contributed to the "brown cloud." Today's salt-based de-icing materials do not have the same impact on air quality and the environmental value/impact of sweeping of these products is questionable. Many other communities report 0% post storm sweeping, including Thornton, Arapahoe County, Centennial, Lone Tree, Commerce City, Federal Heights, Lafayette, Louisville and Wheat Ridge. Most others report some post-snowstorm sweeping, but in practice, it is difficult to confirm if sweeping is actually occurring; this includes the Colorado Department of Transportation. Also, DRCOG's Transportation Improvement Program (TIP) does provide an additional point or two for higher PM 10 emission reductions, but Staff has determined that the potential value of those points does not outweigh the ongoing operating cost savings and higher service level for citywide sweeping that discontinuation of post-snowstorm sweeping could provide.

To help gather citizen input related to this proposal, Staff posted this item as a discussion topic on WestyConnect on the City's Web site. Per WestyConnect statistics as of 8/29/13, 308 people viewed the item, six different "ideas" were posted and several comments and "ratings" were given to each of the ideas. "Ideas" included comments about the advantages and disadvantages of the proposal, including cost savings, better effectiveness with regular sweeping schedules versus sporadic storm sweeping, preserving flexibility with when sweeping occurs, stormwater impacts, windshield hazards, safety for two-wheeled vehicles and median appearances. Suggestions were offered for sweeping every-other-month, cleaning the medians, moving to a regular maintenance schedule and building in flexibility and discretion with a fifth sweeping. Based on this feedback, Staff recommends proceeding with the discontinuation of post-snowstorm sweeping. Due to the budget overrun of the City's 2013 street sweeping contract and projected inflationary and cost increases next year, Staff is not recommending a net change to the street sweeping budget. The reduction of post-snowstorm sweeping would allow for a service enhancement of another Citywide sweeping rotation while hopefully allowing for a sweeping contract within budget. (Net change = \$0)

Stormwater Capital Improvement Program (CIP)

Overall, the adopted Stormwater 2014 Capital Improvement Program (CIP) is proposed to decrease from \$2,053,000 to \$1,941,000 (net change = -\$112,000) as a result of a lower than anticipated interest earnings and slower than anticipated development coming on line. The following projects are proposed to be modified with the mid-year 2014 budget amendment:

- Little Dry Creek Storm Drainage/Retention (Lowell Boulevard to Federal Boulevard): With Westminster Station (FasTracks) and South Westminster transit-oriented development (TOD) 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 stormwater detention facility. Additionally, various properties that are currently in the flood plain will be removed from the floodplain. The project is funding improvements that will include re-aligning Little Dry Creek to move it away from existing single family residences and constructing a regional detention facility near Federal Boulevard, a regional water quality facility, various grade control structures, and pedestrian bridges across the re-aligned creek, including massive excavation to accommodate the needed detention storage. The original estimated total project cost was \$9.1 million; the current estimate is \$16.25 million due to substantial cost increases associated with current market adjustments/conditions, three utility bores necessary under Federal Boulevard being significantly more expensive due to soil conditions, two utility lines needed to be relocated that were not originally identified in the original project scope, the Barnum Publishing's environmental remediation costs were higher than anticipated and additional adjustments necessary due to CDOT's reconstruction of the Federal Boulevard bridge over the rail road tracks (extending the headwalls of the box culvert past the existing right-of-way). Adams County and the Urban Drainage and Flood Control District (UDFCD) are partners with the City on this project and will help fund project costs. The City will continue to request project funds from Adams County and UDFCD on an annual basis as the project moves forward. To date, City Council has appropriated \$5.23 million for this project. For 2014, Staff is proposing to reallocate funding for this project from the South Westminster TOD Storm Sewer project from \$910,000 to \$1,302,000. Storm sewer related project costs associated with the South Westminster TOD (north side of the rail road tracks) project have sufficient funds and these moneys are needed for the project located on the southern side of the rail road. This proposed adjustment is due to this project's needs, high-priority status, project timing related to the FasTracks project, and revised stormwater revenue projections and their impact on the project described below. (Net change = +\$392,000)
- South Westminster TOD Storm Sewer (North Plaza/Infrastructure): This project addresses stormwater-related needs to meet opening day access and operational requirements for

Westminster Station as generally required by the intergovernmental agreement with the Regional Transportation District. As part of the 2014 mid-year budget review, Staff is recommending the reallocation of these project funds to the LDC Storm Drainage/Detention project. Stormwater-related project costs have been sufficiently covered on the northern side of the rail road tracks associated with this project and the funds are needed to fund improvements needed along the southern side of the rail road as noted in the previous project description. Overall, the project funds are recommended to make improvements in the Westminster Station TOD area as originally authorized; the funds are requested to be reallocated to the work along the southern side of the Station. (Net change = -\$500,000)

- Payment in Lieu of Use Tax (Stormwater): This item represents a payment from the City’s Stormwater Drainage Fund to the City’s Sales and Use Tax, public safety tax, and Parks, Open Space and Trails (POST) Funds as discussed previously in this Staff Report. This proposed decrease is based on a slight reduction in construction activity in 2014 based on proposed project funding adjustments. (Net change = -\$4,000)

| 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 | -\$112,000 |
| TOTAL | -\$112,000 |

FLEET MAINTENANCE FUND

- Re-allocation of Expenses: Staff is proposing to reallocate funds between fuel and several other accounts based on history of actual expenditures. No net change is proposed to the overall Fleet Maintenance Fund budget. Staff is proposing a \$41,414 reduction in the fuel account and proposes to reallocate these funds to tires (+\$40,000), overtime and temporary salaries (+\$8,500), software and diagnostic equipment (+\$5,000), uniform program expenses (+\$2,000), car wash soap and magnesium chloride remover (+\$2,500). The remainder of these increases are offset by an adjustment to salary costs based on revised 2014 projections. Under this proposed reallocation, Staff is confident that the \$1,082,036 fuel budget would cover the City’s needs for unleaded and diesel fuel based on historical consumption. As in the past, Staff will continue to pursue and execute fuel purchase contracts that “lock” price points in per gallon for certain quantities when doing so has the potential to save the City money over the course of the year. (Net change = \$0)

| Fleet Maintenance Fund | Net Change Proposed to Adopted Budget |
|-------------------------------|--|
| Fleet Maintenance Division | \$0 |
| TOTAL | \$0 |

GENERAL CAPITAL OUTLAY REPLACEMENT FUND (GCORF)

- Vehicle Cost Adjustments: As discussed in the General Fund – Central Charges section, Staff revisited vehicle needs, specifications and cost estimates and several adjustments are proposed, resulting in a net budget reduction of \$122,000. (Net change = -\$122,000)
- Citywide Copier/Multifunctional Machine Replacement Program: This item was discussed in the General Fund – Central Charges section, and results in a net change of \$67,500. (Net change = +\$67,500)

| <u>General Capital Outlay Replacement Fund</u> | <u>Net Change Proposed to Adopted Budget</u> |
|--|--|
| GCORF | -\$54,500 |
| TOTAL | -\$54,500 |

GOLF COURSE FUND

Revenues continue to remain steady in 2013 with the variety of creative promotions, incentives and advertising being pursued by Golf Course staff. The significant boost in play between 2011 and 2012 due to a recovering economy and outstanding weather conditions led to a significant improvement in Golf Course revenues in 2012; 2013 remains on par with 2012 revenues. Other proposed expenditure adjustments are as follows:

- Regular Salaries: City Council may recall that the total for market, step, merit and audit/reclassification adjustments are all budgeted within the Central Charges budget for the second year of the adopted two-year budget; with the mid-year budget amendment, these funds are moved out into the respective departments based on HR’s salary projections based on current staff and therefore Central Charges budget has a significant reduction overall. (Net change = -\$32,214)
- Pay Plan Market Adjustment: As noted previously, Staff is proposing a 1% market pay plan adjustment to the amended Adopted 2014 Budget. Based on updated salary projections and employee turnover, projections for the 1% market adjustment have been revised to \$10,428 in 2014. Staff believes that this adjustment will help keep the City’s Pay Plan within market and ensure competitive wages.
- Step and Merit Salary Adjustments: The Adopted 2014 Budget includes step and merit increases for eligible employees. Based on updated salary projections and employee turnover, projections have been revised for step (\$7,654) and merit (\$6,458) to equal \$14,112 in 2014.
- Department of Parks, Recreation and Libraries (PR&L) Reorganization: As noted in the General Fund, PR&L has invested significant time in the last 15 months surveying, assessing and discussing the needs of its residents and non-resident customers with staff, city leaders, citizens and management. From this thorough review, and with the mid-year budget cycle, recommendations are being made to modify the department structure in order to create efficiencies, better utilize leadership and staff and better allocate resources. Included within this reorganization is the reallocation of a 1.0 FTE Golfworker position (vacant) to the General Fund for the Aquatics program. These recommendations are part of the proposed department re-organization and are listed within the staffing section of the Staff Report’s attachments. (Net change = -\$29,137)
- Medical/Dental Insurance Premiums: Staff originally budgeted for an anticipated 6% increase in medical and dental insurance costs in the Adopted 2014 Budget based on continued health care cost pressures. Due to aggressive efforts to reduce claims by the Wellness Program, the creation of the Employee Health Center, marketing of the City’s plans and lower claims history, the City’s insurance renewals came in at a 4.5% increase in overall premium costs in 2014. Staff recommends this adjustment to both the employer as well as the employee premiums. (Net change = -\$26,027)
- Medicare: Due to updated projections and Staff turnover, Staff is recommending an increase to the Medicare budget to \$9,052. The Adopted 2014 Budget included \$26,000 for this expense in the Golf Course Fund. (Net change = +\$9,052)
- Irrigation Materials: Due to savings projected in the Legacy Ridge Golf Course as a result of the PR&L reorganization and benefit cost savings, Staff is recommending that funds be reallocated for reinvestment in the irrigation system at this 20 year old facility. Staff is investigating solutions for a recent pipe failure that caused damage in the immediate area at the golf course and proposes the use of these funds to address any needed modifications to the system; should the cost be less than the funds available, Staff recommends utilization for temporary staffing needs at the facility and/or other facility improvements. (Net change = +\$73,888)

- **Capital Improvement Projects:** With the proposed amendment to the Adopted 2014 Budget, Staff is recommending the appropriation of \$200,000 in carryover funds from 2012 that are proposed to be utilized for capital improvements at both facilities and is described in the General Capital Improvement Fund section of this Staff Report. (Net change = +\$200,000)

| Golf Course Fund | Net Change Proposed to Adopted Budget |
|-------------------------|--|
| Legacy Ridge | +\$97,760 |
| The Heritage | +\$102,240 |
| TOTAL | +\$200,000 |

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.).

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 2014, sales and use tax is projected to comprise 64.5% of total General Fund revenues (a slight increase from the adopted level of 63.8%). Over the last several years, multiple factors have put pressure on this revenue source, including increased retail competition, the rise of on-line shopping, instability in the economy and the demise of the Westminster Mall. The City moved to stabilize and diversify sales and use tax revenues in order to provide replacement revenue despite these challenges and has seen positive results from the reinvestment efforts made particularly within urban renewal areas around the City.

Looking forward to 2014, Staff is projecting slightly higher-than-anticipated sales and use tax revenues than included within the Adopted 2014 Budget. Including public safety tax dollars, Staff is proposing a total budgeted revenue figure of \$70,645,869. This represents a 0.2% increase from the originally adopted 2014 Sales and Use Tax Fund total of \$70,513,218.

As a result of these revenue adjustments, the expenditures budgeted within the Sales & Use Tax Fund are proposed to be amended as follows:

- **Transfer to the General Fund:** The overall reduction in General Fund revenues for 2014 results in additional funds needed from the Sales and Use Tax Fund for ongoing services provided in the General Fund. The transfer payment is proposed to increase from \$64,077,684 to \$64,210,335. (Net change = +\$132,651)

| Sales & Use Tax Fund | Net Change Proposed to Adopted Budget |
|---------------------------------|--|
| Sales & Use Tax | +\$132,651 |
| TOTAL | +\$132,651 |

PARKS, OPEN SPACE & TRAILS FUND (POST)

The overall revenues for the POST Fund are projected to increase by \$1,407 as a result of the revised Payment in Lieu of Use Taxes (PILUT) fee the Utility Fund pays for use taxes owed on materials utilized in construction projects. As noted in the Utility Fund, the Water PILUT fees are projected to increase in 2014 as a result of more construction projects proposed to move forward.

Major expenditure modifications proposed for 2014 follow:

Parks, Recreation & Libraries

- Enhanced Open Space Management and More Strategic Open Space Acquisitions: As part of the City’s 2014 Service Analysis effort, Staff presented this item to City Council at the Post City Council Meeting on June 24, 2013. City Council directed Staff to continue to explore these modifications and return with more information and a final recommendation as part of the 2014 Budget amendment process.

To help gather citizen input related to this proposal, Staff posted this item as a discussion topic on WestyConnect on the City’s Web site. Per WestyConnect statistics as of 9/3/13, 277 people viewed the item, three different “ideas” were posted and several comments and “ratings” were given to each of the ideas. “Ideas” included comments supporting the consolidation of the Open Space Board with the Parks and Recreation Board. In addition, some differing views were shared on the value of a sunset for the open space tax with general support for the maintenance of the existing open space land.

City Council authorized funds from 2012 POST Fund carryover in August for the development of a comprehensive open space management plan. Staff will focus initially on the development of this comprehensive management plan that better addresses maintenance needs and return with further recommendations during 2014 in preparation for the 2015/2016 Budget. Additional funds are proposed through the General Capital Improvement Fund in 2014 for Open Space Repair & Maintenance from 2012 POST Fund carryover for interim work in open space while the comprehensive management plan is developed. (Net change = \$0)

| Parks, Open Space, and Trails (POST) Fund | Net Change Proposed to Adopted Budget |
|--|--|
| Community Development/Central Charges | +\$1,407 |
| Park Services | \$0 |
| TOTAL | +\$1,407 |

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 total GCIF is proposed to increase by \$2,979,000 from \$8,449,000 to \$11,428,000 as a result of a proposed appropriation of 2012 carryover into the Capital Improvement Program (CIP). Historically, City Council has appropriated carryover into the CIP as part of the overall carryover appropriation action typically during July or August, separate from the regular budget development or budget amendment process in October. As part of Staff’s service analysis process and as presented to City Council at the June 24, 2013, Post City Council meeting, Staff will now bring forward critical capital project funding requests for appropriation through the carryover appropriation process during the summer; the remaining funds will be incorporated into the biennial budget development or mid-year budget review process. The proposed amendment reflects this change. This approach allows for a more comprehensive review of CIP needs and a greater level of transparency of available funding, while helping line up City Council priorities in one comprehensive CIP document. It will cause the five-year CIP plan to look larger in the first two years with “actual” carryover built in and lower in the out years with estimated carryover built in as Staff will continue its practice of conservative budgeting. Some carryover, primarily in the Parks section of the CIP, comes from dedicated revenue sources and projects proposed via carryover are prioritized based on restrictions associated with the funding sources to ensure compliance. The proposed CIP is all “pay as you go;” no debt funding is proposed.

The most significant revenue adjustments may be found in the following area:

- Increase in carryover (+\$2,917,586)

These revenues are incorporated into the full General Capital Improvement Program as discussed below.

| General Capital Improvement (GCIF) Fund | Net Change Proposed to Adopted Budget |
|--|--|
| Capital Improvements | +\$2,979,000 |
| TOTAL | +\$2,979,000 |

CONSERVATION TRUST FUND

This fund handles the City’s share of State lottery proceeds. The City utilizes these funds for park and recreation facility improvement projects included within the Capital Improvement Program.

The most significant revenue adjustments may be found in the following area:

- Increase in carryover (+\$197,536)

Conservation Trust Funds are budgeted and tracked separately pursuant to State regulations; however, for programming purposes only, these funds are presented as part of the full General Capital Improvement Program as discussed below under the Park Improvements section.

| Conservation Trust Fund | Net Change Proposed to Adopted Budget |
|--------------------------------|--|
| Capital Improvements | +\$207,000 |
| TOTAL | +\$207,000 |

GENERAL CAPITAL IMPROVEMENT PROGRAM (CIP)

The General Capital Improvement Program includes funding from the General Capital Improvement, Conservation Trust and Golf Course Funds. The total General CIP is proposed to increase by \$3,386,000 from \$9,099,000 to \$12,485,000 as a result of a proposed appropriation of 2012 carryover into the Capital Improvement Program (CIP). A total of \$2,514,219 is proposed carryover in the general non-parks CIP and \$810,000 is proposed carryover in the parks section of the CIP.

Descriptions of all projects in the Adopted 2014 CIP are included in an attachment to this Staff Report with proposed modifications noted in that document. Staff’s proposed significant changes to the Adopted 2014 General CIP are summarized below.

- Lowell Boulevard (120th Avenue to 124th Avenue): This project will fund the widening of Lowell Boulevard between 120th Avenue and 124th Avenue to a four-lane arterial street with turn lanes and a raised median. The City and County of Broomfield will manage the project, and Westminster will pay approximately 20% of the cost of the work since only a portion of one northbound lane will be within the City’s jurisdiction. Staff from both jurisdictions are currently working on finalizing the estimated cost of the entire project. The Adopted 2013-2017 CIP included \$1.096 million to be paid in annual increments from 2014-2017. Staff is proposing a \$15,000 increase to adopted 2014 funding for this project in order to facilitate right-of-way acquisition from the Metzger Farm property. This would provide \$289,000 for this element of the project, which is the City of Westminster’s responsibility. Proposed final amounts and timing for project construction funding will be presented as part of the Proposed 2015/2016 Budgets. (Net change = +\$15,000)

- Federal Parkway/122nd Avenue Turn Lane - NEW: This proposed project would provide funding to install a southbound left-turn lane on Federal Parkway onto eastbound 122nd Avenue. Funding is requested to provide enough widening of the asphalt roadway to create the left-turn lane; no curb, gutter or other improvements will be provided at this time. Traffic volumes on Federal Parkway have increased to the point where it is common for southbound, left-turning vehicles to have to wait for northbound traffic to clear the intersection before the left turn can be completed. Since Federal Parkway is a two-lane street, all southbound traffic must come to a complete stop for any left-turning vehicle. This creates delays and increases the possibility of rear end collisions at this intersection. With the forthcoming 300-plus unit Longsview apartment complex to the south of 122nd Avenue (scheduled for completion in 2014), traffic volumes will increase in the area. The developer of the Longsview project will share the responsibility and cost of this improvement (estimate for developer portion is \$20,000 for asphalt widening to the south of the intersection). (Net change = +\$30,000)
- 136th Avenue/144th Avenue Bridge Rail Painting and Repairs - NEW: In 2012, City Council appropriated funds into a project account to repaint and repair the railings on the bridges at 136th Avenue and 144th Avenue. To date, there has been \$289,911 appropriated into this account, most of which are Westminster Economic Development Authority (WEDA) funds from this urban renewal area. This is a 50-50 cost sharing project with the City of Thornton. Staff received only one bid that was \$200,000 above the project budget of \$366,000 (total from both cities) during a recent solicitation process for the repainting of just the 144th Avenue bridge railing, which was rejected. Staff is working with Thornton to re-bid the project at a more attractive/competitive time next year and is also investigating a different type of painting system that may be less expensive, but still very durable. Staff is proposing to add \$142,000 to this project in 2014, which would facilitate the ability to bid both the 136th Avenue and 144th Avenue bridges' railing projects together. Combining these two project into one bid may result in a more competitive bid and would allow for completion of both projects in 2014. (Net change = +\$142,000)
- City Facilities Parking Lot Maintenance Program – Public Safety Center Secured Parking Lot: This ongoing project funds annual contractual crackseal, resurfacing, sealcoating and concrete replacement as required at 98 municipal sites. City Council appropriated funds in 2013 (\$115,000) and 2014 (\$120,000) to rehabilitate the secured parking lot at the Public Safety Center. Pavement at this site is showing distress with groundwater surfacing through cracks. Following a geotechnical investigation in April of 2013, Staff has discovered that in addition to reconstructing the asphalt pavement, an under drain system will need to be installed. This should eliminate groundwater from infiltrating the parking surface. Staff is proposing an additional \$123,000 in 2014 for this project in order to install the under drain system to effectively mitigate the shallow water table challenges at the site. This would bring the total budget for the project to \$358,000. Seeing this project is associated solely with the Public Safety Center, Staff is proposing to move this project to the Public Safety Capital Improvements section. (Net change = +\$123,000)
- Data Backup and Recovery System (General Capital Improvements and Public Safety Capital Improvements): At the January 28, 2013 City Council meeting, Council authorized Staff to use funds from the 2013 Microsoft Software Replacement project to complete the critical Data Backup and Recovery System project in 2013, one year earlier than scheduled. Staff is proposing that funds originally appropriated for this project in 2014 be reallocated to the Microsoft Software Replacement project account for upcoming software needs. (Net change = -\$60,000)
- City Council Chambers and Boardroom Renovation/Upgrades: This project will renovate the City Council Chambers and Boardroom. The project includes renovation of interior spaces that may include flooring, furnishings, finishes, security and enhanced multimedia equipment and function. These rooms have not had major updates since City Hall opened in 1988. City Council appropriated \$25,000 to this project as part of the Adopted 2013 Budget and \$75,000 in the Adopted 2014 Budget to start accumulating needed funds to complete this project. Due to

available 2012 carryover funds, Staff is proposing an amended budget of \$370,000 for this project in 2014, which should fund a majority of the project and allow work to commence in 2014. (Net change = +\$295,000)

- Westminster Station Parking Expansion (4th Story): Westminster Station commuter rail station will go into service in 2016. The City is obligated to provide parking for 350 rail-user vehicles on opening day and plans to do so by constructing a three-story parking structure. City Council has appropriated \$473,000 to date to add a fourth story to the parking structure, which will provide an additional 130 parking spaces to address both expected commuter needs and the prospective demand by transit-oriented development in the area. Staff is proposing to move the originally proposed 2015 funds (\$397,000) for this project forward to 2014 utilizing 2012 carryover (proposed amended 2014 project total = \$770,000). This additional funding will help expedite pursuit of this fourth story. (Net change = +\$397,000)
- Westminster Station Infrastructure – North Side: This project involves planning, design, property acquisition, and street and utility infrastructure needed to meet desirable opening day access and operational requirements for Westminster Station as generally required by the intergovernmental agreement with the Regional Transportation District (RTD). City Council appropriated \$2.6 million in funding in 2013 and 2014 to allow for permanent circulation to be constructed, minimizing construction of temporary facilities, and includes acquisition of additional properties and the design and construction of access to the Station via 69th Avenue by the end of 2015. It also makes possible the assemblage of various parcels into blocks that would be ready for development, an aspect lacking in the current “basic” first phase. Staff is proposing an additional \$56,000 in 2014 from 2012 Adams County Road Tax carryover to help address costs associated with the roadway-related elements of this project. (Net change = +\$56,000)
- North Westminster Station Plaza – Full Buildout - NEW: This project will start setting funds aside to fund the infrastructure costs associated with “full buildout” of the proposed City “betterment” design for Westminster Station. RTD is funding basic elements associated with the station plaza and additional resources will be necessary to realize the complete project. These funds will be utilized to complete the full project, including construction of the improved plaza area itself and other phased improvements that will complement the north side infrastructure improvements for opening day. These funds were originally included in the Adopted 2013/2014 Budget Five-Year CIP for 2016 (\$540,000) and 2017 (\$300,000); Staff proposes to move these funds forward to 2014 utilizing 2012 carryover. (Net Change = +\$840,000)
- Westminster Station Platform (Phase I) and South Plaza: The City’s “betterment” request to RTD would allow for a pedestrian tunnel for the station to be accessible from the south side of the commuter rail tracks at Westminster Station. The current RTD platform includes a pedestrian underpass that is completely enclosed on the south end, requiring pedestrians to utilize enclosed stairwells or ramps to access the platform above. The proposed betterment will allow for the pedestrian underpass to daylight into the Little Dry Creek drainage area and park (i.e., open to the south with no enclosed areas). This would allow patrons to enjoy the 35-acre Little Dry Creek drainage area and park and allow direct access for Adams County residents and to users of the regional pedestrian/bicycle trail. Total project cost is estimated at \$1,750,000. City Council appropriated \$975,000 to this project as part of the Adopted 2013/2014 Budgets (\$400,000 in 2013 and \$575,000 in 2014). Staff is proposing to appropriate an additional \$427,000 to this project from 2012 carryover moving up funds originally proposed in 2015 (a total of \$775,000 was originally proposed for 2015). Additional funds in future years will still be needed to complete this project and will be considered with the development of the 2015/2016 Budget. (Net change = +\$427,000)
- Westminster Station Platform – Full Buildout (Phase II): This project will help fund the infrastructure costs associated with “full buildout” of the proposed City “betterment” design for Westminster Station. RTD is funding basic elements associated with the station platform and

additional resources will be necessary to realize the complete project. These funds will be utilized to complete the full project, complimenting the Phase I work described above. Staff is proposing to appropriate an additional \$200,000 to this project from 2012 carryover; these funds were originally proposed in 2015. (Net change = +\$200,000)

- Laserfiche Upgrades/Additional Licenses - NEW: This proposed new ongoing project would allow for the annual phased addition of software licenses for seamless integration of electronic records to assist with development of workflows to enhance access, operational uses and efficiency. (Net change = +\$54,000)
- Bowles House Soffit and Gutter Replacement - NEW: Staff is proposing a new project to replace the aging soffits and gutters at the Bowles House historic structure, which also hosts the Westminster Historical Society's museum and displays. Due to the advanced age of the building and current condition of the soffits and gutters, replacement is recommended in 2014. Recent rain events have underscored the importance of pursuing this project in a timely fashion. (Net change = +\$46,000)
- Photovoltaic Solar Panel System - NEW: In 2009, the City entered into a power purchase agreement with Main Street Power for the installation of photovoltaic solar panels on four facilities (City Park Recreation Center, Westview Recreation Center, the Public Safety Center and the Municipal Service Center). Pursuant to this agreement, the City set aside the first six years of energy purchase funds as a guarantee to Main Street Power and their financiers that they would receive the income stream from the City's energy payments (\$110,000). At the conclusion of the six-year period, should the City decide to exercise the option to purchase the system, these funds could be utilized towards that purchase. Per Main Street Power, Staff currently estimates that the purchase of the system would amount to approximately \$700,000. In the 2013 City Facility Energy Improvements project, \$150,000 was earmarked for the solar panel system acquisition. Staff is recommending to set an additional \$243,000 aside in 2014. Additional funds would be necessary in future years if this purchase is pursued. (Net change = +\$243,000)
- Citywide Radio System Replacement: In 2011, a capital improvement project was established to start setting funds aside to replace the City's aging radio system with a P25 Digital Interoperable Simulcast Radio System. This project will update the radio technology and will allow for enhanced safety for the community, interoperability with surrounding agencies, and improved coverage and reliability. In January 2013, Council authorized Staff to pursue the purchase and installation of the Cassidian P25 digital inoperable simulcast radio system and related subscriber equipment to support the Citywide Radio System Replacement Project in the amount of \$2,383,975. On August 26, 2013, City Council authorized \$1,273,283 for the purchase of portable radios, mobile radios and related equipment. Proactive project management and effective negotiations have allowed this project to move faster than originally anticipated, and the City Council actions completed the funding needs for this project. The appropriated 2014 funds are no longer necessary and are proposed to be reallocated to other projects, including the Public Safety Center Parking Lot project. (Net change = -\$294,000)
- Golf Course Improvements: This ongoing project provides funds for improvements that will upgrade, update and/or renovate existing facilities at The Heritage Golf Course at Westmoor and Legacy Ridge Golf Course. As a result of 2012 Golf Course Fund carryover availability and based on priority project needs, Staff is proposing that this account increase from \$100,000 to \$300,000 in 2014. In 2014, projects anticipated include installation of permanent sealant for The Heritage shop floor, replacement of table tops in the banquet room at The Heritage, replacement of cast iron water main lines under all bridge crossings at Legacy Ridge, replacement of patio furniture at Legacy Ridge, a new security gate at The Heritage, new pumps and motors at The Heritage and other miscellaneous replacements/improvements. This project also provides funding for replacement needs of the restaurants at both courses. (Net change = +\$200,000)

- Recreation Facilities Improvements: This project provides ongoing funding for the City's recreation facilities for projects that will upgrade, update and/or renovate existing facilities and equipment. Funds cover projects at City Park Recreation Center, City Park Fitness Center, The MAC, Swim and Fitness Center, West View Recreation Center, and Countryside Pool and Facility. As a result of 2012 carryover availability and based on priority project needs, Staff is proposing that this account increase from \$240,000 to \$325,000 in 2014. Planned improvements include locker room improvements, pool equipment replacement, weight and cardio equipment replacement, stereo and security system replacements, replacement of table and chairs, classroom and program area enhancements. Funds will also be leveraged with Recreation Facilities Major Maintenance funds (Building Operations and Maintenance) for painting and flooring improvements. (Net change = +\$85,000)
- Recreation Facilities Major Maintenance (BO&M): This ongoing project provides funding for major facility maintenance for the City's Recreation Facilities based on the Facility Structural Assessment Study. As a result of 2012 carryover availability and based on priority project needs, Staff is proposing that this account increase from \$806,000 to \$986,000 in 2014. Examples of 2014 projects include exterior stucco work at Swim and Fitness Center, boiler replacement at Swim and Fitness Center, fire sprinkler head replacement at City Park Recreation Center, exterior work on the Legacy Ridge Golf Course Clubhouse and hot water heater replacement at The MAC. (Net change = +\$180,000)
- Westminster Sports Center: This project funds facility maintenance activities that will upgrade and/or renovate existing facilities and equipment and complete major facility maintenance associated with the Westminster Sports Center. As a result of 2012 carryover availability and based on priority project needs, Staff is proposing that this account increase from \$20,000 to \$75,000 in 2014. This will allow Staff to address several maintenance items while also allowing funds to start accumulating for the replacement of indoor turf for the large field at the facility. This would occur in a future year (likely 2017) and will require additional funds. (Net change = +\$55,000)
- Public Art Maintenance and Historic Preservation - NEW: As a result of 2012 carryover availability and based on priority project needs, Staff is proposing the creation of this project to provide for an ongoing preservation, repair, and maintenance program for art and historic sites owned by the City. Funds would address art preservation and repairs, along with historic site facility maintenance activities that would upgrade and/or renovate existing facilities and equipment. This project would support over 100 individual works of art, along with historic sites including the Semper Farm/Allison Property, Bowles House, Savory and Shoenberg Farms. In 2014, proposed projects include repairs to the circle drive art wall at City Park Recreation Center and inventory of the condition of all public art owned by the City. (Net change = +\$45,000)
- Libraries Repair and Maintenance - NEW: As a result of 2012 carryover availability and based on priority project needs, Staff is proposing to establish this project to provide an ongoing repair and maintenance program for the city owned College Hill and Irving Street Libraries. Funds would address facility maintenance activities to upgrade and/or renovate existing facilities and equipment. In 2014, proposed projects may include restroom countertop replacement, painting in the lower section at College Hill Library, signage for the northeast entrance to the College Hill Library and replacement of the hot water heater circulation pumps at the Irving Street Library. (Net change = +\$40,000)
- Open Space Repair and Maintenance - NEW: As a result of 2012 carryover availability and based on priority project needs, Staff is proposing to establish this project to provide for an ongoing repair and maintenance program for the City's open space properties pursuant to the service analysis discussion with City Council in June. To date, a majority of funding for the open space program has been primarily dedicated to land acquisitions. As the City reaches its open space preservation goal, Staff is proposing a shift in resource allocation to reflect a proactive repair and

maintenance program. This is in response to City Council direction following several discussions, including the Strategic Planning process and the recent service analysis effort. In 2014, Staff will prepare an Open Space Master Plan (separately funded via 2012 carryover in August) and improve on maintenance activities in open space areas including fencing and trail connections. (Net change = +\$225,000)

- Park Operations Facilities Repair and Maintenance - NEW: As a result of 2012 carryover availability and based on priority project needs, Staff is proposing to establish this project to provide an ongoing repair and maintenance program for Park Operations Facilities. Funds will address facility maintenance activities that will upgrade and/or renovate existing facilities and equipment. Facilities that would be supported through this project include the Greenhouse, the Open Space and Forestry Operations facility at the Braugh Property, the Park Operations Center, and the Lift Station and Pumphouse at City Park. Proposed projects in 2014 include replacement of the boiler and exhaust fan at the Braugh Property. (Net change = +\$30,000)

| General Capital Improvement Program | Net Change Proposed to Adopted Budget |
|--|--|
| Streets & Traffic Improvements | +\$187,000 |
| Other Capital Improvements | +\$2,440,000 |
| Public Safety Capital Improvements | -\$51,000 |
| Park Improvements | +\$810,000 |
| TOTAL | +\$3,386,000 |

PROPERTY LIABILITY/WORKERS' COMPENSATION FUND

This fund manages property and liability and workers' compensation programs to minimize liabilities, insure City property and protect employees who are injured on the job. The fund is projected to increase by \$55,000 from transfer payments from the General, Water and Wastewater Funds due to the transfer of the gasoline recovery system management from the Public Works and Utilities Department to the Risk Management Division within General Services.

- Municipal Service Center (MSC) Gasoline Recovery System: Staff is proposing to increase the Property Liability budget by \$55,000 for contractual services associated with the monitoring and remediation of the gasoline issues in the vicinity of the MSC. The contract for services had previously been managed by the Utility Operations Division in the Wastewater Fund and thus the funding was in their budget. Based on the ongoing nature of this case, oversight and management were transitioned to Risk Management. Staff is required by the Colorado Department of Oil and Public Safety (OPS) to continue to monitor the plume and mitigate its impact. These funds cover ongoing testing, material/chemical costs, technical support, maintenance, operation of the system and other miscellaneous charges. (Net change = +\$55,000)

| Property Liability/Workers Compensation Fund | Net Change Proposed to Adopted Budget |
|---|--|
| Property Liability | +\$55,000 |
| Workers Compensation | \$0 |
| TOTAL | +\$55,000 |

SUMMARY OF MODIFICATIONS

The following table summarizes the proposed net changes to each of the funds.

| Fund | Adopted 2014 Budget | Revised 2014 Budget | Net Change |
|--|--------------------------------|--------------------------------|-------------------|
| General | \$100,430,674 | \$99,874,835 | -\$555,839 |
| General Reserve | \$9,994,273 | \$10,163,488 | +\$169,215 |
| GF Stabilization Reserve | \$4,357,400 | \$4,727,796 | +\$370,396 |
| Utility (water/wastewater) | \$56,428,785 | \$65,355,491 | +\$8,926,706 |
| Utility Rate Stabilization Reserve | \$13,097,394 | \$12,763,802 | -\$333,592 |
| Utility Capital Project Reserve | \$16,531,358 | \$19,322,387 | +\$2,791,029 |
| Stormwater Drainage | \$2,848,000 | \$2,736,000 | -\$112,000 |
| Fleet Maintenance | \$2,536,530 | \$2,536,530 | \$0 |
| General Capital Outlay Replacement | \$2,353,451 | \$2,298,951 | -\$54,500 |
| Golf Course | \$3,598,479 | \$3,798,479 | +\$200,000 |
| Sales & Use Tax | \$70,513,218 | \$70,645,869 | +\$132,651 |
| Parks, Open Space, and Trails (POST) | \$5,270,637 | \$5,272,044 | +\$1,407 |
| General Capital Improvement | \$8,449,000 | \$11,428,000 | +\$2,979,000 |
| Conservation Trust | \$650,000 | \$857,000 | +\$207,000 |
| Property Liability/Workers' Compensation | \$2,200,192 | \$2,255,192 | +\$55,000 |
| Debt Service | \$7,595,264 | \$7,595,264 | \$0 |

PAY, CLASSIFICATION AND BENEFITS

Pay and Classification: A biennial review of the pay and classification system with market review of all benchmark classifications is anticipated in 2014 in preparation for the 2015/2016 Budget development.

As part of the mid-year budget review, Staff is recommending a 1% market range adjustment to the Non-Exempt, including the Non-Exempt Police and Fire, Exempt and Administrative Pay Plans in 2014. Incumbent non-exempt employees would receive the 1% increase in January 2014 and exempt and Administrative Officers would be eligible for a merit increase during their annual performance review. This adjustment to ranges will help keep the City competitive with other municipal organizations in the Front Range and assist the City in its ability to attract and retain quality staff. City Council authorized adequate funds for this increase with the adoption of the 2013/2014 Budget.

Additionally, as part of the 2014 mid-year budget review process, the 2014 recommended amended Pay Plan includes classification and title changes. As noted previously in this Staff Report, Department requests, specific classifications, primarily non-benchmark positions, were reviewed in 2013 to ensure proper classification and market alignment. From this review of 35 classifications, Staff is recommending 25 changes that includes title changes and pay adjustments due to changes in position responsibilities; this is separate from the PRL and IT reorganizations. Recommended changes will impact 33.1 Full Time Equivalents (FTE) at a cost of \$112,791.

The City is committed to paying Federal and State Minimum Wages with City Council authorization to make adjustments as necessary with changes in minimum wage requirements. Staff is anticipating changes in 2014 and will make these adjustments to all Pay Plans as appropriate.

Reorganizations: Key position vacancies provide an opportunity for departments to review their current structures and make adjustments to enhance their department effectiveness through better

utilization of staff. As indicated previously, the Department of Parks, Recreation and Libraries has invested significant time in the last 15 months surveying, assessing and discussing the needs of its residents and non-resident customers with city leaders, citizens, staff, and management. From this thorough review, and as part of the mid-year budget cycle, recommendations are being made to modify the department structure in order to create efficiencies, better utilize leadership and staff, and better allocate resources. These recommendations are listed within the staffing section of the Staff Report's attachments.

In addition to proposed structure changes in Parks, Recreation and Libraries, Information Technology is recommending a re-structure to the Information Systems Section after a review of classifications, responsibilities and departmental needs. These classification changes result in exemption changes for 4.0 FTE. From this analysis, Staff is recommending reclassifying 7.0 FTE Exempt System Analyst/Senior System Analyst to 4.0 FTE Non-Exempt Technical Support Specialist/Senior Technical Support Specialist and 3.0 Exempt Systems Administrator. Staff believes this structure better reflects work currently being done and operational needs of the organization by employees. The proposed structure also allows the department to better adapt to future changes in the technology industry.

Proposed New Staff: The Adopted 2014 Budget included a new 1.0 FTE for the Utility Fund. An additional 0.35 FTE is recommended in the Amended 2014 Pay Plan. This includes the recommendation for 0.1 FTE increase in the General Fund and 1.25 FTE increase in the Utility Fund for 2014, resulting in a 1.35 net FTE increase in the 2014 Amended Pay Plan. The 2014 recommendation includes 0.1 FTE in Community Development, Building Division to assist with building permits and 1.25 FTE in the Utility Fund to assist current staff with water and wastewater plant operations maintenance and monitoring. The recommended Amended 2014 FTE Staffing allocation totals 918.741 FTE.

The attached Proposed 2014 Amended Pay Plans reflect the changes to positions identified in the attached Proposed 2014 Budget Proposed Change Sheet, the Parks, Recreation and Libraries Department Proposed Change Sheet and the 2014 Proposed New Position Sheet.

Benefits: General Services Staff continues to work towards providing a quality and sustainable benefits package to employees. The Patient Protection and Affordable Care Act (PPACA), also known as the Affordable Care Act, has significant implications to the City's health and benefits package and was closely monitored this past year. Staff prepared and presented a Staff Report to City Council updating Council on health care reform provisions and the impact to the City. Some provisions have been delayed and Staff continues to work with Hays Consulting staff to make sure the City is in compliance.

City Council has prioritized healthcare cost containment efforts through a long-term planning strategy. Due to competitive marketing and lower claims costs, the City will experience a 4.5% increase in overall healthcare costs in 2014. Aggressive emphasis on personal responsibility for individual preventative health through the City Wellness Program and education on healthcare cost containment through consumer driven choices have helped contain claims costs. One very new strategy was the implementation of an on-site employee health and wellness clinic. The Center for Healthy Living was launched in January of 2013. Implementation of the Wellness Clinic along with current wellness initiatives are designed to impact an increasing cost trend. It will take at least a year of data for Staff to effectively analyze the impact of the clinic on health insurance claims.

Maintaining a healthy, market-based total rewards package is a key element of City Council's Strategic Objective to be a "Financially Sustainable City Government Providing Exceptional Services." The proposed pay and classification changes, market-based Pay Plans Adjustment, 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 these current 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 2014. A total funding level for HSB agencies for 2014 is proposed at \$90,000; this represents an increase of \$10,000 from the 2013 funding level. The list of HSB recommended funding proposed for 2014 is attached to this Staff Report.

CITIZEN REQUESTS REVIEW

Two requests have been received to date for the Adopted 2014 Budget. A public meeting on the Adopted 2014 Budget will be held on Monday, September 9. Should any requests be received at that meeting or within the next week, Staff will research them and provide recommendations to City Council at the September 16 Study Session as part of the mid-year budget review. Any requests received after that date will be reviewed with City Council and included in the final budget amendment proposal to be acted on by City Council on October 14.

- 1) Jefferson County Economic Development Corporation (Jeffco EDC) Forward Jeffco Initiative Request: This item was discussed at Study Session with City Council on August 5, 2013. The following summary is provided for background purposes. On March 4, 2013, representatives from Jeffco EDC presented their "Forward Jeffco Initiative" to City Council and requested financial support in the amount of \$25,000 per year for five years.

Currently, the City provides \$5,000 per year to Jeffco EDC; Jeffco EDC's annual membership request for 2012 was \$8,700 and 2013 was \$8,800. The City provides the same amount (\$5,000) to Adams County Economic Development (ACED) Corporation. ACED's membership request for 2012 was \$21,000; however, in 2013, ACED invoiced only the \$5,000 the City has paid the last few years. Several years ago, City Council determined that the funding levels for both county economic development entities should be equal and have funded it as such. In addition, the City also budgets funds to support the Metro North Chamber of Commerce (\$3,000) and the Metro Denver Economic Development Corporation (\$2,500), along with other economic development organizations and networking groups. Funds are also budgeted to fund support activities for these regional economic development organizations.

At the August 5 Study Session, City Council directed Staff to maintain Jeffco EDC's funding level at \$5,000 and maintain a level of equity with other economic development organizations. City Council expressed interest in waiting to see what results the Forward Jeffco initiative produces before considering additional contributions in the future. Accordingly, Staff does not have additional dollars programmed for Jeffco EDC in the Proposed Amended 2014 Budget.

- 2) Widening of 112th Avenue Between Westminster Boulevard and Wadsworth Boulevard: On April 30, 2013, Staff received an email from Westminster resident Tracy Bond (11545 Marshall Court) requesting that the City plan for and widen 112th Avenue between Westminster Boulevard and Wadsworth Boulevard. Mr. Bond referenced increasing traffic and congestion in the area, the

current U.S. 36 Managed Lanes project and the recent addition of the school on the north side of 112th Avenue (located in the City and County of Broomfield) as reasons to pursue widening of the roadway. Mr. Bond also referenced a desire for improved drainage/storm sewer facilities with 112th Avenue.

Staff is aware of the eventual need to widen this segment of 112th Avenue. Improvements would include roadway widening, curb and gutter installation, associated storm sewer facility improvements, and modifications to the existing railroad crossing. 112th Avenue serves as a boundary between the City of Westminster and the City and County of Broomfield, so this project would need to be a joint project between the two jurisdictions. There are no funds specifically identified in the City's Adopted 2014 Budget or the Adopted 2013-2017 Capital Improvement Program (CIP), however, development opportunities could arise in the short term and expedite this project. The developer of the office park south of 112th Avenue is responsible for improvements to the south side of the roadway. Staff also understands that the City and County of Broomfield is currently reviewing a development plan in the area north of 112th Avenue. Most likely, Broomfield would require that developer to implement roadway improvements as well. Pending the outcome and timing of potential developments in the area, Staff recommends evaluating this project as part of the City's 2015/2016 Budget development process and as such, no funds have been provided for within the proposed amendment for this project.

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. Staff will be in attendance at the September 16th Study Session to review the materials covered in this Staff Report and to answer any questions from City Council.

Reviewing the Adopted 2014 Budget and proposed amendments supports all five of the City's Strategic Plan Goals: Strong, Balanced Local Economy; Safe and Healthy Community; Financially Sustainable City Government Providing Exceptional Services; Vibrant Neighborhoods in One Livable Community; and Beautiful and Environmentally Sensitive City.

Respectfully submitted,

J. Brent McFall

City Manager

Attachment:

- Adopted 2014 Budget – Proposed Amendment Packet



WESTMINSTER

Adopted 2014

Proposed Amendment

City of Westminster
4800 West 92nd Avenue
Westminster, CO 80031

Phone: (303) 658-2016
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WESTMINSTER

BUDGET SUMMARY BY FUND - PROPOSED 2014 AMENDMENT

| | Beginning Balance (1/1/14) | + | Revenues | = Funds Available - | Expenses | - Contingencies = | Ending Balance (12/31/14) |
|--------------------------------|----------------------------------|----------|-----------------------|-------------------------|-------------------------|----------------------|---------------------------------|
| Operating Funds | | | | | | | |
| General | \$265,000 | + | \$99,609,835 | = \$99,874,835 | - \$98,874,835 | - \$1,000,000 | = \$0 |
| Utility Enterprise | \$0 | + | \$65,355,491 | = \$65,355,491 | - \$65,355,491 | - \$0 | = \$0 |
| Total Operating Funds | \$265,000 | + | \$164,965,326 | = \$165,230,326 | - \$164,230,326 | - \$1,000,000 | = \$0 |
| Other Funds | | | | | | | |
| General Reserve | \$9,823,675 | + | \$339,813 | = \$10,163,488 | - \$0 | - \$0 | = \$10,163,488 |
| GF Stabilization Reserve | \$4,685,452 | + | \$42,344 | = \$4,727,796 | - \$0 | - \$0 | = \$4,727,796 |
| Utility Rate Stabilization Rsv | \$12,649,486 | + | \$114,316 | = \$12,763,802 | - \$0 | - \$0 | = \$12,763,802 |
| Utility Capital Projects Rsv | \$27,762,101 | + | \$179,516 | = \$27,941,617 | - \$8,619,230 | - \$0 | = \$19,322,387 |
| Golf Course | \$200,000 | + | \$3,598,479 | = \$3,798,479 | - \$3,798,479 | - \$0 | = \$0 |
| Fleet Maintenance | \$0 | + | \$2,536,530 | = \$2,536,530 | - \$2,536,530 | - \$0 | = \$0 |
| Gen Cap Outlay Replacement | \$0 | + | \$2,298,951 | = \$2,298,951 | - \$2,298,951 | - \$0 | = \$0 |
| Sales & Use Tax | \$0 | + | \$70,645,869 | = \$70,645,869 | - \$70,645,869 | - \$0 | = \$0 |
| Parks, Open Space & Trails | \$0 | + | \$5,272,044 | = \$5,272,044 | - \$5,272,044 | - \$0 | = \$0 |
| Conservation Trust | \$197,536 | + | \$659,464 | = \$857,000 | - \$857,000 | - \$0 | = \$0 |
| General Cap Improvement | \$2,917,586 | + | \$8,510,414 | = \$11,428,000 | - \$11,428,000 | - \$0 | = \$0 |
| Debt Service | \$24,013 | + | \$7,571,251 | = \$7,595,264 | - \$7,595,264 | - \$0 | = \$0 |
| Total Other Funds | \$58,259,849 | + | \$101,768,991 | = \$160,028,840 | - \$113,051,367 | - \$0 | = \$46,977,473 |
| Total Operating Funds | \$265,000 | + | \$164,965,326 | = \$165,230,326 | - \$164,230,326 | - \$1,000,000 | = \$0 |
| Total Other Funds | \$58,259,849 | + | \$101,768,991 | = \$160,028,840 | - \$113,051,367 | - \$0 | = \$46,977,473 |
| (Less Transfers) | \$0 | + | (\$91,903,702) | = (\$91,903,702) | - (\$91,903,702) | - \$0 | = \$0 |
| GRAND TOTAL 2014 | \$58,524,849 | + | \$174,830,615 | = \$233,355,464 | - \$185,377,991 | - \$1,000,000 | = \$46,977,473 |
| Grand Total 2013 | \$46,131,176 | + | \$170,271,662 | = \$216,402,838 | - \$171,258,944 | - \$1,000,000 | = \$44,143,894 |
| Grand Total 2012 | \$33,174,010 | + | \$165,607,277 | = \$198,781,287 | - \$168,178,036 | - \$1,000,000 | = \$29,603,251 |
| Grand Total 2011 | \$32,391,745 | + | \$161,898,244 | = \$194,289,989 | - \$160,037,061 | - \$1,000,000 | = \$33,252,928 |
| Grand Total 2010 | \$39,199,834 | + | \$185,094,130 | = \$224,293,964 | - \$190,295,941 | - \$1,000,000 | = \$32,998,023 |
| Grand Total 2009 | \$64,530,490 | + | \$164,992,350 | = \$229,522,840 | - \$175,387,956 | - \$1,000,000 | = \$53,134,884 |
| Grand Total 2008 | \$45,542,419 | + | \$163,311,676 | = \$208,854,095 | - \$166,636,641 | - \$1,000,000 | = \$41,217,454 |
| Grand Total 2007 | \$48,077,132 | + | \$158,568,005 | = \$206,645,137 | - \$160,102,718 | - \$1,000,000 | = \$45,542,419 |
| 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 |
| Percent Change 2013-2014 | 26.9% | | 2.7% | 7.8% | 8.2% | 0.0% | 6.4% |

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 | 2012 Actuals | 2013 Adjusted (9/1/13) | 2013 Actual (9/1/13) | 2013 Estimated | 2014 Adopted | 2014 REVISED |
|----------------------------------|--------------------|---------------------------|-------------------------|--------------------|--------------------|--------------------|
| Property Tax | | | | | | |
| Property Tax Adams | \$2,285,477 | \$2,450,000 | \$2,240,336 | \$2,310,000 | \$2,500,000 | \$2,350,000 |
| Property Tax Jeffco | \$1,766,764 | \$1,895,000 | \$1,771,132 | \$1,785,000 | \$1,910,000 | \$1,810,000 |
| <i>Total</i> | <i>\$4,052,241</i> | <i>\$4,345,000</i> | <i>\$4,011,468</i> | <i>\$4,095,000</i> | <i>\$4,410,000</i> | <i>\$4,160,000</i> |
| Business Fees & Taxes | | | | | | |
| Public Service Co | \$2,952,008 | \$3,223,200 | \$1,623,036 | \$2,890,000 | \$3,303,780 | \$2,939,133 |
| Qwest/US West Comm | \$150,807 | \$95,000 | \$86,901 | \$152,000 | \$95,000 | \$155,000 |
| Comcast/AT&T Cable | \$1,172,277 | \$1,166,337 | \$596,115 | \$1,180,000 | \$1,186,164 | \$1,194,514 |
| <i>Total</i> | <i>\$4,275,092</i> | <i>\$4,484,537</i> | <i>\$2,306,052</i> | <i>\$4,222,000</i> | <i>\$4,584,944</i> | <i>\$4,288,647</i> |
| Admissions Tax | | | | | | |
| Movie Theaters | \$469,327 | \$455,000 | \$273,816 | \$460,000 | \$460,000 | \$460,000 |
| Bowling Alleys | \$54,751 | \$62,000 | \$40,329 | \$62,000 | \$63,500 | \$63,500 |
| Butterfly Pavillion | \$44,081 | \$39,000 | \$24,697 | \$41,000 | \$40,000 | \$40,000 |
| Cover Charges | \$16,027 | \$18,500 | \$9,138 | \$18,500 | \$19,000 | \$19,000 |
| <i>Total</i> | <i>\$584,186</i> | <i>\$574,500</i> | <i>\$347,980</i> | <i>\$581,500</i> | <i>\$582,500</i> | <i>\$582,500</i> |
| License Revenue | | | | | | |
| Contractors | \$82,900 | \$86,000 | \$58,500 | \$83,250 | \$86,500 | \$86,500 |
| Beer & Liquor | \$90,251 | \$85,250 | \$48,550 | \$86,940 | \$86,500 | \$86,500 |
| Other Licenses | \$51,535 | \$48,500 | \$34,473 | \$48,400 | \$49,000 | \$49,000 |
| <i>Total</i> | <i>\$224,686</i> | <i>\$219,750</i> | <i>\$141,523</i> | <i>\$218,590</i> | <i>\$222,000</i> | <i>\$222,000</i> |
| Building Permit Revenue | | | | | | |
| Adams County Commercial | \$339,696 | \$350,000 | \$644,501 | \$650,000 | \$350,000 | \$350,000 |
| Jefferson County Commercial | \$370,822 | \$350,000 | \$168,450 | \$260,000 | \$350,000 | \$350,000 |
| Adams County Residential | \$662,259 | \$450,000 | \$285,606 | \$420,000 | \$450,000 | \$450,000 |
| Jefferson County Residential | \$409,147 | \$250,000 | \$148,970 | \$250,000 | \$250,000 | \$250,000 |
| <i>Total</i> | <i>\$1,781,924</i> | <i>\$1,400,000</i> | <i>\$1,247,527</i> | <i>\$1,580,000</i> | <i>\$1,400,000</i> | <i>\$1,400,000</i> |
| Intergovernmental Revenue | | | | | | |
| Cigarette Tax | \$263,788 | \$273,000 | \$116,357 | \$255,000 | \$273,000 | \$245,000 |
| Miscellaneous | \$209,643 | \$0 | \$39,500 | \$39,500 | \$0 | \$0 |
| Vehicle/Highway Taxes: | | | | | | |
| HUTF | \$3,223,795 | \$3,238,000 | \$1,570,874 | \$3,238,000 | \$3,240,000 | \$3,240,000 |
| Ownership Adams | \$172,937 | \$172,000 | \$104,078 | \$173,900 | \$175,000 | \$175,000 |
| Ownership Jeffco | \$138,319 | \$141,000 | \$81,883 | \$136,920 | \$144,000 | \$144,000 |
| Vehicle Reg Adams | \$205,584 | \$203,412 | \$116,472 | \$198,402 | \$207,480 | \$207,480 |
| Vehicle Reg Jeffco | \$149,693 | \$147,441 | \$89,450 | \$150,142 | \$147,957 | \$147,957 |
| Road/Bridge Adams | \$414,054 | \$429,250 | \$400,475 | \$418,194 | \$433,543 | \$433,543 |
| Road/Bridge Jeffco | \$418,564 | \$356,343 | \$336,212 | \$341,212 | \$359,907 | \$345,000 |
| <i>Subtotal</i> | <i>\$4,722,946</i> | <i>\$4,687,446</i> | <i>\$2,699,444</i> | <i>\$4,656,770</i> | <i>\$4,707,887</i> | <i>\$4,692,980</i> |

| Source | 2012 Actuals | 2013 Adjusted (9/1/13) | 2013 Actual (9/1/13) | 2013 Estimated | 2014 Adopted | 2014 REVISED |
|--------------------------------|--------------------|------------------------|----------------------|--------------------|--------------------|--------------------|
| State/Federal Grants: | | | | | | |
| Federal Grants | \$125,455 | \$35,000 | \$12,193 | \$105,000 | \$35,000 | \$35,000 |
| State of Colorado | \$373,417 | \$49,480 | \$142,218 | \$175,000 | \$35,000 | \$63,000 |
| County Grants | \$67,999 | \$0 | \$40,541 | \$41,000 | \$0 | \$0 |
| Other Grants | \$2,460 | \$0 | \$1,000 | \$1,000 | \$0 | \$0 |
| CDOT Signal Reimb | \$43,560 | \$44,200 | \$21,780 | \$43,560 | \$44,200 | \$44,200 |
| <i>Subtotal</i> | <i>\$612,891</i> | <i>\$128,680</i> | <i>\$217,732</i> | <i>\$365,560</i> | <i>\$114,200</i> | <i>\$142,200</i> |
| <i>Total</i> | <i>\$5,809,268</i> | <i>\$5,089,126</i> | <i>\$3,073,033</i> | <i>\$5,316,830</i> | <i>\$5,095,087</i> | <i>\$5,080,180</i> |
| Recreation Charges | | | | | | |
| Swim Fitness Center | \$564,603 | \$540,000 | \$392,500 | \$559,650 | \$542,000 | \$542,000 |
| Ice Center Joint Venture | \$1,029,863 | \$968,638 | \$348,193 | \$968,638 | \$963,538 | \$963,538 |
| Countryside Pool | \$69,363 | \$70,000 | \$53,212 | \$70,000 | \$70,000 | \$70,000 |
| Kings Mill Cell Tower Lease | \$13,973 | \$13,800 | \$10,580 | \$13,800 | \$13,800 | \$13,800 |
| Standley Lake | \$562,085 | \$560,000 | \$538,675 | \$560,000 | \$560,000 | \$560,000 |
| General Recreation/Programs | \$1,393,051 | \$1,297,000 | \$1,196,582 | \$1,400,000 | \$1,301,000 | \$1,366,000 |
| Athletic Fields | \$50,819 | \$65,000 | \$40,048 | \$46,000 | \$65,000 | \$50,000 |
| Westminster Sports Center | \$334,829 | \$313,000 | \$173,100 | \$320,000 | \$314,000 | \$314,000 |
| City Park Rec Center | \$1,206,251 | \$1,220,000 | \$892,377 | \$1,220,000 | \$1,220,000 | \$1,220,000 |
| City Park Fitness Center | \$776,524 | \$810,000 | \$550,481 | \$810,000 | \$816,000 | \$816,000 |
| West View Recreation Center | \$434,964 | \$460,000 | \$248,888 | \$450,000 | \$465,000 | \$465,000 |
| Park Rentals | \$53,256 | \$45,000 | \$53,657 | \$50,000 | \$45,000 | \$45,000 |
| The MAC | \$358,661 | \$348,000 | \$223,405 | \$348,000 | \$350,000 | \$350,000 |
| <i>Total</i> | <i>\$6,848,242</i> | <i>\$6,710,438</i> | <i>\$4,721,698</i> | <i>\$6,816,088</i> | <i>\$6,725,338</i> | <i>\$6,775,338</i> |
| Fines & Forfeitures | | | | | | |
| Court Fines | \$1,861,488 | \$2,095,000 | \$1,186,221 | \$2,095,000 | \$2,100,000 | \$2,000,000 |
| Library Fines | \$147,246 | \$165,000 | \$97,197 | \$150,000 | \$166,000 | \$150,000 |
| <i>Total</i> | <i>\$2,008,734</i> | <i>\$2,260,000</i> | <i>\$1,283,418</i> | <i>\$2,245,000</i> | <i>\$2,266,000</i> | <i>\$2,150,000</i> |
| Interest Income | \$117,560 | \$125,000 | \$55,311 | \$75,000 | \$125,000 | \$55,000 |
| Total Reimbursement | \$344,569 | \$55,000 | \$196,929 | \$200,000 | \$55,000 | \$55,000 |
| General Miscellaneous | | | | | | |
| EMS Billings | \$2,357,911 | \$2,018,500 | \$1,452,238 | \$2,300,000 | \$2,022,400 | \$2,150,000 |
| Infrastructure Fee | \$1,437,163 | \$2,129,300 | \$961,639 | \$1,438,000 | \$2,171,886 | \$1,798,000 |
| Rental Housing Inspection Fee | \$187,690 | \$155,000 | \$84,060 | \$145,000 | \$160,000 | \$150,000 |
| Promenade CAM Billings | \$118,576 | \$175,000 | \$171,627 | \$117,000 | \$176,000 | \$176,000 |
| Pension Fund Admin Fee | \$104,175 | \$104,175 | \$72,183 | \$104,175 | \$104,175 | \$104,175 |
| Recording & Filing | \$91,675 | \$80,000 | \$101,981 | \$100,000 | \$80,000 | \$80,000 |
| Sale of Assets | \$26,224 | \$30,000 | \$25,124 | \$30,000 | \$30,000 | \$30,000 |
| Weed Cutting | \$5,014 | \$2,000 | \$2,094 | \$2,000 | \$2,200 | \$2,200 |
| Miscellaneous | \$283,769 | \$286,050 | \$170,668 | \$282,356 | \$282,737 | \$282,737 |
| Passport Fees | \$17,311 | \$21,000 | \$8,038 | \$16,000 | \$22,000 | \$22,000 |

| Source | 2012 Actuals | 2013 Adjusted (9/1/13) | 2013 Actual (9/1/13) | 2013 Estimated | 2014 Adopted | 2014 REVISED |
|--------------------------------|---------------------|------------------------|----------------------|---------------------|----------------------|---------------------|
| Off Duty Police Reimbursements | \$223,747 | \$150,000 | \$147,402 | \$215,000 | \$150,000 | \$150,000 |
| Westminster Faire | \$15,985 | \$16,500 | \$14,162 | \$16,500 | \$17,000 | \$17,000 |
| Street Cut Impact Fee | \$372,865 | \$300,000 | \$90,703 | \$300,000 | \$290,000 | \$290,000 |
| Thornton Reimbursement | \$1,267,250 | \$1,266,650 | \$278,325 | \$1,266,650 | \$1,268,250 | \$1,268,250 |
| GLD Admin Fee | \$50,144 | \$50,144 | \$50,500 | \$50,144 | \$50,144 | \$50,144 |
| SRO Reimbursement | \$69,234 | \$65,000 | \$46,767 | \$65,000 | \$66,000 | \$66,000 |
| Rentals/Leases | \$378,600 | \$401,779 | \$234,858 | \$401,779 | \$401,779 | \$401,779 |
| PD Training Reimb | \$23,341 | \$12,000 | \$21,629 | \$20,000 | \$12,000 | \$12,000 |
| Westin Accommodations Tax | \$785,218 | \$715,000 | \$468,354 | \$770,000 | \$720,000 | \$720,000 |
| Conference Center Fee | \$116,284 | \$101,000 | \$67,722 | \$105,000 | \$102,500 | \$102,500 |
| WEDA Reimbursement | \$122,000 | \$82,000 | \$0 | \$82,000 | \$82,000 | \$82,000 |
| <i>Total</i> | <i>\$8,054,176</i> | <i>\$8,161,098</i> | <i>\$4,470,074</i> | <i>\$7,826,604</i> | <i>\$8,211,071</i> | <i>\$7,954,785</i> |
| Contributions | \$14,268 | \$5,000 | \$3 | \$5,000 | \$5,000 | \$5,000 |
| Lease Proceeds | \$1,124,144 | \$12,262,165 | \$12,262,165 | | \$0 | \$0 |
| Transfer Payments | | | | | | |
| From Utility Fund | \$2,586,775 | \$2,631,577 | \$1,754,385 | \$2,631,577 | \$2,671,050 | \$2,671,050 |
| From Sales & Use | \$59,097,872 | \$61,418,242 | \$40,945,495 | \$61,418,242 | \$64,077,684 | \$64,210,335 |
| <i>Total</i> | <i>\$61,684,647</i> | <i>\$64,049,819</i> | <i>\$42,699,880</i> | <i>\$64,049,819</i> | <i>\$66,748,734</i> | <i>\$66,881,385</i> |
| Total General Fund | \$96,923,737 | \$109,741,433 | \$76,817,061 | \$97,231,431 | \$100,430,674 | \$99,609,835 |
| Carryover | \$1,926,631 | \$1,492,641 | \$1,492,641 | \$0 | \$0 | \$265,000 |
| Total Funds Available | \$98,850,368 | \$111,234,074 | \$78,309,702 | \$97,231,431 | \$100,430,674 | \$99,874,835 |

GENERAL FUND EXPENDITURES

| Activity | 2012 Actuals | 2013 Actual (9/1/13) | 2013 Revised | 2013 Estimated | 2014 Adopted | 2014 Proposed |
|-------------------------------------|-----------------|-------------------------|-----------------|-------------------|-----------------|------------------|
| City Council | \$193,595 | \$131,206 | \$254,094 | \$243,454 | \$254,094 | \$254,094 |
| City Attorney's Office | \$1,168,694 | \$799,705 | \$1,256,450 | \$1,256,450 | \$1,258,829 | \$1,316,607 |
| City Manager's Office | | | | | | |
| Administration | \$1,089,790 | \$712,725 | \$1,151,669 | \$1,108,578 | \$1,150,706 | \$1,176,542 |
| Economic Development | \$428,638 | \$276,867 | \$421,344 | \$425,337 | \$415,344 | \$421,330 |
| <i>Subtotal</i> | \$1,518,428 | \$989,592 | \$1,573,013 | \$1,533,915 | \$1,566,050 | \$1,597,872 |
| Central Charges | \$22,651,004 | \$11,951,359 | \$23,283,157 | \$23,186,416 | \$25,801,901 | \$24,231,592 |
| General Services | | | | | | |
| Administration | \$551,035 | \$424,892 | \$564,949 | \$564,949 | \$560,933 | \$573,082 |
| Human Resources | \$1,177,108 | \$770,680 | \$1,305,559 | \$1,308,509 | \$1,306,119 | \$1,307,476 |
| City Clerk's Office | \$417,646 | \$360,637 | \$559,294 | \$559,294 | \$559,793 | \$608,353 |
| Municipal Court | \$1,424,066 | \$922,887 | \$1,530,848 | \$1,530,848 | \$1,533,994 | \$1,538,116 |
| Building Operations & Maintenance | \$1,795,223 | \$1,166,188 | \$2,049,303 | \$2,046,353 | \$2,050,540 | \$2,095,499 |
| <i>Subtotal</i> | \$5,365,078 | \$3,645,284 | \$6,009,953 | \$6,009,953 | \$6,011,379 | \$6,122,526 |
| Finance | | | | | | |
| Administration | \$389,084 | \$264,585 | \$405,561 | \$405,561 | \$404,442 | \$424,487 |
| Accounting | \$754,496 | \$506,540 | \$809,580 | \$809,580 | \$810,480 | \$821,111 |
| Treasury/Utility Billing | \$294,710 | \$197,173 | \$295,224 | \$295,224 | \$295,443 | \$281,706 |
| Sales Tax | \$575,537 | \$392,420 | \$600,296 | \$600,296 | \$600,296 | \$606,318 |
| <i>Subtotal</i> | \$2,013,827 | \$1,360,718 | \$2,110,661 | \$2,110,661 | \$2,110,661 | \$2,133,622 |
| Police | | | | | | |
| Administration | \$638,497 | \$594,014 | \$829,253 | \$810,609 | \$805,772 | \$822,890 |
| Specialized Services | \$8,329,484 | \$5,424,807 | \$8,497,300 | \$7,963,105 | \$8,573,629 | \$8,632,429 |
| Patrol Services | \$11,668,237 | \$8,029,506 | \$12,003,876 | \$11,395,081 | \$11,957,510 | \$12,122,909 |
| <i>Subtotal</i> | \$20,636,218 | \$14,048,327 | \$21,330,429 | \$20,168,795 | \$21,336,911 | \$21,578,228 |
| Fire | | | | | | |
| Emergency Services | \$11,894,239 | \$8,071,150 | \$12,569,922 | \$12,488,297 | \$12,500,047 | \$12,616,015 |
| <i>Subtotal</i> | \$11,894,239 | \$8,071,150 | \$12,569,922 | \$12,488,297 | \$12,500,047 | \$12,616,015 |
| <i>Subtotal Public Safety</i> | \$32,530,457 | \$22,119,477 | \$33,900,351 | \$32,657,092 | \$33,836,958 | \$34,194,243 |
| Community Development | | | | | | |
| Administration | \$469,221 | \$287,675 | \$496,493 | \$496,493 | \$494,660 | \$502,712 |
| Planning | \$979,985 | \$640,836 | \$1,050,726 | \$1,050,976 | \$1,029,214 | \$1,139,211 |
| Building | \$1,178,057 | \$771,282 | \$1,230,025 | \$1,172,346 | \$1,235,317 | \$1,257,202 |
| Engineering | \$1,438,338 | \$962,523 | \$1,449,567 | \$1,447,517 | \$1,450,754 | \$1,461,690 |
| <i>Subtotal</i> | \$4,065,601 | \$2,662,316 | \$4,226,811 | \$4,167,332 | \$4,209,945 | \$4,360,815 |
| Public Works & Utilities | | | | | | |
| Street Maintenance | \$7,626,793 | \$4,268,900 | \$8,045,715 | \$8,045,715 | \$8,138,234 | \$8,180,693 |
| <i>Subtotal</i> | \$7,626,793 | \$4,268,900 | \$8,045,715 | \$8,045,715 | \$8,138,234 | \$8,180,693 |

| Activity | 2012 Actuals | 2013 Actual (9/1/13) | 2013 Revised | 2013 Estimated | 2014 Adopted | 2014 Proposed |
|--|---------------------|-------------------------|---------------------|---------------------|----------------------|---------------------|
| Parks, Recreation and Libraries | | | | | | |
| Administration | \$743,606 | \$594,322 | \$882,976 | \$857,575 | \$808,907 | \$947,021 |
| Park Services | \$3,476,843 | \$2,362,952 | \$3,677,798 | \$3,667,184 | \$3,668,728 | \$3,671,634 |
| Library Services | \$2,744,338 | \$1,737,747 | \$2,833,617 | \$2,765,469 | \$2,930,076 | \$2,922,484 |
| Standley Lake | \$417,725 | \$319,908 | \$484,871 | \$460,430 | \$486,991 | \$485,424 |
| Design Development | \$352,792 | \$239,437 | \$356,452 | \$348,487 | \$357,194 | \$363,261 |
| Recreation Facilities | \$3,979,878 | \$2,670,893 | \$4,150,163 | \$4,063,177 | \$4,151,490 | \$4,204,693 |
| Recreation Programs | \$2,304,394 | \$1,634,676 | \$2,362,873 | \$2,402,993 | \$2,358,455 | \$2,374,472 |
| <i>Subtotal</i> | \$14,019,576 | \$9,559,935 | \$14,748,750 | \$14,565,315 | \$14,761,841 | \$14,968,989 |
| <i>Subtotal Operating</i> | \$91,153,053 | \$57,488,492 | \$95,408,955 | \$93,776,303 | \$97,949,892 | \$97,361,053 |
| Transfer Payments | | | | | | |
| To Reserve Fund | \$0 | \$204,000 | \$204,000 | \$204,000 | \$0 | \$0 |
| To GSRF | \$500,000 | \$350,000 | \$350,000 | \$350,000 | \$0 | \$0 |
| To Fleet | \$83,326 | \$0 | \$0 | \$0 | \$0 | \$0 |
| To GCORF | \$313,736 | \$14,480 | \$14,480 | \$14,480 | \$0 | \$0 |
| To Property/Liability | \$734,453 | \$800,062 | \$1,045,307 | \$1,045,307 | \$735,735 | \$768,735 |
| To Workers Compensation | \$672,038 | \$448,025 | \$672,038 | \$672,038 | \$672,038 | \$672,038 |
| To WEDA | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$0 | \$0 |
| To Capital Projects | \$937,396 | \$50,086 | \$75,129 | \$75,129 | \$73,009 | \$73,009 |
| <i>Subtotal</i> | \$3,440,949 | \$2,066,653 | \$2,560,954 | \$2,560,954 | \$1,480,782 | \$1,513,782 |
| <i>Subtotal General Fund (including transfers)</i> | \$94,594,002 | \$59,555,145 | \$97,969,909 | \$96,337,257 | \$99,430,674 | \$98,874,835 |
| Contingency | \$0 | \$0 | \$1,000,000 | \$0 | \$1,000,000 | \$1,000,000 |
| TOTAL GENERAL FD EXP | \$94,594,002 | \$59,555,145 | \$98,969,909 | \$96,337,257 | \$100,430,674 | \$99,874,835 |
| Less: CIP Transfers | \$937,396 | \$50,086 | \$75,129 | \$75,129 | \$73,009 | \$73,009 |
| TOTAL GF OPERATING EXP | \$93,656,606 | \$59,505,059 | \$98,894,780 | \$96,262,128 | \$100,357,665 | \$99,801,826 |

UTILITY FUND REVENUES

| Source | 2012 Actuals | 2013 Adjusted (9/1/13) | 2013 Actual (9/1/13) | 2013 Estimated | 2014 Adopted | 2014 REVISED |
|-----------------------------|---------------------|---------------------------|-------------------------|---------------------|---------------------|---------------------|
| WATER REVENUES | | | | | | |
| Contractor's License | \$99,480 | \$75,000 | \$70,190 | \$80,000 | \$75,000 | \$75,000 |
| Interest Income | \$270,406 | \$250,000 | \$144,870 | \$213,000 | \$250,000 | \$233,665 |
| Miscellaneous Income | \$1,755,605 | \$300,000 | \$803,843 | \$800,000 | \$300,000 | \$300,000 |
| Water Sales | | | | | | |
| Residential | \$18,438,022 | \$16,850,000 | \$10,347,820 | \$16,084,000 | \$17,550,000 | \$17,550,000 |
| Commercial | \$6,468,090 | \$6,230,000 | \$3,394,496 | \$5,597,000 | \$6,600,000 | \$6,600,000 |
| Wholesale-Federal Heights | \$1,719,621 | \$1,550,000 | \$1,108,079 | \$1,657,000 | \$1,595,000 | \$1,595,000 |
| Wholesale-Brighton | \$2,236,162 | \$2,220,660 | \$965,300 | \$2,220,660 | \$2,220,660 | \$2,220,660 |
| Water Reclamation | \$2,173,050 | \$2,098,720 | \$1,103,394 | \$1,841,000 | \$2,202,312 | \$2,202,312 |
| Meter Service Fee | \$3,055,521 | \$3,151,386 | \$2,129,478 | \$3,170,000 | \$3,277,442 | \$3,277,442 |
| <i>Total</i> | \$34,090,466 | \$32,100,766 | \$19,048,567 | \$30,569,660 | \$33,445,414 | \$33,445,414 |
| Biosolids Farm | \$84,962 | \$125,000 | \$34,381 | \$83,000 | \$125,000 | \$100,000 |
| Water Tap Fees | | | | | | |
| Residential | \$2,742,813 | \$2,500,000 | \$304,531 | \$7,900,000 | \$3,100,000 | \$7,271,000 |
| Commercial | \$1,236,790 | \$1,000,000 | \$1,222,175 | \$1,445,000 | \$2,250,000 | \$296,000 |
| <i>Total</i> | \$3,979,603 | \$3,500,000 | \$1,526,706 | \$9,345,000 | \$5,350,000 | \$7,567,000 |
| Total Water Revenue | \$40,280,522 | \$36,350,766 | \$21,628,557 | \$41,090,660 | \$39,545,414 | \$41,721,079 |
| WASTEWATER REVENUES | | | | | | |
| Interest Income | \$116,189 | \$115,000 | \$66,843 | \$101,000 | \$120,000 | \$90,182 |
| Miscellaneous | \$34,536 | \$10,000 | \$8,400 | \$10,000 | \$10,000 | \$10,000 |
| Wastewater Sales | | | | | | |
| Residential | \$10,431,466 | \$10,940,000 | \$7,250,004 | \$10,523,000 | \$11,430,000 | \$11,430,000 |
| Commercial | \$2,206,994 | \$2,275,000 | \$1,592,229 | \$2,416,000 | \$2,390,000 | \$2,390,000 |
| <i>Total</i> | \$12,638,460 | \$13,215,000 | \$8,842,233 | \$12,939,000 | \$13,820,000 | \$13,820,000 |

| Source | 2012 Actuals | 2013 Adjusted (9/1/13) | 2013 Actual (9/1/13) | 2013 Estimated | 2014 Adopted | 2014 REVISED |
|---|---------------------|---------------------------|-------------------------|---------------------|---------------------|---------------------|
| Wastewater Tap Fees | | | | | | |
| Residential | \$826,425 | \$545,000 | \$111,442 | \$1,800,000 | \$580,000 | \$990,000 |
| Commercial | \$599,422 | \$515,000 | \$422,401 | \$515,000 | \$750,000 | \$105,000 |
| <i>Total</i> | <i>\$1,425,847</i> | <i>\$1,060,000</i> | <i>\$533,843</i> | <i>\$2,315,000</i> | <i>\$1,330,000</i> | <i>\$1,095,000</i> |
| Total Wastewater Revenue | \$14,215,032 | \$14,400,000 | \$9,451,319 | \$15,365,000 | \$15,280,000 | \$15,015,182 |
| Total W/WW Revenue, excluding tap fees | \$49,090,104 | \$46,190,766 | \$29,019,327 | \$44,795,660 | \$48,145,414 | \$48,074,261 |
| Water Tap Fee Income | \$3,979,603 | \$3,500,000 | \$1,526,706 | \$9,345,000 | \$5,350,000 | \$7,567,000 |
| Wastewater Tap Fee Income | \$1,425,847 | \$1,060,000 | \$533,843 | \$2,315,000 | \$1,330,000 | \$1,095,000 |
| <i>Tap Fees Total</i> | <i>\$5,405,450</i> | <i>\$4,560,000</i> | <i>\$2,060,549</i> | <i>\$11,660,000</i> | <i>\$6,680,000</i> | <i>\$8,662,000</i> |
| Carryover Water | \$3,746,765 | \$7,451,335 | \$7,451,335 | \$7,451,335 | \$0 | \$0 |
| Carryover Wastewater | \$844,390 | \$1,607,209 | \$1,607,209 | \$1,607,209 | \$0 | \$0 |
| <i>Carryover Total</i> | <i>\$4,591,155</i> | <i>\$9,058,544</i> | <i>\$9,058,544</i> | <i>\$9,058,544</i> | <i>\$0</i> | <i>\$0</i> |
| Trsfr-Rate Stabilization Rsv to WFd | \$0 | \$0 | | \$0 | \$0 | \$0 |
| Trsfr-Rate Stabilization Rsv to WW Fd | \$0 | \$0 | | \$0 | \$0 | \$0 |
| Trsfr-Cap Proj Reserve to WFd | \$2,984,511 | \$2,097,065 | \$1,398,043 | \$2,097,065 | \$1,603,371 | \$8,619,230 |
| Trsfr-Cap Proj Reserve to WW Fd | \$982,990 | \$436,107 | \$290,738 | \$436,107 | \$0 | \$0 |
| <i>Capital Project Reserve Total</i> | <i>\$3,967,501</i> | <i>\$2,533,172</i> | <i>\$1,688,781</i> | <i>\$2,533,172</i> | <i>\$1,603,371</i> | <i>\$8,619,230</i> |
| Total Water/Wastewater Revenue | \$63,054,210 | \$62,342,482 | \$41,827,201 | \$68,047,376 | \$56,428,785 | \$65,355,491 |
| STORMWATER DRAINAGE REVENUES | | | | | | |
| Interest Income | \$52,448 | \$50,000 | \$22,245 | \$34,000 | \$50,000 | \$38,000 |
| Miscellaneous | \$1,945 | \$0 | \$17 | \$0 | \$0 | \$0 |
| Residential | \$978,175 | \$1,006,000 | \$659,811 | \$995,000 | \$1,345,000 | \$1,332,000 |
| Commercial | \$1,008,743 | \$1,076,000 | \$683,218 | \$1,021,856 | \$1,453,000 | \$1,366,000 |
| <i>Total</i> | <i>\$1,986,918</i> | <i>\$2,082,000</i> | <i>\$1,343,029</i> | <i>\$2,016,856</i> | <i>\$2,798,000</i> | <i>\$2,698,000</i> |
| Carryover Stormwater | \$418,574 | \$44,136 | \$44,136 | \$44,136 | \$0 | \$0 |
| Total Stormwater Revenue | \$2,459,885 | \$2,176,136 | \$1,409,427 | \$2,094,992 | \$2,848,000 | \$2,736,000 |
| TOTAL Utility Funds Available | \$65,514,095 | \$64,518,618 | \$43,236,628 | \$70,142,368 | \$59,276,785 | \$68,091,491 |

UTILITY FUND EXPENDITURES

| Activity | 2012 Actuals | 2013 Actual (9/1/13) | 2013 Revised | 2013 Estimated | 2014 Adopted | 2014 Proposed |
|--|-----------------|-------------------------|-----------------|-------------------|-----------------|------------------|
| Water Department Expenses | | | | | | |
| Finance | | | | | | |
| Utility Billing | \$613,908 | \$334,402 | \$646,064 | \$644,064 | \$647,977 | \$644,754 |
| <i>Subtotal</i> | \$613,908 | \$334,402 | \$646,064 | \$644,064 | \$647,977 | \$644,754 |
| Parks, Recreation & Libraries | | | | | | |
| Standley Lake | \$104,554 | \$93,247 | \$152,415 | \$126,037 | \$152,417 | \$152,417 |
| <i>Subtotal</i> | \$104,554 | \$93,247 | \$152,415 | \$126,037 | \$152,417 | \$152,417 |
| Information Technology | \$2,614,173 | \$1,704,371 | \$2,868,928 | \$2,868,928 | \$2,876,809 | \$2,992,253 |
| Public Works & Utilities | | | | | | |
| Administration | \$281,596 | \$183,569 | \$335,967 | \$275,157 | \$334,621 | \$348,217 |
| Utilities Planning & Engineering | \$6,055,152 | \$2,949,656 | \$5,938,595 | \$5,883,595 | \$5,981,348 | \$6,063,559 |
| Utilities Operations | \$6,689,671 | \$4,025,968 | \$8,253,239 | \$7,693,513 | \$8,555,152 | \$7,993,579 |
| <i>Subtotal</i> | \$13,026,419 | \$7,159,193 | \$14,527,801 | \$13,852,265 | \$14,871,121 | \$14,405,355 |
| Central Charges | \$20,149,938 | \$3,801,535 | \$7,892,335 | \$7,770,756 | \$8,207,271 | \$7,832,040 |
| <i>Subtotal Water Operating</i> | \$36,508,992 | \$13,092,748 | \$26,087,543 | \$25,262,050 | \$26,755,595 | \$26,026,819 |
| Transfer Payments | | | | | | |
| To General Fund | \$1,655,536 | \$1,124,246 | \$1,686,369 | \$1,686,369 | \$1,711,665 | \$1,711,665 |
| To Utility Rate Stabilization Reserve Fund | \$487,599 | \$0 | \$0 | \$0 | \$0 | \$0 |
| To Utility Capital Reserve Fund | \$5,204,815 | \$4,777,768 | \$4,777,768 | \$4,777,768 | \$0 | \$0 |
| To Property/Liability Fund | \$317,387 | \$342,212 | \$448,318 | \$448,318 | \$318,318 | \$332,618 |
| To Workers Compensation Fund | \$115,207 | \$76,805 | \$115,207 | \$115,207 | \$115,207 | \$115,207 |
| To Sales & Use Tax Fund | \$176,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| To POST Sales & Use Tax Fund | \$13,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| To General Capital Improvement Fund | \$18,200 | \$0 | \$0 | \$0 | \$0 | \$0 |
| <i>Subtotal</i> | \$7,987,744 | \$6,321,031 | \$7,027,662 | \$7,027,662 | \$2,145,190 | \$2,159,490 |
| WATER TOTAL EXPENSES | \$44,496,736 | \$19,413,779 | \$33,115,205 | \$32,289,712 | \$28,900,785 | \$28,186,309 |
| Wastewater Department Expenses | | | | | | |
| Public Works & Utilities | | | | | | |
| Utilities Planning & Engineering | \$359,995 | \$233,364 | \$366,585 | \$366,585 | \$366,585 | \$369,412 |
| Utilities Operations | \$5,177,564 | \$3,650,503 | \$6,591,880 | \$6,513,682 | \$6,184,625 | \$6,075,126 |
| <i>Subtotal</i> | \$5,537,559 | \$3,883,867 | \$6,958,465 | \$6,880,267 | \$6,551,210 | \$6,444,538 |
| Central Charges | \$5,302,410 | \$903,372 | \$2,018,952 | \$2,020,852 | \$2,105,878 | \$2,036,076 |
| <i>Subtotal Wastewater Operating</i> | \$10,839,969 | \$4,787,239 | \$8,977,417 | \$8,901,119 | \$8,657,088 | \$8,480,614 |
| Transfer Payments | | | | | | |
| To General Fund | \$931,239 | \$630,139 | \$945,208 | \$945,208 | \$959,386 | \$959,386 |
| To Utility Rate Stabilization Reserve Fund | \$429,537 | \$28,510 | \$28,510 | \$28,510 | \$0 | \$0 |

| Activity | 2012 Actuals | 2013 Actual (9/1/13) | 2013 Revised | 2013 Estimated | 2014 Adopted | 2014 Proposed |
|--|---------------------|-------------------------|---------------------|---------------------|---------------------|---------------------|
| To Utility Capital Reserve Fund | \$339,633 | \$1,135,699 | \$1,135,699 | \$1,135,699 | \$760,044 | \$0 |
| To Property/Liability Fund | \$170,900 | \$184,448 | \$241,672 | \$241,672 | \$171,672 | \$179,372 |
| To Workers Compensation Fund | \$172,810 | \$115,207 | \$172,810 | \$172,810 | \$172,810 | \$172,810 |
| To Sales & Use Tax Fund | \$58,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| To POST Sales & Use Tax Fund | \$4,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| <i>Subtotal</i> | \$2,106,119 | \$2,094,003 | \$2,523,899 | \$2,523,899 | \$2,063,912 | \$1,311,568 |
| WASTEWATER TOTAL EXPENSES | \$12,946,088 | \$6,881,242 | \$11,501,316 | \$11,425,018 | \$10,721,000 | \$9,792,182 |
| Stormwater Department Expenses | | | | | | |
| General Services | | | | | | |
| Environmental Services | \$78,311 | \$42,646 | \$86,200 | \$86,200 | \$86,200 | \$86,200 |
| <i>Subtotal</i> | \$78,311 | \$42,646 | \$86,200 | \$86,200 | \$86,200 | \$86,200 |
| Community Development | | | | | | |
| Engineering | \$165,873 | \$111,513 | \$174,090 | \$170,886 | \$178,990 | \$178,990 |
| <i>Subtotal</i> | \$165,873 | \$111,513 | \$174,090 | \$170,886 | \$178,990 | \$178,990 |
| Public Works & Utilities | | | | | | |
| Street | \$287,331 | \$108,055 | \$358,590 | \$356,556 | \$329,810 | \$329,810 |
| <i>Subtotal</i> | \$287,331 | \$108,055 | \$358,590 | \$356,556 | \$329,810 | \$329,810 |
| Parks, Recreation & Libraries | | | | | | |
| Park Services | \$138,527 | \$45,290 | \$200,000 | \$140,000 | \$200,000 | \$200,000 |
| <i>Subtotal</i> | \$138,527 | \$45,290 | \$200,000 | \$140,000 | \$200,000 | \$200,000 |
| <i>Subtotal Stormwater Operating</i> | \$670,042 | \$307,504 | \$818,880 | \$753,642 | \$795,000 | \$795,000 |
| Capital Improvements | | | | | | |
| Water Capital Improvements | \$6,225,405 | \$3,693,068 | \$10,385,000 | \$10,385,000 | \$12,248,000 | \$22,154,000 |
| Wastewater Capital Improvements | \$2,204,316 | \$1,681,278 | \$4,592,000 | \$4,592,000 | \$4,559,000 | \$5,223,000 |
| Stormwater Capital Improvements | \$751,245 | \$1,874,564 | \$1,349,000 | \$1,349,000 | \$2,053,000 | \$1,941,000 |
| <i>Total Capital Improvements</i> | \$9,180,966 | \$7,248,910 | \$16,326,000 | \$16,326,000 | \$18,860,000 | \$29,318,000 |
| TOTAL UTILITY ENT. FUND EXP. | \$67,293,832 | \$33,851,435 | \$61,761,401 | \$60,794,372 | \$59,276,785 | \$68,091,491 |

GENERAL CAPITAL IMPROVEMENT FUND REVENUES

| Source | 2012 Actuals | 2013 Adjusted (9/1/13) | 2013 Actual (9/1/13) | 2013 Estimated | 2014 Adopted | 2014 REVISED |
|---|---------------------|---------------------------|-------------------------|---------------------|--------------------|---------------------|
| General Capital Improvements | | | | | | |
| CIP Interest Income | \$305,753 | \$280,000 | \$184,776 | \$280,000 | \$280,000 | \$260,000 |
| ADCO Road Tax | \$1,246,154 | \$1,219,066 | \$498,893 | \$1,247,000 | \$1,243,448 | \$1,243,448 |
| Cash-in Lieu Future Capital | \$2,003,436 | \$2,440,000 | \$2,400,000 | \$2,400,000 | \$40,000 | \$40,000 |
| SID/Development Assessment Pmnts | \$39,935 | \$35,000 | \$39,621 | \$40,000 | \$35,000 | \$35,000 |
| Miscellaneous Income | \$543,056 | \$390,408 | \$49,825 | \$375,583 | \$376,018 | \$375,799 |
| Grants | \$371,267 | \$314,308 | \$87,500 | \$87,500 | \$0 | \$0 |
| Transfer From General Fund | \$659,922 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Transfer from WHA | \$0 | \$0 | \$2,200,000 | \$2,200,000 | \$0 | \$0 |
| Transfer From Sales & Use Tax | \$4,478,076 | \$5,626,591 | \$4,209,140 | \$5,626,591 | \$2,435,534 | \$2,435,534 |
| Transfer From Water Fund | \$18,200 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Transfer From POST | \$710 | \$2,100 | \$2,100 | \$2,100 | \$0 | \$0 |
| Transfer From GCORF | \$0 | \$1,077,552 | \$1,077,552 | \$1,077,552 | \$0 | \$0 |
| Transfer From Medical/Dental Fund | \$300,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Transfer From WEDA | \$268,000 | \$500,000 | \$500,000 | \$500,000 | \$268,000 | \$350,000 |
| Carryover | \$413,092 | \$489,957 | \$489,957 | \$489,957 | \$0 | \$2,514,219 |
| <i>Total General Capital Imp (non-park)</i> | <i>\$10,647,601</i> | <i>\$12,374,982</i> | <i>\$11,739,364</i> | <i>\$14,326,283</i> | <i>\$4,678,000</i> | <i>\$7,254,000</i> |
| Park Capital Improvements | | | | | | |
| Park Development Fees | \$287,411 | \$75,000 | \$28,181 | \$75,000 | \$75,000 | \$75,000 |
| Accommodations Tax | \$1,337,347 | \$1,300,000 | \$810,289 | \$1,345,300 | \$1,313,000 | \$1,313,000 |
| Cash-in Lieu Parks | \$0 | \$50,000 | \$0 | \$50,000 | \$50,000 | \$49,633 |
| Transfer From POST Fund | \$714,417 | \$607,579 | \$430,053 | \$532,579 | \$590,088 | \$590,088 |
| Transfer From General Fd | \$277,474 | \$75,129 | \$50,086 | \$75,129 | \$73,009 | \$73,009 |
| Transfer from Legacy Ridge | \$380,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Transfer from Sales & Use Tax Fund | \$180,336 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Adco Open Space - Grants | \$437,000 | \$434,000 | \$316,975 | \$316,975 | \$0 | \$0 |
| Jeffco Open Space - Grants | \$0 | \$100,000 | \$150,000 | \$100,000 | \$0 | \$0 |
| Adco Open Space - City Share | \$440,135 | \$432,000 | \$262,028 | \$442,000 | \$434,160 | \$434,160 |
| Jeffco Open Space - City Share | \$1,431,687 | \$1,229,292 | \$539,109 | \$1,350,000 | \$1,235,743 | \$1,235,743 |
| Miscellaneous | \$97,551 | \$299,122 | \$298,831 | \$294,700 | \$0 | \$0 |
| Carryover | \$347,621 | \$263,143 | \$263,143 | \$263,143 | \$0 | \$403,367 |
| <i>Subtotal Park GCIF Revenues</i> | <i>\$5,930,979</i> | <i>\$4,865,265</i> | <i>\$3,148,695</i> | <i>\$4,844,826</i> | <i>\$3,771,000</i> | <i>\$4,174,000</i> |
| TOTAL GCIF REVENUES | \$16,578,580 | \$17,240,247 | \$14,888,059 | \$19,171,109 | \$8,449,000 | \$11,428,000 |

SALES & USE TAX FUND REVENUES

| Source | 2012 Actuals | 2013 Adjusted (9/1/13) | 2013 Actual (9/1/13) | 2013 Estimated | 2014 Adopted | 2014 REVISED |
|---------------------------------------|---------------------|---------------------------|-------------------------|---------------------|---------------------|---------------------|
| Sales Tax | | | | | | |
| Returns | \$56,619,288 | \$57,898,885 | \$35,193,677 | \$58,376,794 | \$58,589,348 | \$58,439,406 |
| Audit | \$632,066 | \$855,000 | \$412,329 | \$855,000 | \$860,000 | \$860,000 |
| Refunds | (\$134,801) | (\$91,000) | (\$47,059) | (\$91,000) | (\$91,000) | (\$91,000) |
| Audit Returns | (\$324) | (\$7,500) | (\$1,701) | (\$7,500) | (\$7,500) | (\$7,500) |
| <i>Total</i> | <i>\$57,116,229</i> | <i>\$58,655,385</i> | <i>\$35,557,246</i> | <i>\$59,133,294</i> | <i>\$59,350,848</i> | <i>\$59,200,906</i> |
| Use Tax | | | | | | |
| Returns | \$2,998,334 | \$3,265,000 | \$1,742,163 | \$3,265,000 | \$3,320,000 | \$3,320,000 |
| Building | \$1,927,742 | \$1,786,000 | \$1,800,899 | \$1,950,000 | \$1,793,000 | \$1,793,000 |
| Auto | \$5,728,191 | \$4,995,000 | \$3,627,971 | \$5,580,000 | \$5,020,000 | \$5,340,000 |
| Audit | \$851,092 | \$970,000 | \$983,079 | \$970,000 | \$970,000 | \$970,000 |
| Refunds | (\$499,322) | (\$101,500) | (\$20,950) | (\$101,500) | (\$101,500) | (\$101,500) |
| Collection Fees | (\$286,693) | (\$249,750) | (\$181,495) | (\$279,000) | (\$251,000) | (\$267,000) |
| <i>Total</i> | <i>\$10,719,344</i> | <i>\$10,664,750</i> | <i>\$7,951,667</i> | <i>\$11,384,500</i> | <i>\$10,750,500</i> | <i>\$11,054,500</i> |
| <i>Subtotal Sales & Use Tax</i> | <i>\$67,835,573</i> | <i>\$69,320,135</i> | <i>\$43,508,913</i> | <i>\$70,517,794</i> | <i>\$70,101,348</i> | <i>\$70,255,406</i> |
| Interest Income | \$77,609 | \$85,000 | \$40,646 | \$61,500 | \$100,000 | \$61,000 |
| Payment in Lieu of Use Taxes | \$257,000 | \$265,458 | \$176,972 | \$265,458 | \$311,870 | \$329,463 |
| <i>Subtotal</i> | <i>\$334,609</i> | <i>\$350,458</i> | <i>\$217,618</i> | <i>\$326,958</i> | <i>\$411,870</i> | <i>\$390,463</i> |
| <i>Total Sales & Use Tax Fund</i> | <i>\$68,170,182</i> | <i>\$69,670,593</i> | <i>\$43,726,531</i> | <i>\$70,844,752</i> | <i>\$70,513,218</i> | <i>\$70,645,869</i> |
| Carryover | \$2,693,412 | \$2,007,463 | \$2,007,463 | \$2,007,463 | \$0 | \$0 |
| Total Funds Available | \$70,863,594 | \$71,678,056 | \$45,733,994 | \$72,852,215 | \$70,513,218 | \$70,645,869 |

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 & TRAILS (POST) FUND REVENUES

| Source | 2012 Actuals | 2013 Adjusted (9/1/13) | 2013 Actual (9/1/13) | 2013 Estimated | 2014 Adopted | 2014 REVISED |
|---------------------------------------|--------------------|---------------------------|-------------------------|--------------------|--------------------|--------------------|
| Sales Tax | | | | | | |
| Returns | \$4,213,078 | \$4,256,764 | \$2,578,920 | \$4,280,000 | \$4,319,576 | \$4,319,576 |
| Audit | \$43,868 | \$75,000 | \$28,617 | \$75,000 | \$75,000 | \$75,000 |
| Refunds | (\$9,378) | (\$5,500) | (\$3,384) | (\$5,500) | (\$5,500) | (\$5,500) |
| <i>Total</i> | \$4,247,568 | \$4,326,264 | \$2,604,153 | \$4,349,500 | \$4,389,076 | \$4,389,076 |
| Use Tax | | | | | | |
| Returns | \$209,768 | \$255,653 | \$124,030 | \$211,488 | \$255,155 | \$255,155 |
| Building | \$152,643 | \$119,192 | \$175,773 | \$190,000 | \$122,052 | \$122,052 |
| Auto | \$397,561 | \$347,070 | \$251,797 | \$350,000 | \$349,152 | \$349,152 |
| Audit | \$59,070 | \$60,000 | \$68,230 | \$60,000 | \$60,000 | \$60,000 |
| Refunds | (\$34,671) | (\$5,500) | (\$1,452) | (\$5,500) | (\$5,500) | (\$5,500) |
| Collection Fees | (\$19,897) | (\$17,354) | (\$12,596) | (\$17,500) | (\$17,458) | (\$17,458) |
| <i>Total</i> | \$764,474 | \$759,061 | \$605,782 | \$788,488 | \$763,401 | \$763,401 |
| <i>Subtotal Sales & Use Tax</i> | \$5,012,042 | \$5,085,325 | \$3,209,935 | \$5,137,988 | \$5,152,477 | \$5,152,477 |
| Interest Income | \$19,412 | \$10,000 | \$10,869 | \$16,500 | \$10,000 | \$10,000 |
| Payment in Lieu of Use Taxes | \$19,000 | \$19,542 | \$13,028 | \$19,542 | \$23,130 | \$24,537 |
| Miscellaneous | \$66,436 | \$73,750 | \$0 | \$73,750 | \$73,750 | \$73,750 |
| Intergovernmental | \$1,130,793 | \$0 | \$400,000 | \$400,000 | \$0 | \$0 |
| Rentals | \$60,841 | \$11,280 | \$10,570 | \$11,280 | \$11,280 | \$11,280 |
| Transfer from GCIF | \$1,925 | \$0 | \$0 | \$0 | \$0 | \$0 |
| <i>Subtotal</i> | \$1,298,407 | \$114,572 | \$434,467 | \$521,072 | \$118,160 | \$119,567 |
| <i>Total POST Sales & Use Tax</i> | \$6,310,449 | \$5,199,897 | \$3,644,402 | \$5,659,060 | \$5,270,637 | \$5,272,044 |
| Carryover | \$1,400,000 | \$1,341,139 | \$1,341,139 | \$1,341,139 | \$0 | \$0 |
| Total Funds Available | \$7,710,449 | \$6,541,036 | \$4,985,541 | \$7,000,199 | \$5,270,637 | \$5,272,044 |

GOLF COURSE FUND REVENUES

| Source | 2012 Actuals | 2013 Adjusted (9/1/13) | 2013 Actual (9/1/13) | 2013 Estimated | 2014 Adopted | 2014 REVISED |
|---------------------------------------|--------------------|---------------------------|-------------------------|--------------------|--------------------|--------------------|
| Golf Course Revenues | | | | | | |
| Green Fees | \$2,007,506 | \$1,925,000 | \$1,415,378 | \$1,928,000 | \$1,959,650 | \$1,959,650 |
| Cart Rental | \$487,524 | \$430,000 | \$356,478 | \$441,000 | \$437,310 | \$437,310 |
| Driving Range | \$199,431 | \$193,000 | \$148,834 | \$188,000 | \$196,860 | \$196,860 |
| Pro Shop Retail | \$272,957 | \$268,100 | \$210,270 | \$266,000 | \$273,462 | \$273,462 |
| Junior Golf | \$6,865 | \$7,700 | \$6,615 | \$7,700 | \$7,900 | \$7,900 |
| Lesson Fees | \$13,090 | \$16,900 | \$12,925 | \$16,900 | \$17,280 | \$17,280 |
| Miscellaneous | \$126,762 | \$44,658 | \$45,776 | \$46,285 | \$44,474 | \$44,474 |
| Rentals | \$15,613 | \$16,200 | \$7,959 | \$14,500 | \$16,350 | \$16,350 |
| Concessions | \$66,013 | \$66,050 | \$55,550 | \$66,050 | \$66,050 | \$66,050 |
| Note Proceeds | \$0 | \$484,283 | \$484,283 | \$484,283 | \$0 | \$0 |
| <i>Subtotal</i> | \$3,195,761 | \$3,451,891 | \$2,744,068 | \$3,458,718 | \$3,019,336 | \$3,019,336 |
| Transfer Payments | | | | | | |
| From General Capital Improvement Fund | \$508,000 | \$339,000 | \$226,000 | \$349,372 | \$336,000 | \$336,000 |
| From Legacy Ridge | \$0 | \$35,628 | \$485,628 | \$35,628 | \$0 | \$0 |
| From POST Fund | \$243,143 | \$243,143 | \$162,095 | \$243,143 | \$243,143 | \$243,143 |
| <i>Subtotal</i> | \$751,143 | \$617,771 | \$873,723 | \$628,143 | \$579,143 | \$579,143 |
| Carryover | \$380,000 | \$450,000 | \$450,000 | \$450,000 | \$0 | \$200,000 |
| Total Funds Available | \$4,326,904 | \$4,519,662 | \$4,067,791 | \$4,536,861 | \$3,598,479 | \$3,798,479 |

MISCELLANEOUS FUNDS EXPENDITURES

| Activity | 2012 Actuals | 2013 Actual (9/1/13) | 2013 Revised | 2013 Estimated | 2014 Adopted | 2014 Proposed |
|------------------------------------|----------------------|-------------------------|----------------------|----------------------|----------------------|----------------------|
| Sales & Use Tax | \$67,706,284 | \$48,454,526 | \$71,678,056 | \$71,678,056 | \$70,513,218 | \$70,645,869 |
| POST Sales & Use Tax | \$6,577,014 | \$3,271,458 | \$6,543,136 | \$6,617,592 | \$5,270,637 | \$5,272,044 |
| Conservation Trust | \$675,000 | \$650,000 | \$650,000 | \$650,000 | \$650,000 | \$857,000 |
| General Capital Outlay Replacement | \$2,014,089 | \$1,274,973 | \$2,083,648 | \$2,083,648 | \$2,353,451 | \$2,298,951 |
| Debt Service | \$7,523,868 | \$1,160,408 | \$7,728,464 | \$7,728,465 | \$7,595,264 | \$7,595,264 |
| Golf Course Enterprise | \$2,885,772 | \$2,746,470 | \$4,034,034 | \$3,965,532 | \$3,598,479 | \$3,798,479 |
| Fleet Maintenance | \$2,392,864 | \$1,552,936 | \$2,488,578 | \$2,488,578 | \$2,536,530 | \$2,536,530 |
| Property & Liability/Workers Comp | \$1,944,050 | \$1,069,620 | \$2,195,352 | \$2,157,915 | \$2,200,192 | \$2,255,192 |
| General Capital Improvement | \$8,465,462 | \$6,581,710 | \$10,164,000 | \$10,164,000 | \$8,449,000 | \$11,428,000 |
| TOTAL EXPENDITURES | \$100,184,403 | \$66,762,101 | \$107,565,268 | \$107,533,786 | \$103,166,771 | \$106,687,329 |

MISCELLANEOUS RESERVE FUND BALANCES

| | 2012 Ending Balance (Actual) | 2013 Cash Balance (9/1/13) | 2013 Revised Estimated Ending Balance (Revised Budget) | 2013 Estimated Ending Balance (Estimated) | 2014 Original Estimated Ending Balance (Adopted Budget) | 2014 Proposed Estimated Ending Balance (Proposed Budget) |
|------------------------------------|------------------------------------|----------------------------------|---|--|--|---|
| Reserves Cash Balance | | | | | | |
| General Reserve | \$9,535,384 | \$9,787,756 | \$9,646,218 | \$9,823,675 | \$9,994,273 | \$10,163,488 |
| General Fund Stabilization Reserve | \$4,027,016 | \$4,564,542 | \$4,314,061 | \$4,685,452 | \$4,357,400 | \$4,727,796 |
| Utility Rate Stabilization Reserve | \$12,842,465 | \$12,594,043 | \$12,967,127 | \$12,649,486 | \$13,097,394 | \$12,763,802 |
| Utility Capital Project Reserve | \$22,755,849 | \$27,433,942 | \$17,216,488 | \$27,762,101 | \$16,531,358 | \$19,322,387 |
| TOTAL RESERVES | \$49,160,714 | \$54,380,283 | \$44,143,894 | \$54,920,714 | \$43,980,425 | \$46,977,473 |

2014 Human Services Board Funding Recommendations

| AGENCY | MISSION TYPE | 2011 AWARD | 2012 AWARD | 2013 REQUEST | 2013 AWARD | 2014 REQUEST | 2014 RECOMMENDED |
|---|---------------------|-----------------|-----------------|------------------|-----------------|------------------|---------------------|
| A Precious Child | Children's Services | \$0 | \$0 | \$10,000 | \$0 | \$10,000 | \$1,000 |
| Access Housing | Affordable Housing | \$1,000 | \$1,000 | \$5,000 | \$1,000 | \$5,000 | \$0 |
| Adams County Housing Authority | Affordable Housing | \$0 | \$1,500 | \$20,000 | \$1,500 | \$6,739 | \$2,500 |
| Alternatives to Family Violence | Domestic Violence | \$1,000 | \$1,500 | \$15,000 | \$2,500 | \$10,000 | \$2,500 |
| Audio Information Network | Visually Impaired | \$1,000 | \$1,000 | \$1,500 | \$1,000 | \$1,500 | \$1,000 |
| CASA of Adams County | Children's Services | \$2,500 | \$2,500 | \$3,500 | \$3,500 | \$3,500 | \$3,500 |
| Catholic Charities of Denver (North Area CARES) | Affordable Housing | \$6,000 | \$5,000 | \$7,000 | \$5,000 | \$7,000 | \$5,000 |
| Center for People With Disabilities (CPWS) | Disabled Services | \$0 | \$0 | \$5,000 | \$1,500 | \$5,000 | \$1,500 |
| Children's Outreach Project | Children's Services | \$3,500 | \$3,500 | \$3,500 | \$3,500 | \$5,000 | \$3,500 |
| Clinica Campesina Family Health Services, Inc. | Health Care | \$10,000 | \$9,000 | \$0 | \$0 | \$10,000 | \$9,000 |
| Colorado Homeless Families | Shelter/Food/Other | \$1,000 | \$2,000 | \$15,000 | \$3,000 | \$7,000 | \$4,000 |
| Community Health Centers | Children's Services | \$10,000 | \$9,000 | \$10,000 | \$9,000 | \$10,000 | \$9,000 |
| Community Reach Center (ADCO Mental Health) | Mental Health | \$0 | \$0 | \$15,000 | \$0 | \$5,000 | \$1,000 |
| Denver Hospice | Hospice Care | \$4,500 | \$4,000 | \$7,000 | \$4,000 | \$4,000 | \$4,000 |
| Family Tree, Inc. | Shelter/Food/Other | \$1,000 | \$1,000 | \$4,597 | \$1,000 | \$6,798 | \$0 |
| FISH Inc. | Food Bank | \$5,500 | \$5,500 | \$6,500 | \$5,500 | \$6,500 | \$5,500 |
| Food Bank of the Rockies | Food Bank | \$4,500 | \$4,500 | \$5,000 | \$5,000 | \$5,000 | \$5,000 |
| Growing Home - Interfaith Hospitality Network (IHN) | Housing/Food/Other | \$1,000 | \$1,000 | \$10,000 | \$1,000 | \$0 | \$0 |
| Have a Heart Project, Inc. | Children's Services | \$5,000 | \$5,000 | \$10,000 | \$5,000 | \$15,000 | \$5,000 |
| Inter-Church ARMS | Shelter/Food/Other | \$1,000 | \$1,500 | \$8,000 | \$2,500 | \$8,000 | \$2,500 |
| Jefferson Center for Mental Health | Mental Health | \$7,500 | \$6,500 | \$16,000 | \$6,500 | \$10,000 | \$7,500 |
| Kempe Children's' Fund | Children's Services | \$1,000 | \$1,000 | \$2,000 | \$1,000 | \$12,250 | \$1,000 |
| North Metro CAC (Children's Advocacy Program) | Children's Services | \$1,000 | \$1,500 | \$5,000 | \$1,500 | \$0 | \$0 |
| Project Angel Heart | Food | \$0 | \$1,000 | \$5,000 | \$2,000 | \$5,000 | \$2,000 |
| Ralston House (Arvada Child Advocacy Center) | Children's Services | \$1,000 | \$1,000 | \$2,500 | \$2,000 | \$5,000 | \$4,000 |
| Senior Hub | Senior Citizens | \$10,000 | \$9,500 | \$14,000 | \$10,000 | \$16,000 | \$10,000 |
| Senior Resource Center | Senior Citizens | \$1,000 | \$1,000 | \$6,000 | \$1,500 | \$0 | \$0 |
| St. Anthony North Health Foundation | Health Care | \$0 | \$0 | \$10,000 | \$0 | \$3,600 | \$0 |
| Westminster 7:10 Rotary | Children's Services | \$0 | \$0 | \$3,000 | \$0 | \$3,000 | \$0 |
| Total | | \$80,000 | \$80,000 | \$225,097 | \$80,000 | \$185,887 | \$90,000 |



WESTMINSTER

2014 PROPOSED AMENDED CAPITAL IMPROVEMENT PROGRAM

2014 General Capital Improvements

Table with 2 columns: Project Name and Amount. Includes items like New Development Participation (\$97,000), Lowell Boulevard (\$289,000), and PROPOSED AMENDED 2014 General Capital Improvements Total (\$6,704,000).

2014 Public Safety Capital Improvements

Table with 2 columns: Project Name and Amount. Includes items like Fire Station Major Modifications (\$15,000), Citywide Radio System Replacement (\$0), and PROPOSED AMENDED 2014 Public Safety Capital Improvements Total (\$550,000).

2014 Park Capital Improvements

| | |
|--|--------------------|
| Community Enhancement Program | \$1,313,000 |
| Trail Development (Originally \$100,000) | \$50,000 |
| Landscape Architect II/Project Manager | \$70,000 |
| Park Maintenance (JCOS) | \$481,000 |
| Adams County Open Space Land Acquisition | \$175,000 |
| Park Renovation Program | \$600,000 |
| Golf Course Improvements (Originally \$100,000) | \$300,000 |
| Standley Lake Regional Parks Improvements | \$65,000 |
| Recreation Facilities Improvements (Originally \$240,000) | \$325,000 |
| Recreation Facilities Major Maintenance (BO&M) (Originally \$806,000) | \$986,000 |
| Aquatics Major Maintenance (BO&M) | \$90,000 |
| Golf Course Fund Transfer | \$336,000 |
| Minor Median Maintenance | \$25,000 |
| Westminster Sports Center (Originally \$20,000) | \$75,000 |
| Public Art Maintenance and Historic Preservation (NEW) | \$45,000 |
| Libraries Repair and Maintenance (NEW) | \$40,000 |
| Open Space Repair and Maintenance (NEW) | \$225,000 |
| Park Operations Facilities Repair and Maintenance (NEW) | \$30,000 |
| Adopted 2014 Park Capital Improvements Total | \$4,421,000 |
| PROPOSED AMENDED 2014 Park Capital Improvements Total | \$5,231,000 |

| | |
|---|---------------------|
| Adopted 2014 General Fund CIP Total | \$9,099,000 |
| PROPOSED AMENDED 2014 General Fund Total | \$12,485,000 |

2014 Wastewater Capital Improvements

| | |
|---|--------------------|
| Sanitary Sewer Line Trenchless Rehabilitation | \$250,000 |
| BDCWWTF Major Repair and Replacement | \$350,000 |
| Data Backup and Recovery System (Originally \$20,000) | \$0 |
| JD Edwards System Upgrade | \$12,000 |
| Microsoft Software Replacement (Originally \$30,000) | \$50,000 |
| Wireless Communications Upgrade | \$15,000 |
| BDCWWTF Biosolids and De-watering Improvements | \$150,000 |
| 80 th Avenue and Clay Street Lift Station Elimination | \$1,750,000 |
| LDC Interceptor Repair – England Park to Lowell (Originally \$1,200,000) | \$0 |
| LDC Interceptor Repair – 70th - Sheridan to England Park (Originally \$700,000) | \$0 |
| LDC Interceptor Repair Design (NEW) | \$2,520,000 |
| Wastewater Capital Outlay Replacement Program (NEW) | \$78,000 |
| Payment in Lieu of Use Tax (Originally \$82,000) | \$48,000 |
| Adopted 2014 Wastewater Capital Improvements Total | \$4,559,000 |
| PROPOSED AMENDED 2014 Wastewater Capital Improvements Total | \$5,223,000 |

2014 Water Capital Improvements

| | |
|---|------------------|
| SWTF – Major Repair and Replacement | \$50,000 |
| NWTF – Major Repair and Replacement | \$84,000 |
| CWSP – Bypass Pipeline to Standley Lake | \$5,500,000 |
| Open-Cut Waterline Replacements | \$200,000 |
| Bradburn Drive Water Main Replacement (NEW) | \$650,000 |
| Zuni Water Main Replacement – 84th Avenue to 88th Avenue (NEW) | \$900,000 |
| Pump Station Equipment – Major Repair and Replacement – North Park (NEW) | \$900,000 |
| RWTF – Major Repair and Replacement | \$50,000 |
| Croke Canal and Standley Lake Improvements | \$150,000 |

PROPOSED AMENDED 2014 CAPITAL IMPROVEMENT PROGRAM

| | |
|---|---------------------|
| Gravel Lakes Facilities Major Repair and Replacement | \$50,000 |
| Data Backup and Recovery System (Originally \$20,000) | \$0 |
| JD Edwards System Upgrade | \$12,000 |
| Microsoft Software Replacement (Originally \$31,000) | \$51,000 |
| Wireless Communications Upgrade | \$15,000 |
| SCADA and PLC Updates | \$100,000 |
| On-Site Sodium Hypochlorite Generation Feasibility Study/Predesign | \$150,000 |
| Sedimentation Basins 1-4 Overflow Re-Route | \$350,000 |
| SWTF Filter Repair and Replacement | \$225,000 |
| Water Quality Lab Equipment Major Repair and Replacement | \$75,000 |
| Water Pressure Zone Improvements | \$100,000 |
| Lowell Boulevard Water Main Replacement – 84 th Avenue to Bradburn Boulevard | \$600,000 |
| 88 th Avenue Water Main Replacement – Federal Boulevard to Zuni Street | \$1,500,000 |
| Pump Stations Electrical and Instrumentation Repair and Replacement | \$360,000 |
| Gregory Hill Pump Station Piping and Yard Structures | \$412,000 |
| NWTF Storage Tank Major Repair and Replacement (Originally \$1,500,000) | \$0 |
| Hydropillar Two Million Gallon Tank Major Repair and Replacement (NEW) | \$2,000,000 |
| Gregory Hill Water Tank Major Repair and Replacement (NEW) | \$375,000 |
| Water Purchases | \$300,000 |
| MSC Gasoline Recovery Remediation | \$200,000 |
| Water Capital Outlay Replacement Program (NEW) | \$524,000 |
| Pressure Zone 3 Expansion (NEW) | \$5,900,000 |
| Temporary Engineer/Project Manager (NEW) | \$100,000 |
| Payment in Lieu of Use Tax (Originally \$214,000) | \$271,000 |
| Adopted 2014 Water Capital Improvements Total | \$12,248,000 |
| PROPOSED AMENDED 2014 Water Capital Improvements Total | \$22,154,000 |

2014 Stormwater Capital Improvements

| | |
|--|--------------------|
| Miscellaneous Storm Drainage Improvements | \$64,000 |
| LDC Storm Drainage/Detention (Lowell to Federal) (Originally \$910,000) | \$1,302,000 |
| Ranch Creek at 120 th Avenue and Federal Boulevard | \$540,000 |
| South Westminster TOD (North Plaza/Infrastructure) (Originally \$500,000) | \$0 |
| Payment in Lieu of Use Tax (Originally \$39,000) | \$35,000 |
| Adopted 2014 Stormwater Capital Improvements Total | \$2,053,000 |
| PROPOSED AMENDED 2014 Stormwater Capital Improvements Total | \$1,941,000 |

| | |
|---|---------------------|
| Adopted 2014 Utility Fund CIP Total | \$18,860,000 |
| PROPOSED AMENDED 2014 Utility Fund CIP Total | \$29,318,000 |

| | |
|--|---------------------|
| Adopted 2014 CIP Grand Total | \$27,959,000 |
| PROPOSED AMENDED 2014 CIP Grand Total | \$41,803,000 |

CIP Project Acronym Key

BDCWWTF = Big Dry Creek Wastewater Treatment Facility
 BO&M = Building Operations and Maintenance
 CAD/RMS = Computer-Aided Dispatch/Report Management Software
 CD = Community Development
 CWSP = Comprehensive Water Supply Plan
 JCOS = Jefferson County Open Space
 LDC = Little Dry Creek
 MSC = Municipal Service Center
 NWTF = Northwest Water Treatment Facility

PLC = Programmable Logic Control
RWTF = Reclaimed Water Treatment Facility
SCADA = Supervisory Control and Data Acquisitions
SWTF = Semper Water Treatment Facility
TOD = Transit Oriented Development
UPS = Uninterruptable Power Supply



WESTMINSTER

2014 PROPOSED AMENDED CAPITAL PROJECT DESCRIPTIONS

GENERAL CAPITAL IMPROVEMENT FUND PROJECTS

General Capital Improvement Projects:

New Development Participation

Adopted 2014 = \$97,000

New Development Participation provides funding for the City's share of certain public improvements installed by private developers, as mandated by Westminster Municipal Code. In 2014, funds are budgeted to help cover the City's share (\$280,000) of the relocation of a portion of 108th Avenue located immediately east of Simms Street.

Geographic Information System (GIS) Upgrades

Adopted 2014 = \$50,000

This project provides funding for the enhancements to the City's GIS program. These funds will allow the GIS Web sites to be upgraded to take advantage of new programming and delivery environments. In addition, mobile GIS applications will be developed to serve field crews and the public.

Arterial Roadway Grinding/Resurfacing

Adopted 2014 = \$680,000

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 extends the life of the pavement and offsets the high cost of repair 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. Projects for 2014 include Zuni Street from 128th Avenue to 136th Avenue and Sheridan Boulevard from 104th Avenue to 113th Avenue.

Lowell Boulevard (120th Avenue to 124th Avenue)

Adopted 2014 = \$274,000

Proposed Amended 2014 = \$289,000

This project will fund the widening of Lowell Boulevard between 120th Avenue and 124th Avenue to a four-lane arterial street with turn lanes and a raised median. The City and County of Broomfield will manage the project, and Westminster will pay approximately 19% of the cost of the work since only a portion of one northbound lane will be within the City's jurisdiction. The estimated cost of the entire project is approximately \$5.6 million. This budget request is for the City's share of the cost only (\$1.096 million) and is to be paid in annual increments of \$274,000 from 2014-2017. *Staff from both jurisdictions are currently working on finalizing the estimated cost of the entire project. Staff is proposing a \$15,000 increase to adopted 2014 funding for this project in order to facilitate right-of-way acquisition from the Metzger Farm property. This would provide \$289,000 for this element of the project, which is the City of Westminster's responsibility. Proposed final amounts and timing for project construction funding will be presented as part of the Proposed 2015/2016 Budgets.*

U.S. 36 Pedestrian Box Widening – Shops at Walnut Creek

Adopted 2014 = \$182,000

As part of the Colorado Department of Transportation's U.S. 36 Managed Lanes Project, the existing Promenade Drive underpass of the highway must be widened in order to accommodate the proposed, wider cross-section of U.S. 36. When the City installed this underpass, a condition of CDOT's approval was that the City must pay for any future widening of the structure necessitated by a widening of the highway. Therefore, the City is contractually obligated to pay for this facet of the U.S. 36 Managed Lanes Project. CDOT has agreed to allow the City's payment to be made in three equal installments over a three-year period beginning in 2013. Total project cost is \$855,375 and \$389,000 was appropriated to the project in 2012.

92nd Avenue and Federal Boulevard Intersection (TIP) **Adopted 2014 = \$170,000**
 This project will provide additional lanes at the intersection to improve traffic flow and existing overhead utilities will be placed underground. The City of Federal Heights submitted a proposal for DRCOG Transportation Improvement Program (TIP) funding in early 2012 that included matches from CDOT and Westminster for this intersection improvement. Through a series of events, this project was selected for funding and moved the project timeline to 2012-2014 (originally it was proposed for later years). The total project cost is over \$5.67 million and the City’s share is only \$600,500. \$181,000 was appropriated through 2011 carryover, which covers the amount needed in 2012 to commence final engineering design.

I-25 North Managed Lanes **Adopted 2014 = \$167,000**
 This \$44 million dollar project will fund one new managed toll lane in each direction on I-25 between U.S. 36 and 120th Avenue. This managed lane will allow motorists a choice to carpool, take transit or pay a toll to access the lane. A \$15 million federal TIGER IV discretionary grant was awarded to this project. State, regional and local dollars will fund the remaining project cost. \$500,000 represents Westminster's contribution to this project and is to be paid over a period of three years per agreement with the Colorado Department of Transportation commencing in 2013. This project provides meaningful relief for one of the most congested corridors in the Denver area. Peak period traffic jams currently span four hours both in the morning and evening with traffic operating at 15 miles per hour versus the posted 55-65 miles per hour. This project is the top priority for the North Area Transportation Alliance (NATA). NATA members committed approximately \$5 million in local support to this project.

Federal Parkway/122nd Avenue Turn Lane (NEW) **Proposed Amended 2014 = \$30,000**
This proposed project would provide funding to install a southbound left-turn lane on Federal Parkway onto eastbound 122nd Avenue. Funding is requested to provide enough widening of the asphalt roadway to create the left-turn lane; no curb, gutter or other improvements will be provided at this time. Traffic volumes on Federal Parkway have increased to the point where it is common for southbound, left-turning vehicles to have to wait for northbound traffic to clear the intersection before the left turn can be completed. Since Federal Parkway is a two-lane street, all southbound traffic must come to a complete stop for any left-turning vehicle. This creates delays and increases the possibility of rear end collisions at this intersection. With the forthcoming 300-plus unit Longview apartment complex to the south of 122nd Avenue (scheduled for completion in 2014), traffic volumes will increase in the area. The developer of the Longview project will share the responsibility and cost of this improvement (estimate for developer portion is \$20,000 for asphalt widening to the south of the intersection).

136th/144th Avenues Bridge Rail Painting and Repairs (NEW) **Proposed Amended 2014 = \$142,000**
In 2012, City Council appropriated funds into a project account to repaint and repair the railings on the bridges at 136th Avenue and 144th Avenue. To date, there has been \$289,911 appropriated into this account, most of which are Westminster Economic Development Authority (WEDA) funds from this urban renewal area. This is a 50-50 cost sharing project with the City of Thornton. Staff received only one bid for \$200,000 above the project budget of \$366,000 (total from both cities) during a recent solicitation process for the repainting of just the 144th Avenue bridge railing, which was rejected. Staff is working with Thornton to re-bid the project at a more attractive/competitive time next year and is also investigating a different type of painting system that may be less expensive, but still very durable. Staff is proposing to add \$142,000 to this project in 2014, which would facilitate the ability to bid both the 136th Avenue and 144th Avenue bridges’ railing projects together. Combining these two project into one bid may result in a more competitive bid and would allow for completion of both projects in 2014.

City Facilities Parking Lot Maintenance Program **Adopted 2014 = \$120,000**
Proposed Amended 2014 = \$0
 This ongoing project funds annual contractual crackseal, resurfacing, sealcoating and concrete replacement as required at 98 municipal sites. For 2013 (\$115,000) and 2014 (\$120,000), these funds will rehabilitate the secured parking lot at the Public Safety Center. Pavement at this site is showing

distress with water surfacing through cracks. *Following a geotechnical investigation in April of 2013, Staff has discovered that in addition to reconstructing the asphalt pavement, an under drain system will need to be installed and the sub grade may need to be chemically stabilized with fly ash or hydrated lime. This should completely eliminate groundwater from infiltrating the parking surface. Staff is proposing an additional \$123,000 in 2014 for this project in order to install the under drain system to effectively mitigate the shallow water table challenges at the site. This would bring the total budget for the project to \$358,000. Seeing this project is associated solely with the Public Safety Center, Staff is proposing to move this project to the Public Safety Capital Improvements section.*

South Westminster Revitalization Project

Adopted 2014 = \$50,000

This ongoing project provides City funding assistance to numerous redevelopment and revitalization projects located within 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. This funding allows the Community Development Department to aggressively work towards facilitating infill development in the Harris Park neighborhood, development on the Northgate property, and redevelopment of the South Westminster Transit-Oriented Development area.

Building Operations and Maintenance Major Maintenance

Adopted 2014 = \$50,000

This ongoing 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, HVAC and glass/window replacement at various facilities. Funding will allow for projects at City Hall, the old police facility (leased by Colorado Department of Corrections), Municipal Court, the Municipal Service Center, Fleet Facility, Community Reach building and Five Star Pups facility (leased). This project account currently has a healthy balance due to savings from other projects and a delay of pursuit of “non-critical” projects, so the adopted budgets for 2013/2014 are less than average.

Railroad Crossing Surface Replacement Program

Adopted 2014 = \$26,000

This ongoing program will replace railroad crossing surfaces at two crossing locations with concrete crossing pad materials. These crossings are rated poor. In 2014, Staff will work to replace the crossing at Wadsworth Boulevard. Burlington Northern Santa Fe (BNSF) railway must perform the work and Staff is working to coordinate with BNSF on these replacements.

Wireless Communications Upgrade

Adopted 2014 = \$30,000

The Wireless Communications Upgrade Project will increase the wireless network availability and performance within all City facilities. This project involves increasing the number of access points, moving an existing Wireless LAN Controller (WLC) to the disaster recovery facility and adding new switching equipment. This project will result in increased wireless capacity and higher performance between the data center at City Hall and the City's computer disaster recovery facility. The total budget for this project is \$75,000; funding is proportionately split between the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund.

Miscellaneous CD Construction Projects

Adopted 2014 = \$25,000

This ongoing project provides funding for the maintenance of City-owned brick walls and wood fences, as well as minor construction and maintenance work within public rights-of-way and other public lands managed by the Community Development Department. Specific examples include City-owned brick walls at 72nd Avenue/Sheridan Boulevard and along 120th Avenue adjacent to The Ranch Subdivision, along with the wood fence along 92nd Avenue adjacent to Trendwood Subdivision.

Data Backup and Recovery System

Adopted 2014 = \$40,000

Proposed Amended 2014 = \$0

This project involves the replacement of the City's data backup storage array (disk drives) required to ensure ongoing product support, provide necessary capacity and achieve adequate hardware performance. The identified solution provides the ability to expand data backup capacity over the next four years by

simply adding additional disk drives. The Information Technology Department has identified and evaluated a backup storage array solution that is compatible with the existing backup software, eliminating the need to replace software and minimizing the costs associated with the project. The total budget for this project is \$116,000 and funding is proportionately split between the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund. The \$16,000 in 2013 allows for the warranty to be extended on the current system for one additional year, placing this hardware into a 4-year replacement schedule offset from some of the other significant technology replacement needs proposed in the 2013-2017 CIP. *At the January 28, 2013, City Council meeting, Council authorized Staff to use funds from the 2013 Microsoft Software Replacement project to complete the critical Data Backup and Recovery System project in 2013, one year earlier than scheduled. Staff is proposing that funds originally appropriated for this project in 2014 be reallocated to the Microsoft Software Replacement project account for upcoming software needs.*

JD Edwards System Upgrade

Adopted 2014 = \$24,000

Oracle's JD Edwards EnterpriseOne is the enterprise application the City uses for financial management, human resources, budgeting and other functions. Over the twelve years the City has been using EnterpriseOne, the Information Technology Department has been in conversations with Oracle on its direction and is confident the City will be able to utilize this application into the 2020s. However, a multiple number of subprojects must take place over the next several years to extend the useful life of the EnterpriseOne system to see that it continues to deliver the productivity in a cost-effective manner. This project will fund those subprojects. The total budget for this project in 2013/2014 is \$92,000; funding is proportionately split between the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund.

Microsoft Software Replacement

Adopted 2014 = \$62,000

Proposed Amended 2014 = \$102,000

The Information Technology Department upgrades Microsoft Office, Microsoft Exchange, Microsoft SharePoint and Microsoft Lync on a four year cycle. The City is predominantly using Microsoft Office 2003, a software suite that is nearly ten years old. Additionally, both Microsoft Exchange 2007 and Microsoft Office Communicator 2007 (Lync) are nearly five years old. These software upgrades will ensure ongoing support and security patch availability from Microsoft, provide users with more advanced features and improved application interface, and achieve and maintain document compatibility between all versions of Microsoft Office being used both internally and externally. The total annual budget for this project in 2013/2014 is \$154,000 (\$308,000 total for both years); funding is proportionately split between the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund. *Per the description in the Data Backup and Recovery System project above, Staff is proposing that funds originally appropriated for that project in 2014 be reallocated to the Microsoft Software Replacement project account for upcoming software needs.*

City Facility Energy Improvements

Adopted 2014 = \$88,000

Proposed Amended 2014 = \$90,000

As part of the City's ongoing efforts to reduce energy consumption, this project will fund the salary of the City's Energy and Facilities Project Coordinator (originally funded through the City's Energy Efficiency & Conservation Block Grant (EECBG) allocation), along with projects focused on reducing energy consumption. For 2013 and the next several years, funds are for the acquisition of the photovoltaic panels (solar) on City Park Recreation Center, Westview Recreation Center, the Public Safety Center and the Municipal Service Center. The City's current power purchase agreement with Main Street Power has the option for the City to purchase the panels towards the end of 2015. Total cost is estimated at \$700,000. Currently, \$110,000 has been set aside for this purpose. *This slight proposed adjustment reflects an updated 2014 salary projection for the Energy and Facilities Project Coordinator.*

City Council Chambers and Boardroom Renovation/Upgrade **Adopted 2014 = \$75,000**
Proposed Amended 2014 = \$370,000

This project will renovate the City Council Chambers and Boardroom. The project includes renovation of interior spaces including flooring, furnishings, finishes, security and enhanced multimedia equipment and function. This project seeks to upgrade the facilities to improve the working environment and personal safety of the public, City Council and City Staff. These rooms have not had major updates since City Hall opened in 1988. *City Council appropriated \$25,000 to this project as part of the Adopted 2013 Budget and \$75,000 in the Adopted 2014 Budget to start accumulating needed funds to complete this project. Due to available 2012 carryover funds, Staff is proposing a \$370,000 amended budget for this project in 2014, which should fund a majority of the project and allow work to commence in 2014.*

South Westminster Façade Renovation **Adopted 2014 = \$15,000**

The Façade Renovation program was created in 2002 to provide small matching grants to businesses and commercial property owners in the South Westminster area. The program currently provides \$1.00 for \$1.00 matches, up to a maximum of \$5,000, for exterior painting and architectural enhancements, window and door replacement, signage, landscaping, and some interior finish.

Small Business Capital Project Grant Program **Adopted 2014 = \$40,000**

The Small Business Capital Project Grant provides financial assistance to encourage the growth of existing businesses in Westminster with 25 or fewer employees. This program provides grant funds to businesses for one-time, project related costs. Qualifying projects include tangible asset costs, office furnishings, specialized equipment, software purchases, information technology equipment, capital improvements and machinery. The maximum grant amount is \$5,000 or 10% of total project cost. One grant is allowed per business per year.

Westminster Station Parking Expansion (4th Story) **Adopted 2014 = \$373,000**
Proposed Amended 2014 = \$770,000

Westminster Station commuter rail station will go into service in 2016. The City is obligated to provide parking for 350 rail-user vehicles on opening day and plans to do so by constructing a three-story parking structure. This budgeted amounts for 2013 (\$100,000) and 2014 (\$373,000) will start setting funds aside to add a fourth story to the parking structure, which will provide an additional 130 parking spaces to address both expected commuter needs and the prospective demand by transit-oriented development in the area. *Staff is proposing to move the originally proposed 2015 funds (\$397,000) for this project forward in 2014 from 2012 carryover (proposed amended 2014 total = \$770,000). This additional funding will help expedite pursuit of this fourth story.*

Westminster Station Infrastructure – North Side **Adopted 2014 = \$664,000**
Proposed Amended 2014 = \$720,000

This project involves planning, design, property acquisition, and street and utility infrastructure needed to meet desirable opening day access and operational requirements for Westminster Station as generally required by the intergovernmental agreement with the Regional Transportation District (RTD). The request will supplement and/or substitute for portions of a very basic first phase of work that will meet RTD's minimal requirements. While this initial work is funded, it consists of temporary facilities and less desirable circulation elements that are not part of the ultimate transit-oriented development concept. City Council appropriated \$2.6 million in funding in 2014 to allow for permanent circulation to be constructed, minimizing construction of temporary facilities, and includes acquisition of additional properties and the design and construction of access to the station via 69th Avenue by the end of 2015. It also makes possible the assemblage of various parcels into blocks that would be ready for development, an aspect lacking in the current "basic" first phase. *Staff is proposing an additional \$56,000 in 2014 from 2012 Adams County Road Tax carryover to help address costs associated with the roadway-related elements of this project.*

Westminster Station Plaza – Full Buildout (NEW) **Proposed Amended 2014 = \$840,000**
This project will start setting funds aside to fund the infrastructure costs associated with “full buildout” of the proposed City “betterment” design for Westminster Station. RTD is funding basic elements associated with the station plaza and additional resources will be necessary to realize the complete project. These funds will be utilized to complete the full project, including construction of the improved plaza area itself and other phased improvements that will complement the north side infrastructure improvements for opening day. These funds were originally included in the Adopted 2013/2014 Budget Five-Year CIP for 2016 (\$540,000) and 2017 (\$300,000); Staff proposes to move these funds forward to 2014 utilizing 2012 carryover.

Westminster Station Platform – Full Buildout (Phase II) **Adopted 2014 = \$200,000**
Proposed Amended 2014 = \$400,000
 This project will start setting funds aside to fund the infrastructure costs associated with “full buildout” of the proposed City “betterment” design that will be submitted to RTD for the Westminster Station in 2012. RTD is funding basic elements associated with the station platform and additional resources will be necessary to realize the complete project. These funds will be utilized to complete the full project, complimenting the Phase I work proposed for funding in 2013 and 2014 for the Westminster Station Platform and South Plaza noted previously. *Staff is proposing to appropriate an additional \$200,000 to this project from 2012 carryover; these funds were originally proposed in 2015.*

Westminster Station Platform (Phase 1) & South Plaza **Adopted 2014 = \$575,000**
Proposed Amended 2014 = \$1,002,000
 The City’s “betterment” request to RTD would allow for a pedestrian tunnel for the station to be accessible from the south side of the commuter rail tracks at Westminster Station. The current RTD platform includes a pedestrian underpass that is completely enclosed on the south end, requiring pedestrians to utilize enclosed stairwells or ramps to access the platform above. The proposed betterment will allow for the pedestrian underpass to daylight into the Little Dry Creek drainage area and park (i.e., open to the south with no enclosed areas). This would allow patrons to enjoy the 35-acre Little Dry Creek drainage area and park and allow direct access for Adams County residents and to users of the regional pedestrian/bicycle trail. Total project cost is estimated at \$1,750,000. *City Council appropriated \$975,000 to this project as part of the Adopted 2013/2014 Budgets (\$400,000 in 2013 and \$575,000 in 2014). Staff is proposing to appropriate an additional \$427,000 to this project from 2012 carryover moving up funds originally proposed in 2015 (a total of \$775,000 was originally proposed for 2015). Additional funds in future years will still be needed to complete this project and will be considered with the development of the 2015/2016 budget.*

Laserfiche Upgrades/Additional Licenses (NEW) **Proposed Amended 2014 = \$54,000**
This proposed new ongoing project would allow for the annual phased addition of software licenses for seamless integration of electronic records to assist with development of workflows to enhance access, operational uses and efficiency. The goal is to provide connectivity of all electronic records with appropriate security levels for day-to-day operational access/use of management in researching/decision making. The project funding is needed so Staff can implement business process management by automating many of the manual paper processes through database integration, systems integration, barcodes, and workflow. Staff would also work towards efficiency solutions to populate template fields electronically, establish naming conventions for uniformity and automate ways to convert inconsistencies in data entry so documents can be retrieved easily. This project would support efforts to realize compliance with the City’s records retention policies and to enhance overall operations.

Bowles House Soffit and Gutter Replacements (NEW) **Proposed Amended 2014 = \$46,000**
Staff is proposing a new project to replace the aging soffits and gutters at the Bowles House historic structure, which also hosts the Westminster Historical Society’s museum and displays. Due to the advanced age of the building and current condition of the soffits and gutters, replacement is

recommended in 2014. Recent rain events have underscored the importance of pursuing this project in a timely fashion.

Photovoltaic Solar Panel System (NEW) Proposed Amended 2014 = \$243,000
In 2009, the City entered into a power purchase agreement with Main Street Power for the installation of photovoltaic solar panels on four facilities (City Park Recreation Center, Westview Recreation Center, the Public Safety Center and the Municipal Service Center). Pursuant to this agreement, the City set aside the first six years of energy purchase funds as a guarantee to Main Street Power and their financiers that they would receive the income stream from the City's energy payments (\$110,000). At the conclusion of the six-year period, should the City decide to exercise the option to purchase the system, these funds could be utilized towards that purchase. Per Main Street Power, Staff currently estimates that the purchase of the system would amount to approximately \$700,000. In the 2013 City Facility Energy Improvements project, \$150,000 was earmarked for the solar panel system acquisition. Staff is recommending to set an additional \$243,000 aside in 2014. Additional funds would be necessary in future years if this purchase is pursued.

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| Adopted 2014 General Capital Improvements Total | \$4,077,000 |
| Proposed Amended 2014 General Capital Improvements Total | \$6,704,000 |

Public Safety Capital Improvement Projects:

Fire Station Major Modifications Adopted 2014 = \$15,000
 This ongoing project will fund necessary modifications to fire stations that fall outside of the purview of Building Operations and Maintenance (i.e., remodel and maintenance projects related to basic facility or structural needs, painting, carpet, windows, etc.). For 2013/ 2014, a significant project is the addition of a PPE (personal protective equipment) washer/extractor and dryer at Fire Station 4. This is the last fire station that does not currently have a washer/extractor and dryer. This equipment is specially manufactured to address the need of properly being able to clean bunker gear, uniforms, and related personal protective clothing. To install this equipment, some remodel work will be necessary to place this equipment within the fire station and to get electrical power and water to these devices.

Public Safety Facilities' Maintenance (BO&M) Adopted 2014 = \$50,000
 These funds are for the ongoing maintenance costs for the Public Safety Center (PSC) and Fire Stations throughout the City managed by the Building Operations and Maintenance Division. 2013/2014 projects include the replacement of bay door openers and springs at Fire Station #5, replacement of the floor in the report writing area of the PSC, carpet replacement in common areas of the PSC and other miscellaneous projects.

CAD/RMS Software Upgrades Adopted 2014 = \$135,000
 This project funds the upgrades on a three year basis for Public Safety computer applications (computer-aided dispatch, records management, ILeads, and Imobile) to insure ongoing product support and enhancements. The City of Westminster has made a significant investment in application software to provide public safety services and records management tools for employees. These software products require upgrades to acquire new features and to guarantee ongoing vendor support.

Municipal Court Security System Improvements (BO&M) Adopted 2014 = \$30,000
 This project will replace, upgrade and/or enhance the existing security systems at the Municipal Court, including replacement of the metal detector at the front entry, replacement of approximately 40 security cameras, and enhancement of video recording equipment. This project will also fund replacement of card readers, burglar alarm system, intercoms, panic alarms, and proxy card interfaces when needed.

Citywide Radio System Replacement

Adopted 2014 = \$294,000
Proposed Amended 2014 = \$0

In 2011, a capital improvement project was established to start setting funds aside to replace the City's aging radio system with a P25 Digital Interoperable Simulcast Radio System. This project will update the radio technology and will allow for enhanced safety for the community, interoperability with surrounding agencies, and improved coverage and reliability. *In January 2013, Council authorized staff to pursue the purchase and installation of the Cassidian P25 digital inoperable simulcast radio system and related subscriber equipment to support the Citywide Radio System Replacement Project in the amount of \$2,383,975. On August 26, 2013, City Council authorized \$1,273,283 for the purchase of portable radios, mobile radios and related equipment. Proactive project management and effective negotiations have allowed this project to move faster than originally anticipated, and the City Council actions completed the funding needs for this project. The appropriated 2014 funds are no longer necessary and are proposed to be reallocated to other projects, including the Public Safety Center Parking Lot project.*

Data Backup and Recovery System

Adopted 2014 = \$20,000
Proposed Amended 2014 = \$0

For more information on this project, please see the project description under the "General Capital Improvement Projects" section. The total budget for this project is \$116,000; funding is proportionately split between the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund. *At the January 28, 2013 City Council meeting, Council authorized Staff to use funds from the 2013 Microsoft Software Replacement project to complete the critical Data Backup and Recovery System project in 2013, one year earlier than scheduled. Staff is proposing that funds originally appropriated for this project in 2014 be reallocated to the Microsoft Software Replacement project account for upcoming software needs.*

JD Edwards System Upgrade

Adopted 2014 = \$11,000

For more information on this project, please see the project description under the "General Capital Improvement Projects" section above. The total budget for this project in 2013/2014 is \$92,000 and funding is proportionately split between the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund.

Microsoft Software Replacement

Adopted 2014 = \$31,000
Proposed Amended 2014 = \$51,000

For more information on this project, please see the project description under the "General Capital Improvement Projects" section. The total annual budget for this project in 2013/2014 is \$154,000 (\$308,000 total for both years); funding is proportionately split between the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund. *Per the description in the Data Backup and Recovery System project above, Staff is proposing that funds originally appropriated for that project in 2014 be reallocated to the Microsoft Software Replacement project account for upcoming software needs.*

Wireless Communications Upgrade

Adopted 2014 = \$15,000

For more information on this project, please see the project description under the "General Capital Improvement Projects" section. The total budget for this project is \$75,000; funding is proportionately split between the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund.

City Facilities Parking Lot Maintenance – PSC Lot (NEW) Proposed Amended 2014 = \$243,000
City Council appropriated funds in 2013 and 2014 to rehabilitate the secured parking lot at the Public Safety Center. Pavement at this site is showing distress with water surfacing through cracks. Following a geotechnical investigation in April of 2013, Staff has discovered that in addition to reconstructing the asphalt pavement, an under drain system will need to be installed and the sub grade

may need to be chemically stabilized with fly ash or hydrated lime. This should completely eliminate groundwater from infiltrating the parking surface. Staff is proposing an additional \$123,000 in 2014 for this project in order to install the under drain system to effectively mitigate the shallow water table challenges at the site. This would bring the total budget for the project to \$358,000. Seeing this project is associated solely with the Public Safety Center, Staff is proposing to move this project to the Public Safety Capital Improvements section.

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| Adopted 2014 Public Safety Capital Improvements Total | \$601,000 |
| Proposed Amended 2014 Public Safety Capital Improvements Total | \$550,000 |

Park Capital Improvement Projects:

Community Enhancement Program (CEP) Adopted 2014 = \$1,313,000

Funded from the City’s accommodations tax, these projects benefit the entire community. Pursuant to the CEP Master Plan adopted by City Council in March 2006, this program funds projects including medians, gateways, bridges, rights-of-way, public art, lights and banners. The major anticipated project for 2013-2015 consists of the architectural enhancements to the Sheridan Boulevard bridge. As part of the Colorado Department of Transportation’s (CDOT) U.S. 36 Managed Lanes Project, CDOT will replace the Sheridan Boulevard bridge over the highway. The City of Westminster will provide funding for various architectural enhancements to that new bridge, including decorative railings and form lining on concrete abutment walls. Historically, the City has provided aesthetic enhancements to virtually all bridges located within Westminster, especially those that span U.S. 36 or I-25 in order to create a unique identity. This replacement bridge will serve as the gateway to the future downtown Westminster. Total cost to the City is \$1,191,000 and will be funded over a period of three years per agreement with CDOT (\$397,000 per year). In addition to capital projects, funding from the CEP program is also provided for salaries for Park Services and Design Development staff, contractual maintenance for City medians and rights-of-way, Promenade maintenance, greenhouse operations, forestry operations, replacement park signs and the City’s Plant-A-Tree program.

**Trail Development Adopted 2014 = \$100,000
Proposed Amended 2014 = \$50,000**

This ongoing project is to complete trail connections, including culverts and bridges where applicable, throughout the City. The Trails Master Plan has identified several trail connections throughout the City to be constructed. This project works to construct those connections to make the Master Plan a reality. 2014 projects include work along Big Dry Creek and Little Dry Creek. *Based on a recent needs assessment and in order to address other priority projects in 2014, Staff is recommending that City Council reduce the funding in this project account for 2014 from \$100,000 to \$50,000.*

Landscape Architect II/Project Manager Adopted 2014 = \$70,000

This ongoing project funds an existing 1.0 FTE Landscape Architect II that works on park and trail development activities. This position concentrates on trail development, grant acquisition, grant administration, master planning and park development.

Park Maintenance (JCOS) Adopted 2014 = \$481,000

This ongoing project funds the salaries of nine existing 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 open space attributable share funds. These positions perform needed maintenance in the Jefferson County portion of the City open space and at City Park.

Adams County Open Space Land Acquisition Adopted 2014 = \$175,000

These funds are a portion of the open space attributable share sales tax revenue received from Adams County from the 2001 voter-approved tax. As such, the funds must be utilized for acquisitions within the Adams County portion of the City. The City will use these funds to help pay for the Metzger Farm Certificates of Participation (COPs) payments in 2013 and 2014, as has been the practice in prior years.

This debt service commenced in 2006 and will be paid off under the current schedule in 2016. These COPs financed the acquisition of the Metzger Farm Open Space.

Park Renovation Program

Adopted 2014 = \$600,000

This ongoing project provides annual funding for existing parks in need of repair and renovation. For 2014, planned projects include playground renovation at Chelsea Park, Trailside Crossing Park and Skyline Vista. For both years, this project will fund miscellaneous repairs that arise with structural and irrigation-related elements of parks.

Golf Course Improvements

Adopted 2014 = \$100,000

Proposed Amended 2014 = \$300,000

This ongoing project provides funds for improvements that will upgrade, update and/or renovate existing facilities at The Heritage Golf Course at Westmoor and Legacy Ridge Golf Course. *As a result of 2012 Golf Course Fund carryover availability and based on priority project needs, Staff is proposing that this account increase from \$100,000 to \$300,000 in 2014. In 2014, projects anticipated include installation of permanent sealant for The Heritage shop floor, replacement of table tops in the banquet room at The Heritage, replacement of cast iron water main lines under all bridge crossings at Legacy Ridge, replacement of patio furniture at Legacy Ridge, a new security gate at The Heritage, new pumps and motors at The Heritage and other miscellaneous replacements/improvements. This project also provides funding for replacement needs of the restaurants at both courses.*

Standley Lake Regional Parks Improvements

Adopted 2014 = \$65,000

This ongoing project is funded from boating permit fees and provides funds for improvements that will upgrade, update and/or renovate existing facilities at the Standley Lake Regional Park. In 2014, Staff will start accumulating funds to eventually renovate and/or expand the nature center.

Recreation Facilities Improvements

Adopted 2014 = \$240,000

Proposed Amended 2014 = \$325,000

This project provides ongoing funding for the City's recreation facilities for projects that will upgrade, update and/or renovate existing facilities and equipment. *As a result of 2012 carryover availability and based on priority project needs, Staff is proposing that this account increase from \$240,000 to \$325,000 in 2014. Planned improvements include locker room improvements, pool equipment replacement, weight and cardio equipment replacement, stereo and security system replacements, replacement of table and chairs, classroom and program area enhancements. Funds will also be leveraged with Recreation Facilities Major Maintenance funds (Building Operations and Maintenance) for painting and flooring improvements.*

Recreation Facilities Major Maintenance (BO&M)

Adopted 2014 = \$806,000

Proposed Amended 2014 = \$986,000

This ongoing project provides funding for major facility maintenance for the City's Recreation Facilities based on the Facility Structural Assessment Study. *As a result of 2012 carryover availability and based on priority project needs, Staff is proposing that this account increase from \$806,000 to \$986,000 in 2014. Examples of 2014 projects include exterior stucco work at Swim and Fitness Center, boiler replacement at Swim and Fitness Center, fire sprinkler head replacement at City Park Recreation Center, exterior work on the Legacy Ridge Golf Course Clubhouse and hot water heater replacement at The MAC.*

Aquatics Major Maintenance (BO&M)

Adopted 2014 = \$90,000

This project dedicates funds for major repair and replacement of aquatics equipment at the City's pools. This equipment includes pool pumps, motors, heat exchangers, boilers and ozone equipment. The City operates indoor pools at City Park Recreation Center and at Swim and Fitness Recreation Center as well as an outdoor pool at Countryside. Examples of 2013/2014 projects include replacement of equipment

related to the ozone system for the hot tub at City Park Recreation Center, along with replacement of filters and media for the pool at this facility.

Golf Course Fund Transfer

Adopted 2014 = \$336,000

This transfer from the General Capital Improvement Fund (GCIF) to the Golf Course Fund is necessary in order to attain a balanced budget for the Golf Course Fund. Due to continuing debt obligations at The Heritage and challenges facing the golf industry as a whole, revenues from Golf operations alone are not projected to cover the total expenditures for Golf operations in 2013/2014.

Minor Median Maintenance

Adopted 2014 = \$25,000

The ongoing project provides funds for the replacement of median plant material. Medians are a vital part of the City of Westminster that provide a pleasant driving experience and serve to enhance commercial and retail areas. Medians are a harsh environment for vegetation and plant material and associated irrigation needs to be replaced on a five to seven year cycle.

Westminster Sports Center

Adopted 2014 = \$20,000

Proposed Amended 2014 = \$75,000

This project will fund major capital needs associated with the Westminster Sports Center. *As a result of 2012 carryover availability and based on priority project needs, Staff is proposing that this account increase from \$20,000 to \$75,000 in 2014. This will allow Staff to address several maintenance items while also allowing funds to start accumulating for the replacement of indoor turf for the large field at the facility. This would occur in a future year (likely 2017) and will require additional funds.*

Public Art Maintenance and Historic Preservation (NEW)

Proposed Amended 2014 = \$45,000

As a result of 2012 carryover availability and based on priority project needs, Staff is proposing the creation of this project to provide for an ongoing preservation, repair, and maintenance program for art and historic sites owned by the City. Funds would address art preservation and repairs, along and historic site facility maintenance activities that would upgrade and/or renovate existing facilities and equipment. This project would support over 100 individual works of art contributed to the City through development activities, along with historic sites including the Semper Farm/Allison Property, Bowles House, Savory and Shoenberg Farms. In 2014, proposed projects include repairs to the circle drive art wall at City Park Recreation Center, an inventory of the condition of all public art owned by the City, and general upkeep at the Semper Farm.

Libraries Repair and Maintenance (NEW)

Proposed Amended 2014 = \$40,000

As a result of 2012 carryover availability and based on priority project needs, Staff is proposing to establish this project to provide an ongoing repair and maintenance program for the City-owned College Hill and Irving Street Libraries. Funds would address facility maintenance activities to upgrade and/or renovate existing facilities and equipment. In 2014, proposed projects may include restroom countertop replacement, painting in the lower section at College Hill Library, signage for the northeast entrance to the College Hill Library and replacement of the hot water heater circulation pumps at the Irving Street Library.

Open Space Repair and Maintenance (NEW)

Proposed Amended 2014 = \$225,000

As a result of 2012 carryover availability and based on priority project needs, Staff is proposing to establish this project to provide for an ongoing repair and maintenance program for the City's open space properties. To date, a majority of funding for the open space program has been primarily dedicated to land acquisitions. As the City reaches its open space preservation goal, Staff is proposing a shift in resource allocation to reflect a proactive repair and maintenance program. This is in response to City Council direction following several discussions, including the Strategic Planning process and the recent service analysis effort. In 2014, Staff will prepare an Open Space Master Plan (funded separately via 2012 carryover in August) and improve on maintenance activities in open space areas including fencing and trail connections.

Park Operations Facilities Repair and Maintenance (NEW) Proposed Amended 2014 = \$30,000
As a result of 2012 carryover availability and based on priority project needs, Staff is proposing to establish this project to provide an ongoing repair and maintenance program for Park Operations Facilities. Funds will address facility maintenance activities that will upgrade and/or renovate existing facilities and equipment. Facilities that would be supported through this project include the Greenhouse, the Open Space and Forestry Operations facility at the Braugh Property, the Park Operations Center, and the Lift Station and Pumphouse at City Park. Proposed projects in 2014 include replacement of the boiler and exhaust fan at the Braugh Property.

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| Adopted 2014 Park Capital Improvements Total | \$4,421,000 |
| Proposed Amended 2014 Park Capital Improvements Total | \$5,231,000 |

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| Adopted 2014 Grand Total General Capital Improvement Fund | \$9,099,000 |
| Proposed Amended 2014 Grand Total General Capital Improvement Fund | \$12,485,000 |

Wastewater System Capital Improvement Projects:

Sanitary Sewer Line Trenchless Rehabilitation Adopted 2014 = \$250,000

This ongoing project will provide funds for the repair of deteriorated sanitary sewer lines by trenchless rehabilitation techniques (i.e., pipe lining). Repairs are prioritized based on age and condition as determined through the City’s inspection programs. Maintaining sanitary sewers helps to minimize inflow and infiltration into the sanitary sewer collection system, reduces pipeline failures and resulting backups, and helps to reduce costs that the City pays for flows directed to the Metro Wastewater Reclamation District. This project helps extend the lifespan of the existing collection system by the most cost-effective methods available.

BDCWWTF Major Repair and Replacement Adopted 2014 = \$350,000

The Big Dry Creek Wastewater Treatment Facility is in need of various repairs and replacement of assets as part of its normal operational life. The 2014 projects include repairs/replacements of buildings, roofs, valves and piping, pumps, chemical storage tanks, and treatment equipment. This project also includes treatment tank cleaning to remove sediment that could otherwise damage pumps and other equipment. Work included within the project is necessary to maintain the functionality of the plant and reduce excessive maintenance costs and emergency repairs.

**Data Backup and Recovery System Adopted 2014 = \$20,000
Proposed Amended 2014 = \$0**

For more information on this project, please see the project description under the “General Capital Improvement Projects” section. The total budget for this project is \$116,000; funding is proportionately split between the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund. *At the January 28, 2013 City Council meeting, Council authorized Staff to use funds from the 2013 Microsoft Software Replacement project to complete the critical Data Backup and Recovery System project in 2013, one year earlier than scheduled. Staff is proposing that funds originally appropriated for this project in 2014 be reallocated to the Microsoft Software Replacement project account for upcoming software needs.*

JD Edwards System Upgrade Adopted 2014 = \$12,000

For more information on this project, please see the project description under the “General Capital Improvement Projects” section. The total budget for this project in 2013/2014 is \$92,000; funding is proportionately split between the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund.

Microsoft Software Replacement

Adopted 2014 = \$30,000

Proposed Amended 2014 = \$50,000

For more information on this project, please see the project description under the “General Capital Improvement Projects” section. The total annual budget for this project in 2013/2014 is \$154,000 (\$308,000 total for both years); funding is proportionately split between the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund. *Per the description in the Data Backup and Recovery System project above, Staff is proposing that funds originally appropriated for that project in 2014 be reallocated to the Microsoft Software Replacement project account for upcoming software needs.*

Wireless Communications Upgrade

Adopted 2014 = \$15,000

For more information on this project, please see the project description under the “General Capital Improvement Projects” section. The total budget for this project is \$75,000; funding is proportionately split between the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund.

BDCWWTF Biosolids & De-watering Improvements

Adopted 2014 = \$150,000

The Big Dry Creek Wastewater Treatment Facility generates solids and biosolids as part of its treatment processes. These solids are processed at the plant and subsequently hauled to the Strasburg Natural Resource Farm for ultimate disposal. Based on a study completed by the City in 2011, it is advantageous for the treatment plant to phase-in over time a move from a solids thickening treatment process (6-7% solids) to a solids de-watering process (18-24% solids). The first phase of this change is planned for 2014 and involves pilot testing to evaluate various de-watering systems and determine the most cost-effective system to implement full-scale. The project includes a pre-design of the recommended improvements to determine equipment needs, building requirements, operational impacts at the plant, and to quantify the benefits of the de-watering process on the Strasburg Natural Resource Farm.

80th Avenue and Clay Lift Station Elimination

Adopted 2014 = \$1,750,000

The wastewater pumping station located at 80th Avenue and Clay Street was originally constructed in 1987 as part of the Shadow Ridge Subdivision and is critical to the sewer service of more than 200 single family homes. Retiring or replacing the existing station is now necessary because its components have reached the end of their useful life and are out of compliance with current safety standards and electrical codes. Based on a study completed by the City in 2011, the lift station can either be replaced with a new one or eliminated by re-directing its sewer flows to the Crestview Water and Sanitation District sewer system. The most cost-effective approach will be confirmed during the design phase of this project with construction anticipated within 2014. This project will enhance the safety and reliability of the City’s sewer service in the area.

Little Dry Creek Interceptor Repair – England Park to Lowell Blvd.

Adopted 2014 = \$1,200,000

Proposed Amended 2014 = \$0

The City completed an extensive survey of the age, condition, and hydraulic capacity of its large-diameter sewer mains in 2011. One project identified as part of that effort includes replacing approximately 1,750 feet of large-diameter sewer pipe between 71st Avenue and Lowell Boulevard and between 72nd Avenue and Raleigh Street. This project is needed to replace aged piping that is in poor condition and also to improve hydraulic capacity of these two reaches. This project will enhance the safety and reliability of the City’s sewer service in the southern third of the City. *Staff is proposing to close this project and reallocate funds to the LDC Interceptor Repair Design Project described below. This project will still need to proceed in future years but for 2014, the funds are recommended to be reallocated for the larger LDC Interceptor Repair Design project that will incorporate seven components of LDC improvements system wide under one design consultant.*

LDC Interceptor Repair – 70th from Sheridan to England Park **Adopted 2014 = \$700,000**
Proposed Amended 2014 = \$0

The City completed an extensive survey of the age, condition, and hydraulic capacity of its large-diameter sewer mains in 2011. One project identified as part of that effort includes rehabilitation of approximately 4,500 feet of large-diameter sewer in west 70th Avenue from Sheridan Boulevard to England Park. The hydraulic capacity of the existing pipe is adequate, but the condition of the pipe requires repairs. Therefore, this work will target use of the cure-in-place lining method whereby the existing pipe is rehabilitated rather than replaced. This project will enhance the safety and reliability of the City’s sewer that serves a large portion of south Westminster. *Staff is proposing to close this project and reallocate funds to the LDC Interceptor Repair Design Project described below. This project will still need to proceed in future years but for 2014, the funds are recommended to be reallocated for the larger LDC Interceptor Repair Design project that will incorporate seven components of LDC improvements system wide under one design consultant.*

LDC Interceptor Repair Design (NEW) **Proposed Amended 2014 = \$2,520,000**

The City completed an extensive survey of the age, condition, and hydraulic capacity of its large-diameter sewer mains in 2011. As part of that effort, several sewer pipeline projects were identified throughout the City and prioritized for repair or replacement. Adopted 2014 projects focused on the sewers in southern part of the City, as this area showed both hydraulic capacity and age/condition issues. City Council originally appropriated funds in 2014 for two LDC interceptor segments, which included England Park to Lowell Boulevard and 70th Avenue from Sheridan Boulevard to England Park. Other priority LDC interceptor project segments identified for “outyears” in the CIP included 64th Avenue to the Pecos Sewer Outfall, England Park at Elk Drive, Wolff Street to Utica Street, 78th Avenue and Xavier Street, and U.S. 36 and 88th Avenue. Work is needed in all of these areas to replace aged piping that is in poor condition and also to improve hydraulic capacity to support existing City customers, City growth, development, and redevelopment. Overall, this work will enhance the safety and reliability of the City’s sewer service in the southern third of the City. Staff’s proposal to combine all of these LDC interceptor segments into one project for initial design work would improve construction sequencing, accelerate construction, streamline project costs and Staff resources, and improve site safety and security. The proposed budget would fund design, permitting, and land acquisition anticipated for the larger combined project. Staff will prepare cost estimates as the design work commences during 2014 and request additional funds in future years for construction.

Wastewater Capital Outlay Replacement Program (NEW) **Proposed Amended 2014 = \$78,000**

Staff is proposing to move funds that were budgeted for vehicle and large equipment purchases from the respective operating accounts in the Utility Fund to the two new capital outlay replacement projects in the Capital Improvement Program (CIP). This includes the proposed transfer of \$78,000 from the operating accounts in the Wastewater Fund to the Wastewater Capital Outlay Replacement Project. This transfer is for the same vehicle/equipment that were approved in the Adopted 2014 Budget and includes a tank trailer.

Payment in Lieu of Use Tax **Adopted 2014 = \$82,000**
Proposed Amended 2014 = \$48,000

This item represents a payment from the City’s Utility Fund to the City’s Sales and Use Tax, public safety tax, and Parks, Open Space and Trails (POST) Funds. Use taxes must be paid on materials used by contractors on projects for all institutions, including governmental, religious and charitable organizations. Westminster’s Home Rule Charter requires that the rates and charges for any City utility be fixed as to at least meet all the operating costs of such utility. Therefore, the cost of use tax should be borne by the payer’s rate and factored into utility rates. This payment is calculated based on estimated construction materials used in projects undertaken and managed by the Utility Fund, calculated at the 3.85% use tax rate. *This proposed reduction is based on reduced construction activity in 2014 per the proposed shifting of resources from construction projects for the LDC interceptor to the larger LDC interceptor design effort outlined above.*

| | |
|---|--------------------|
| Adopted 2014 Wastewater System Capital Improvements Total | \$4,559,000 |
| Proposed Amended 2014 Wastewater System Capital Improvements Total | \$5,223,000 |

Water System Capital Improvement Projects:

Semper Water Treatment Facility Major Repair and Replacement **Adopted 2014 = \$50,000**

The Semper Water Treatment Facility was originally constructed in 1969 and is in need of various repairs and replacement of assets as part of its normal operational life. The 2013 and 2014 projects include repairs/replacements of buildings, roofs, valves and piping, pumps, chemical storage tanks, treatment equipment, and electrical components. Additional project work will include a condition assessment of various plant components to identify those assets that are in greatest need of repair and the best timing for cost-effectively implementing replacement. Work included within the project is necessary to maintain the functionality of the plant and reduce excessive maintenance costs and emergency repairs.

Northwest Water Treatment Facility Major Repair and Replacement **Adopted 2014 = \$84,000**

The Northwest Water Treatment Facility has been in operation for over 10 years and is in need of various repairs and replacement of assets as part of its normal operational life. The 2013 and 2014 projects include repairs/replacements of building components (pavement, curb and gutter, landscaping, etc.) and repairs to chemical storage tanks. Work included within the project is necessary to maintain the functionality of the plant and reduce excessive maintenance costs and emergency repairs.

CWSP – Bypass Pipeline to Standley Lake **Adopted 2014 = \$5,500,000**

This project includes the design and construction of a new 3,300-foot raw water pipeline from the Farmers’ High Line Canal to the City’s 42-inch and 36-inch diameter raw water pipelines. The new pipeline will allow the City to convey water directly from Farmers’ High Line Canal to its two water treatment facilities without routing water to Standley Lake or the Standley Lake Dam outlet structures. This new pipeline will increase the reliability of the City’s raw water supply, especially during times when Standley Lake and its outlet structures are offline for maintenance or other emergency situations.

Open Cut Water Line Replacements **Adopted 2014 = \$200,000**

This ongoing project is for the replacement of high priority sections of water distribution system piping that has reached the end of its economic life. Locations are selected based on pipe break history, changes necessary for system pressure improvements, or coordination with other City sewer, street rehabilitation, or development projects.

Bradburn Drive Water Main Replacement (NEW) **Proposed Amended 2014 = \$650,000**

Staff is proposing to move this waterline replacement project from 2015 to 2014 to be consolidated with another major capital project occurring in this location in 2014 (Lowell Boulevard Water Main Replacement from 84th Avenue to Bradburn Boulevard). Aligning project work in this way streamlines Staff resources and reduces project costs, while also allowing the City to complete work at the site more quickly to minimize impacts to citizens and businesses in the area.

Zuni Water Main Replacement – 84th to 88th Ave (NEW) **Proposed Amended 2014 = \$900,000**

Staff is proposing to move this waterline replacement project from 2015 to 2014 to be consolidated with another major capital project occurring in this location in 2014 (88th Avenue Water Main Replacement – Federal Boulevard to Zuni Street). Aligning project work in this way streamlines Staff resources and reduces project costs, while also allowing the City to complete work at the site more quickly to minimize impacts to citizens and businesses in the area.

Pump Station (North Park) – Repair/Replacement (NEW) **Proposed Amended 2014 = \$900,000**

Staff is proposing to move this pump station project from 2015 to 2014 to be consolidated with another major capital project occurring in this location in 2014 (Wandering View Pump Station Improvements and Major Repair and Replacement efforts). Aligning project work in this way streamlines Staff

resources and reduces project costs, while also allowing the City to complete work at the site more quickly to minimize impacts to citizens and businesses in the area. The North Park Pump Station project would include pump replacement, electrical equipment replacement, installation of a standby generator and relocation from its current below ground vault to within the existing Wandering View Pump Station building to enhance access, maintenance, and safety for operations Staff.

Reclaimed Water Treatment Facility Major Repair and Replacement **Adopted 2014 = \$50,000**

The Reclaimed Water Treatment Facility was originally constructed in 2000. Some of the original mechanical equipment has reached the end of its useful life and requires repair and/or replacement as part of normal operations of the facility. Equipment identified for repairs/replacement in 2014 includes high service pumps, heating and ventilation components, and various process monitoring equipment. Also included are building repairs to the roof and concrete sidewalks. Proactively addressing these maintenance repairs is necessary to maintain water quality and service to City customers.

Croke Canal and Standley Lake Improvements **Adopted 2014 = \$150,000**

Infrastructure for the Croke Canal and Standley Lake requires ongoing maintenance and/or repairs as part of their normal operations. This project involves both formal inspections and follow-up repair work for these facilities. Costs for Standley Lake maintenance are coordinated and shared with members of the Standley Lake Operating Committee. Croke Canal improvements and repair work are anticipated to be a multi-year project beginning in 2013. The budget for 2013 and 2014 are the shared expenses belonging to Westminster.

Gravel Lakes Facilities – Major Repair and Replacement **Adopted 2014 = \$50,000**

This on-going project funds infrastructure needs at the City’s gravel lakes. These facilities were developed primarily for the purpose of exchanging water rights to provide additional water to, and to help protect the quality of, Standley Lake. Specific projects include repair and enhancement of the pump inlet and piping infrastructure between the Kershaw Ditch and Sheets Lake as well as modifications to the lake outlet to enhance operations. Additional work includes improvements to the Jim Baker Reservoir outlet control, flow measuring, and monitoring equipment and repair and replacement of miscellaneous items at the West Gravel Lakes facilities.

Data Backup and Recovery System **Adopted 2014 = \$20,000**

Proposed Amended 2014 = \$0

For more information on this project, please see the project description under the “General Capital Improvement Projects” section. The total budget for this project is \$116,000; funding is proportionately split between the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund. *At the January 28, 2013 City Council meeting, Council authorized Staff to use funds from the 2013 Microsoft Software Replacement project to complete the critical Data Backup and Recovery System project in 2013, one year earlier than scheduled. Staff is proposing that funds originally appropriated for this project in 2014 be reallocated to the Microsoft Software Replacement project account for upcoming software needs.*

JD Edwards System Upgrade **Adopted 2014 = \$12,000**

For more information on this project, please see the project description under the “General Capital Improvement Projects” section. The total budget for this project in 2013/2014 is \$92,000; funding is proportionately split between the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund.

Microsoft Software Replacement **Adopted 2014 = \$31,000**

Proposed Amended 2014 = \$51,000

For more information on this project, please see the project description under the “General Capital Improvement Projects” section. The total annual budget for this project in 2013/2014 is \$154,000 (\$308,000 total for both years); funding is proportionately split between the General Capital Improvement

Fund (General and Public Safety), the Wastewater Fund and the Water Fund. *Per the description in the Data Backup and Recovery System project above, Staff is proposing that funds originally appropriated for that project in 2014 be reallocated to the Microsoft Software Replacement project account for upcoming software needs.*

Wireless Communications Upgrade

Adopted 2014 = \$15,000

For more information on this project, please see the project description under the “General Capital Improvement Projects” section. The total budget for this project is \$75,000; funding is proportionately split between the General Capital Improvement Fund (General and Public Safety), the Wastewater Fund and the Water Fund.

SCADA and PLC Updates

Adopted 2014 = \$100,000

This project includes improvements and upgrades to the supervisory control and data acquisition (SCADA) and the programmable logic control (PLC) components of the City's potable water treatment and distribution systems including pump stations, water tanks, and water treatment processes. PLCs are the computers that control the instruments, machinery, and equipment that comprise pump stations, water tanks, and water treatment processes. SCADA is the computer programming that collects data for operations staff that monitors and maintains pump stations and water treatment processes. SCADA also provides a means for utilities operations staff to remotely control some field stations in emergency situations. This is a multi-year project that will allow for replacing PLCs and SCADA equipment on a regularly scheduled plan. The specific SCADA and PLC improvements are planned based on priority needs within the potable water system. 2013 and 2014 projects will be completed at the Northridge and Zone 5 Pump Stations and the Semper Water Treatment Facility Filtration and Chemical Feed Buildings. One area of focus for 2013 is the facility's Backwash Reclaimed Pump Station. This project involves the replacement of the station piping, valving and instrumentation. Also included is replacing various pipeline connections. The project is necessary for maintaining safe and reliable operations at the facility.

On-site Sodium Hypochlorite Generation Feasibility Study & Pre-Design Adopted 2014 = \$150,000

This project includes studying potential improvements to the water disinfection systems at the Semper and Northwest Water Treatment Facilities (WTFs). The study will evaluate the feasibility of adding on-site sodium hypochlorite generation at either or both of the City's WTFs. Currently 10-12% strength sodium hypochlorite is used in the treatment and disinfection of water and requires regular deliveries to meet demands. This engineering study will help determine the costs and benefits of producing sodium hypochlorite on-site in lieu of purchased deliveries. The study will incorporate a life-cycle cost-benefit analysis and recommendations for future improvements at the treatment facilities.

Sedimentation Basins 1-4 Overflow Re-Route

Adopted 2014 = \$350,000

The Semper Water Treatment Facility has a total of eight sedimentation basins that are integral to its water treatment process. The four sedimentation basins located on the north side of the site were constructed in the late 1960s and early 1970s and various improvements are needed to their overflow piping to comply with current regulations. The 2014 project includes the design and construction of a piping system to collect and recycle sedimentation basin overflows to the head of the plant for treatment.

Semper Water Treatment Facility Filter Repair and Replacement

Adopted 2014 = \$225,000

The Semper Water Treatment Facility has a total of 26 filters that purify the City's drinking water. Periodically the sand and anthracite that make up the filters must be replaced. The filter media in 12 of the 26 filter beds has reached the end of its useful life and is due for replacement in 2014. Maintaining the filters and replacing the filter media helps maintain quality drinking water for City residents and businesses.

Water Quality Lab Equipment Major Repair and Replacement

Adopted 2014 = \$75,000

A gas chromatograph is an instrument used to analyze treated water. It is used by the City to verify drinking water safety and compliance with Colorado Department of Public Health and Environment and

Safe Drinking Water Act requirements. This project consists of purchasing a new gas chromatographer for the Water Quality Lab to replace the existing machine that has reached the end of its useful life. Installation of a new ventilation hood/fan in the room containing this equipment is required by building codes and is included as part of the project.

Water Pressure Zone Improvements **Adopted 2014 = \$100,000**

This project consists of multi-year efforts regarding: 1) Ongoing hydraulic modeling of the potable water distribution system and 2) repairing/replacing pressure reducing valves throughout the system. Hydraulic modeling is a cost-effective tool for analyzing flows and pressures throughout the water distribution system under a variety of hydraulic demand scenarios. The City uses this tool to size new and replacement water lines to meet flow demands under normal and emergency conditions. Hydraulic modeling is also used for planning purposes to estimate capital projects required to support development, redevelopment, and increases in water demands. Currently there are 19 pressure reducing valves in the City's distribution system. These valves are used to maintain target pressure ranges within the City's distribution system and require regular maintenance and/or replacement as part of their normal operational life. This project includes repairing and/or replacing some of these valves based on age, condition, and proximity to other planned construction projects.

Lowell Water Main Replacement – 84th Avenue to Bradburn Drive **Adopted 2014 = \$600,000**

This project will replace approximately 580 feet of existing 12-inch diameter water main within Lowell Boulevard from 84th Avenue to Bradburn Drive. The existing water main is aged, has a break history and is in need of replacement. The replacement pipeline will be sized to accommodate current and future water needs for City customers.

88th Avenue Water Main Replacement – Federal to Zuni **Adopted 2014 = \$1,500,000**

This project will replace approximately 2,700 feet of existing 12-inch diameter water main within 88th Avenue from Federal Boulevard to Zuni Street. The existing water main is aged, has a break history and is in need of replacement. During the design phase of this project, trenchless water main repair technologies will be considered for use in rehabilitating the pipe rather than open cut replacement. This water main is a major loop within the distribution system making it a priority project for 2014.

Pump Stations Electrical and Instrumentation Repair & Replacement **Adopted 2014 = \$360,000**

The City operates several potable water pump stations that are used to meet potable water demands and for fire flow service during emergencies. Repairs are required on a regular basis in order to maintain safe operations and high quality potable water service to City customers. This project involves electrical repairs to four of the City's stations including the Countryside, Jim Baker, Northridge, and Silo Pump Stations. Repairs include replacing, upgrading or adding electrical motor variable frequency drives (VFDs) or soft starts, generators, automatic transfer switch upgrades for emergency generator services, electrical controls, and supervisory control and data acquisition equipment (SCADA). The improvements will upgrade electrical components enhancing safety and reliability, and will allow for quick connections to standby generators to reduce response times during emergencies or power outages.

Gregory Hill Pump Station Piping & Yard Structures Repair **Adopted 2014 = \$412,000**

The City operates several potable water pump stations that are used to meet potable water demands and for fire flow service during emergencies. Repairs are required on a regular basis in order to maintain safe operations and high quality potable water service to City customers. This project includes routine repairs and equipment replacement at the Gregory Hill Pump Station. The major infrastructure to be replaced includes 1,000 feet of waterline piping in the yard, yard valves and buried concrete valve vaults.

NWTF Storage Tank Major Repair and Replacement **Adopted 2014 = \$1,500,000**
Proposed Amended 2014 = \$0

Inspections performed in 2010 on the Northwest Water Treatment Facility water storage tank identified the need for structural repairs to the roof supports and the need to re-coat the tank as part of regular on-

going tank maintenance. Additional modifications are needed to comply with new regulations and safe drinking water requirements and also to improve tank safety for maintenance personnel. Repairs to the tank will improve the structural integrity of the tank and extend its operational life. *Staff is proposing to eliminate funding for this project in 2014 per City Council's appropriation and acceleration of funds for this project in 2013 through the 2012 carryover appropriation action (critical path/priority project). Moving the funds forward to 2013 will allow for construction to occur before the 2014 high water demand season.*

Hydropillar Tank Major Repair and Replacement (NEW) Proposed Amended 2014 = \$2,000,000
Staff is proposing to accelerate this project from 2015 to 2014. Recently completed inspections of the City's water system storage tanks identified the need for several improvements to extend the lives of the tanks and improve reliability within the distribution system. Due to the size and scope of recommended construction activities anticipated for all of the City's tanks, improvements to the tanks require a multi-year effort to spread out project costs and limit the number of tanks that are offline at any given time. The City adopted a prioritized implementation scenario for the timing of the City's tank repairs and rehabilitation of the Hydropillar elevated storage tank is the next step. This project will repair and replace key components on the Hydropillar elevated storage tank, including replacement of roof supports, improvements to tank access "man-ways" and safety features, and recoating of the tank exterior and interior.

Gregory Hill Tank Major Repair and Replacement (NEW) Proposed Amended 2014 = \$375,000
Staff is proposing to accelerate design of this project from 2015 to 2014, which would allow for construction to commence in 2015 (pending appropriation of funds as part of the 2015 Budget). Recently completed inspections of the City's water system storage tanks identified the need for several improvements to extend the lives of the tanks and improve reliability within the distribution system. This project would repair and replace key components on the tanks including replacement of roof supports, improvements to tank overflow piping, access "man-ways" and safety features and recoating of the tank exterior and interior. Moving the design forward one year positions the City to commence construction more quickly in 2015, pending City Council approval of additional funding as originally planned for 2015.

Water Purchases Adopted 2014 = \$300,000
The City's Comprehensive Water Supply Plan calls for a certain amount of water rights to be purchased by the time that buildout occurs. These funds are for the timely purchase of water rights that become available on the market and that are advantageous to incorporate in the City water supply system. In addition, these funds can be used to purchase water rights on lower Clear Creek and Ralston Creek for use in the City's Jim Baker Reservoir system and future South Westminster non-potable water systems.

MSC Gasoline Recovery Remediation Project Adopted 2014 = \$200,000
Starting in 1985, the City began remediation of gasoline that leaked into groundwater from tanks at the Municipal Service Center (MSC). Remediation efforts continue to this day. Recent testing indicated the continued presence of gasoline in the groundwater. As part of ongoing plans to remediate this problem, more monitoring wells and pilot testing equipment will be designed and installed in 2013 with full-scale remediation equipment evaluated, designed and constructed in 2014. With a desire to finalize the solution to this problem, these new remediation efforts will remain in place until the situation is resolved.

Water Capital Outlay Replacement Program (NEW) Proposed Amended 2014 = \$524,000
Staff is proposing to move funds that were budgeted for vehicle and large equipment purchases from the respective operating accounts in the Utility Fund to the two new capital outlay replacement projects in the Capital Improvement Program (CIP). This includes the proposed transfer of \$524,000 from operating accounts in the Water Fund to the Water Capital Outlay Replacement Project. These transfers are for the same vehicles/equipment that were approved in the Adopted 2014 Budget and include a semi-tractor, a tandem dump truck, a one-ton utility truck, a backhoe and a mini-excavator.

Pressure Zone 3 Expansion (NEW)

Proposed Amended 2014 = \$5,900,000

This project is for the design of a new pump station, new transmission pipelines and a new elevated water storage tank within the water distribution system. The overall intent of this project is to improve significant portions of the distribution system to meet the level of service experienced elsewhere in the system for adequate water pressure and flow. The project will also provide needed operational storage to meet daily demand fluctuations, emergency needs and fire flow. The Pressure Zone 3 Improvements project involves work between Pierce Street and Yates Street (west/east) and 88th Avenue and the Niver Canal (south/north). The location for the new water storage tank will be determined during design, but is anticipated to be close to the eastern border of the City. The improvements will be sized for buildout demands within the City, including anticipated development and redevelopment (including the Westminster Center Urban Reinvestment Project). The improvements relieve water supply and storage requirements from other pressure zones in the City's water distribution system, thereby increasing levels of service, reliability, and redundancy in a relatively larger portion of the City. Pressure Zone 3 improvements have been planned for many years and are a priority to improve service to a large portion of the City and to support development and redevelopment needs into the future.

Temporary Engineer/Project Manager (NEW)

Proposed Amended 2014 = \$100,000

The Utilities Planning and Engineering Division is currently staffed to support the City's historic priority project load from year to year. However, the proposed Pressure Zone 3 Expansion and LDC Interceptor projects represent significant work load that is in addition to the efforts required to implement the ongoing CIP. To support this additional work load, an additional 1.0 FTE of an engineering position is proposed for an approximate two-year time frame. Staff have reviewed the costs associated with outsourcing a contract engineer through an engineering firm and believe it is more cost effective and in the best interest of the City to proceed with hiring a temporary engineer. Salary and benefits for this position will be offered consistent with the City's current policy's regarding temporary employees. Funding for the proposed temporary position will be supplied from capital improvement funds on a temporary basis only and will not increase standing operating costs to the City.

Payment in Lieu of Use Tax

Adopted 2014 = \$214,000

Proposed Amended 2014 = \$271,000

*This item represents a payment from the City's Utility Fund to the City's Sales and Use Tax, public safety tax, and Parks, Open Space and Trails (POST) Funds. Use taxes must be paid on materials used by contractors on projects for all institutions, including governmental, religious and charitable organizations. Westminster's Home Rule Charter requires that the rates and charges for any City utility be fixed as to at least meet all the operating costs of such utility. Therefore, the cost of use tax should be borne by the payer's rate and factored into utility rates. This payment is calculated based on estimated construction materials used in projects undertaken and managed by the Utility Fund, calculated at the 3.85% use tax rate. ***This proposed increase is based on increased construction activity in 2014 per the proposed appropriation of 2012 carryover into the projects outlined and described above.****

| | |
|--|---------------------|
| Adopted 2013 Water System Capital Improvements Total | \$12,248,000 |
| Proposed Amended 2014 Water System Capital Improvements Total | \$22,154,000 |
| Adopted 2014 Wastewater and Water Projects Total | \$16,807,000 |
| Proposed Amended 2014 Wastewater and Water Improvements Total | \$27,377,000 |

Stormwater System Capital Improvement Projects:

Miscellaneous Stormwater Drainage System Improvements

Adopted 2014 = \$64,000

This ongoing project provides funds for several smaller storm drainage improvements throughout the City as necessary. Funds are also used for compliance activities associated with the Clean Water Act as administered by the Colorado Department of Public Health and Environment (CDPHE), topographic

mapping of the City for updating the Flood Insurance Rate Maps, and studies with the Urban Drainage and Flood Control District (UDFCD).

Little Dry Creek (Lowell Boulevard to Federal Boulevard)

Adopted 2014 = \$910,000

Proposed Amended 2014 = \$1,302,000

With Westminster Station (FasTracks) and South Westminster transit-oriented development (TOD) 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 stormwater detention facility. Additionally, various properties that are currently in the flood plain will be removed from the floodplain. The project is funding improvements that will include re-aligning Little Dry Creek to move it away from existing single family residences, a regional detention facility near Federal Boulevard, a regional water quality facility, various grade control structures, and pedestrian bridges across the re-aligned creek and massive excavation to accommodate the needed detention storage. Adams County and the Urban Drainage and Flood Control District (UDFCD) are partners with the City on this project and will help fund project costs. The City will continue to request project funds from Adams County and UDFCD on an annual basis as the project moves forward. *For 2014, Staff is proposing to reallocate funding for this project from the South Westminster TOD Storm Sewer project from \$910,000 to \$1,302,000. Storm sewer related project costs associated with the South Westminster TOD (north side of the rail road tracks) project have sufficient funds and these moneys are needed for the project located on the southern side of the rail road. This proposed adjustment is due to this project's needs, high-priority status, project timing related to the FasTracks project, and revised stormwater revenue projections and their impact on the project described below.*

Ranch Creek at 120th Avenue and Federal Boulevard

Adopted 2014 = \$540,000

Ranch Creek in the vicinity of 120th Avenue and Federal Boulevard was identified as one of the top 10 stormwater projects per the 2007 Storm Drainage Study. The existing box culvert under 120th Avenue is undersized and has erosion issues. This project will increase the size of the box culvert and also accommodate a pedestrian cell component into the design. Additionally, portions of the upstream and downstream sections Ranch Creek channel will be stabilized with this project. CDOT has scheduled the widening of 120th Avenue at this location in 2014. The Ranch Creek work needs to be done in advance of CDOT's project.

South Westminster TOD Storm Sewer (North Plaza/Infrastructure)

Adopted 2014 = \$500,000

Proposed Amended 2014 = \$0

This project would address stormwater-related needs to meet desirable opening day access and operational requirements for Westminster Station as generally required by the intergovernmental agreement with the Regional Transportation District. The request will supplement and/or substitute for portions of a very basic first phase of work that would meet RTD's minimal requirements. *As part of the 2014 mid-year budget review, Staff is recommending the reallocation of these project funds to the LDC Storm Drainage/Retention project. Stormwater-related project costs have been sufficiently covered on the northern side of the rail road tracks associated with this project and the funds are needed to fund improvements needed along the southern side of the rail road as noted in the previous project description. Overall, the project funds are recommended to make improvements in the Westminster Station TOD area as originally authorized; the funds are requested to be reallocated to the work along the southern side of the Station.*

Payment in Lieu of Use Tax

Adopted 2014 = \$39,000

Proposed Amended 2014 = \$35,000

This item represents a payment from the City's Utility Fund to the City's Sales and Use Tax, public safety tax, and Parks, Open Space and Trails (POST) Funds. Use taxes must be paid on materials used by contractors on projects for all institutions, including governmental, religious and charitable organizations. Westminster's Home Rule Charter requires that the rates and charges for any City utility be fixed as to at least meet all the operating costs of such utility. Therefore, the cost of use tax should be borne by the payer's rate and factored into utility rates. This payment is calculated based on estimated construction

PROPOSED AMENDED 2014 CAPITAL IMPROVEMENT PROGRAM – PROJECT DESCRIPTIONS

materials used in projects undertaken and managed by the Utility Fund, calculated at the 3.85% use tax rate. *This proposed decrease is based on a slight reduction in construction activity in 2014 based on proposed project funding adjustments.*

| | |
|--|---------------------|
| Adopted 2014 Stormwater Capital Improvements Total | \$2,053,000 |
| Proposed Amended 2014 Stormwater Capital Improvements Total | \$1,941,000 |
| | |
| Adopted 2014 Grand Total Utility Capital Improvement Fund | \$18,860,000 |
| | |
| Proposed Amended 2014 General Capital Improvements Total | \$29,318,000 |
| | |
| ADOPTED 2014 CAPITAL IMPROVEMENT PROGRAM GRAND TOTAL | \$27,959,000 |
| PROP. AMENDED 2014 CAPITAL IMPROVEMENT PROGRAM GRAND TOTAL | \$41,803,000 |

**Mid-Year 2014 Budget Review
2014 Proposed New Position Sheet**

| Fund | Department | Division | Home Business Unit | Position Title | FTE | 2013 Total Salary without Benefits by FTE | Benefit Expense by FTE | Total Cost with Benefits |
|---------------------------|-------------------|------------------------------|---------------------------|-----------------------|--------------|--|-------------------------------|---------------------------------|
| General | CD | Building | 10030370 | Secretary | 0.10 | \$3,806 | \$647 | \$4,453 |
| GENERAL FUND TOTAL | | | | | 0.10 | \$3,806 | \$647 | \$4,453 |
| Utility | PW&U | UPED (Water Quality Section) | 200354800943 | Laboratory Aide | 0.25 | \$10,228 | \$1,739 | \$11,966 |
| UTILITY FUND TOTAL | | | | | 0.250 | \$10,228 | \$1,739 | \$11,966 |

| | | | | |
|------------------------|-------------|-----------------|----------------|-----------------|
| General Fund Total | 0.10 | \$3,806 | \$647 | \$4,453 |
| Utility Fund Total | 0.25 | \$10,228 | \$1,739 | \$11,966 |
| TOTAL ALL FUNDS | 0.35 | \$14,033 | \$2,386 | \$16,419 |

Mid-Year 2014 Budget Review
2014 Proposed Change Sheet
(sorted by fund)

| Pay Plan | Fund | Dept. | Div. | Original Business Unit | Classification | Current Grade | FTE | Changes | New Grade | Justification | Estimated Cost | Ending BU (if changes made to BU) | Total FTEs impacted per BU |
|------------|---------|-------|----------------------------|------------------------|-------------------------------------|---------------|------|---|-----------|---|----------------|-----------------------------------|----------------------------|
| Exempt | General | CAO | CAO | 10003120 | Assistant City Attorney II | E13 | 1.00 | Title Change and Upgrade to Deputy City Attorney (E15 - new grade) - money allocated in Pay Projections | E15 | Department Request | +\$0 | 10003120 | 1.00 |
| Non Exempt | General | CAO | CAO | 10003120 | Secretary | N10 | 1.00 | Reclassify and Upgrade to Legal Secretary (E3) | E3 | Audit | +\$10,949 | 10003120 | 1.00 |
| Non Exempt | General | CAO | CPO | 100031200125 | Secretary | N10 | 0.50 | Reclassify and upgrade .5 FTE Secretary to .5 FTE Legal Secretary | E3 | Audit | +\$3,418 | 100031200125 | 0.50 |
| Exempt | General | CMO | Public Information Section | 100050500387 | Public Information Officer | E9 | 1.00 | Title Change Only to Communication and Outreach Manager eliminate Job Title | E9 | Department Request | +\$0 | 100050500387 | 1.00 |
| Non Exempt | General | CD | Planning | 10030360 | Planning Technician | N13 | 2.00 | Reclassify and Upgrade to Associate Planner (E5) - not part of Planning progression eliminate Job Title | E5 | Audit and Planning Division restructure | +\$10,250 | 10030360 | 2.00 |
| Exempt | General | CD | Planning | 10030360 | Planner II / III | E6 / E8 | 4.20 | Title Change Only to Planner / Senior Planner eliminate Planner I/II/III | E6 / E8 | Planning Division restructure | +\$0 | 10030360 | 4.20 |
| Non Exempt | General | CD | Building | 10030370 | Building Permit Technican | N12 | 1.00 | Reclassify and upgrade to Applications Specialist N15 | N15 | Audit | +\$4,549 | 10030370 | 1.00 |
| Non Exempt | General | CD | Building | 10030370 | Secretary | N10 | 1.00 | Reclassify and upgrade Secretary to Building Permit Technician | N12 | Audit | +\$3,656 | 10030370 | 1.00 |
| Non Exempt | General | CD | Building | 10030370 | General Building Inspector | N15 | 0.40 | Reclassify and downgrade to Secretary N10 | N10 | Reorganization | -\$6,565 | 10030370 | 0.40 |
| Non Exempt | General | CD | Planning | 10030360 | Official Development Plan Inspector | N13 | 1.00 | Reclassify and Upgrade to Construction Inspector (N14) - eliminate job title | N14 | Audit | +\$4,891 | 10030360 | 1.00 |

Mid-Year 2014 Budget Review
2014 Proposed Change Sheet
(sorted by fund)

| Pay Plan | Fund | Dept. | Div. | Original Business Unit | Classification | Current Grade | FTE | Changes | New Grade | Justification | Estimated Cost | Ending BU (if changes made to BU) | Total FTEs impacted per BU |
|------------|---------|------------------|--------------------|------------------------|------------------------------------|---------------|------|---|-----------|------------------------|----------------|-----------------------------------|----------------------------|
| Non Exempt | General | CD | Engineering | 10030380 | Engineering Construction Inspector | N14 | 2.00 | Title Change to Construction Inspector - no change to pay eliminate job title | N14 | Pay Plan consolidation | +\$0 | 10030380 | 2.00 |
| Exempt | General | Finance | Administration | 10015050 | Purchasing Officer | E6 | 1.00 | Upgrade to (E7) | E7 | Audit | +\$3,666 | 10015050 | 1.00 |
| Exempt | General | Fire | Fire Prevention | 100252600547 | Public Information Specialist | E5 | 1.00 | Reclassify to Management Analyst (same grade) | E5 | Audit | +\$0 | 100252600547 | 1.00 |
| Exempt | General | Fire | Emergency Services | 100252600546 | EMS Coordinator | E10 | 1.00 | Reclassify Position and Upgrade to Battalion Chief (E12) - No change to incumbent eliminate Job Title | E12 | Audit | +\$0 | 100252600546 | 1.00 |
| Exempt | General | General Services | Human Resources | 100120600544 | Recreation Specialist / Wellness | E4 | 1.00 | Reclassify, Upgrade and Title change to Wellness Program Coordinator (E7) eliminate job title | E7 | Audit | +\$6,632 | 100120600544 | 1.00 |
| Exempt | General | General Services | Human Resources | 100120600612 | Employee Development Analyst | E6 | 1.00 | Reclassify, upgrade and title change to Employee Development Coordinator (E7) eliminate job title | E7 | Audit | +\$4,178 | 100120600612 | 1.00 |
| Non Exempt | General | General Services | BO&M | 10012390 | Foreman | N16 | 1.00 | Reclassify, Upgrade and Title Change to Facilities Supervisor (E9) | E9 | Audit | +\$7,865 | 10012390 | 1.00 |
| Non Exempt | General | PR&L | Library Services | 10050620 | Library Associate II | N11 | 1.00 | Reclassify, Upgrade and Title Change to Library Specialist (N12) | N12 | Audit | +\$4,129 | 10050620 | 1.00 |
| Admin | General | PR&L | Administration | 10050050 | Regional Parks & Golf Manager | A2 | 1.00 | Title change to PR&L Operations Manager - no change in pay. Eliminate Regional Parks & Golf Manager job title | A2 | Department Request | +\$0 | 10050050 | 1.00 |

Mid-Year 2014 Budget Review
2014 Proposed Change Sheet
(sorted by fund)

| Pay Plan | Fund | Dept. | Div. | Original Business Unit | Classification | Current Grade | FTE | Changes | New Grade | Justification | Estimated Cost | Ending BU (if changes made to BU) | Total FTEs impacted per BU |
|---------------------|---------|-------|---------------------------------------|------------------------|--|---------------|------|---|-----------|--|----------------|-----------------------------------|----------------------------|
| Hourly | General | PR&L | | | | S19 | n/a | Title change Seasonal Supervisor to Senior Seasonal Specialist (S19); no change to pay | S19 | | | | |
| General Fund | | | | 23.10 | | | | +\$57,618 | | | | | |
| Exempt | Utility | PWU | Water Resources Section | 20035480 | Management Analyst | E5 | 1.00 | Reclassify and title change to Project Specialist | E6 | Department Request | +\$3,664 | 20035480 | 1.00 |
| Non-Exempt | Utility | PWU | Water Field Operations Section - TEAM | 200354700498 | Secretary | N10 | 1.00 | Reclassify and upgrade to Applications Specialist N15 | N15 | Department Request | +\$16,415 | 200354700498 | 1.00 |
| Exempt | Utility | IT | IT | 20060230 | Information Systems Manager | E12 | 1.00 | Reclassify and Upgrade to (A2) | A2 | Department Request | +\$4,289 | 20060230 | 1.00 |
| Exempt | Utility | IT | IT | 20060230 | Software Engineering Manager | E12 | 1.00 | Reclassify and Upgrade to (A2) | A2 | Department Request | +\$4,289 | 20060230 | 1.00 |
| Exempt | Utility | IT | IT | 20060230 | Software Engineer II | E9 | 1.00 | Reclassify, Upgrade and Title Change to ERP Software Engineer (E10) | E10 | Audit | +\$5,082 | 20060230 | 1.00 |
| Exempt | Utility | IT | IT | 20060230 | Lead Software Engineer | E10 | 2.00 | Upgrade to (E11) | E11 | Alignment Adjustment | +\$11,022 | 20060230 | 2.00 |
| Exempt | Utility | IT | IT | 20060230 | Systems Analyst / Senior Systems Analyst | E5 / E6 | 4.00 | Reclassify to Technical Support Specialist / Senior Technical Support Specialist and change to non-exempt pay plan; freeze current incumbents who are above N15 maximum. Progression between classifications stays the same. Eliminate job title. | N12 / N15 | Audit & FLSA review based on industry changes regarding exemption status | +\$0 | 20060230 | 4.00 |

Mid-Year 2014 Budget Review
2014 Proposed Change Sheet
(sorted by fund)

| Pay Plan | Fund | Dept. | Div. | Original Business Unit | Classification | Current Grade | FTE | Changes | New Grade | Justification | Estimated Cost | Ending BU (if changes made to BU) | Total FTEs impacted per BU | |
|-------------------------|---------|-------|---------------|-------------------------|---|---------------|--------------|---|-----------|--|----------------|-----------------------------------|----------------------------|--|
| Exempt | Utility | IT | IT | 20060230 / 200502300911 | Systems Analyst / Senior Systems Analyst | E5 / E6 | 3.00 | Reclassify and upgrade 3.0 FTE Senior Systems Analyst to Systems Administrator via promotional process; this is not part of progression. (2.7) 20060230 (.300) 200602300911 Eliminate job title | E7 | Audit & FLSA review based on industry changes regarding exemption status | +\$30,000 | 20060230 / 200502300911 | 3.00 | |
| Exempt | Utility | IT | IT | 20060230 | Systems Analyst Supervisor | E10 | 2.00 | Title Change Only to IT Systems Supervisor | E10 | Department Request | +\$0 | 20060230 | 2.00 | |
| Utility Fund | | | | | | | 16.00 | | | | | | +\$74,761 | |
| Non Exempt | General | PR&L | Various | various | Positions impacted by minimum wage increase | various | 0.00 | Anticipated increase of new minimum wage | | Compliance with state mandate | +\$1,202 | | | |
| Non Exempt | General | PR&L | Park Services | 80175050340 | Parks Contract Maintenance Specialist | N13 | 1.00 | Reclassify, Upgrade and Title Change to Contract Services Coordinator (N15) | N15 | Audit | +\$9,211 | 80175050340 | 1.00 | |
| Other Fund Total | | | | | | | 1.00 | | | | | | +\$10,413 | |

| | | |
|----------------------------|--------------|-------------------|
| General Fund Total: | 23.10 | +\$57,618 |
| Utility Fund Total: | 16.00 | +\$74,761 |
| Other Fund Total: | 1.00 | +\$10,413 |
| TOTAL ALL FUNDS: | 40.10 | +\$142,791 |

**Mid-Year 2014 Budget Review
2014 Proposed Change Sheet
(Parks, Recreation and Libraries)**

| Pay Plan | Fund | Division | Original Business Unit | Current Classification | Current Grade | FTE | Changes | New FTE | New Grade | Estimated Cost | Ending BU (if changes made to BU) | Total FTEs impacted per BU |
|---------------------------|---------|--|------------------------|----------------------------------|---------------|------------|---|------------|-----------|-----------------|-----------------------------------|----------------------------|
| Non Exempt | General | Library | 10050620 | Library Specialist | N12 | 0.50 | Reclassify, Upgrade and Title Change to Senior Management Analyst; move to PR&L Administration | 0.50 | E7 | \$10,090 | 10050050 | 0.50 |
| Non Exempt | General | Library | 10050620 | Library Clerk I/II | N6/N7 | 0.50 | Reclassify, Upgrade and Title Change to Senior Management Analyst; move to PR&L Administration | 0.50 | E7 | \$16,697 | 10050050 | 0.50 |
| Exempt | General | Park Services | 10050690 | Park Supervisor | E8 | 1.00 | Create New Title to Parks Superintendent; eliminate Park Supervisor job title | 1.00 | E8 | \$0 | 10050690 | 1.00 |
| Non Exempt | General | Recreation Facilities Division/ Westview | 100507200967 | Custodian | N7 | 1.00 | Reclassify, Upgrade and Create New Title to PR&L Community Outreach Coordinator; move to PR&L Administration | 1.00 | E8 | \$33,740 | 10050050 | 1.00 |
| Exempt | General | Recreation Facilities | 100507200860 | Assistant Recreation Supervisor | E6 | 1.00 | Split into both City Park business units | 1.00 | E6 | \$0 | 100507200860; 100507200861 | 0.50 |
| Exempt | General | Recreation Facilities | 100507200860 | Recreation Supervisor/ City Park | E8 | 0.50 | Reclassify, Upgrade and Create New Title to City Park Superintendent; eliminate Recreation Supervisor/City Park job title | 0.50 | E9 | \$1,255 | 100507200860 | 0.50 |
| Exempt | General | Recreation Facilities | 100507200861 | Recreation Supervisor/ City Park | E8 | 0.50 | Reclassify, Upgrade and Create New Title to City Park Superintendent; eliminate Recreation Supervisor/City Park job title | 0.50 | E9 | \$1,255 | 100507200861 | 0.50 |
| General Fund Total | | | | | | 5.0 | | 5.0 | | \$63,038 | | 4.5 |

**Mid-Year 2014 Budget Review
2014 Proposed Change Sheet
(Parks, Recreation and Libraries)**

| Pay Plan | Fund | Division | Original Business Unit | Current Classification | Current Grade | FTE | Changes | New FTE | New Grade | Estimated Cost | Ending BU (if changes made to BU) | Total FTEs impacted per BU |
|--|------------------------|---------------------------------------|------------------------|--------------------------------------|---------------|------------|---|------------|-----------|-----------------|-----------------------------------|----------------------------|
| Non-Exempt | Golf Course Enterprise | Legacy | 22050720 | Golf Worker | N10 | 1.00 | Reclassify, Upgrade and Create New Title to Aquatics Supervisor; move to PR&L Aquatics | 1.00 | E7 | \$17,815 | 100507200511 | 1.00 |
| Exempt | Golf Course Enterprise | Golf Course Enterprise Fund/ Legacy | 22050720 | Golf Superintendent | E9 | 0.50 | Reclassify, Upgrade and Create New Title to Recreation Facilities Superintendent; eliminate Golf Superintendent job title | 0.50 | E10 | \$3,065 | 22050720 | 0.50 |
| Exempt | Golf Course Enterprise | Golf Course Enterprise Fund/ Legacy | 22050720 | Assistant Golf Superintendent | E5 | 1.00 | Reclassify, Upgrade and Title Change to Golf Course Superintendent; eliminate Assistant Golf Superintendent job title | 1.00 | E7 | \$5,508 | 22050720 | 1.00 |
| Non Exempt | Golf Course Enterprise | Golf Course Enterprise Fund/ Legacy | 22050720 | Second Assistant Golf Superintendent | N13 | 1.00 | Title Change to Assistant Golf Course Superintendent; eliminate job title | 1.00 | N13 | \$0 | 22050720 | 1.00 |
| Golf Course Fund - Legacy Ridge Total | | | | | | 3.5 | | 3.5 | | \$26,388 | | 3.5 |
| Exempt | Golf Course Enterprise | Golf Course Enterprise Fund/ Heritage | 23050720 | Golf Superintendent | E9 | 0.50 | Reclassify, Upgrade and Create New Title to Recreation Facilities Superintendent | 0.50 | E10 | \$3,065 | 23050720 | 0.50 |
| Exempt | Golf Course Enterprise | Golf Course Enterprise Fund/ Heritage | 23050720 | Assistant Golf Superintendent | E5 | 1.00 | Reclassify, Upgrade and Title Change to Golf Course Superintendent | 1.00 | E7 | \$5,135 | 23050720 | 1.00 |
| Non Exempt | Golf Course Enterprise | Golf Course Enterprise Fund/ Heritage | 23050720 | Second Assistant Golf Superintendent | N13 | 1.00 | Title Change to Assistant Golf Course Superintendent; eliminate Second Assistant Golf Superintendent job title | 1.00 | N13 | \$0 | 23050720 | 1.00 |
| Golf Course Fund - The Heritage Total | | | | | | 2.5 | | 2.5 | | \$8,200 | | 2.5 |

**Mid-Year 2014 Budget Review
2014 Proposed Change Sheet
(Parks, Recreation and Libraries)**

| Pay Plan | Fund | Division | Original Business Unit | Current Classification | Current Grade | FTE | Changes | New FTE | New Grade | Estimated Cost | Ending BU (if changes made to BU) | Total FTEs impacted per BU |
|-------------------------|---------|---------------|------------------------|------------------------|---------------|------------|--|-------------|-----------|-----------------|-----------------------------------|----------------------------|
| Exempt | General | Park Services | 80175050340 | Park Supervisor | E8 | 1.00 | Create New Title to Parks Superintendent; eliminate Park Supervisor job title | 1.00 | E8 | \$0 | 80175050340 | 1.00 |
| Other Fund Total | | | | | | 1.0 | | 1.0 | | \$0 | | 1.0 |
| GRAND TOTALS | | | | | | | | 12.0 | | \$97,626 | | |

**Mid-Year 2014 Budget Review
2014 Proposed Change Sheet - Account Changes Only
(Parks, Recreation and Libraries)**

| Pay Plan | Fund | Dept | Division | Original Business Unit | Current Classification | Current Grade | FTE | Changes | Justification | Total Account Transfer Cost | Ending BU | Total FTEs impacted per BU |
|------------|---------|------|------------|------------------------|------------------------|---------------|-----|---------------------|---------------|-----------------------------|--------------|----------------------------|
| Exempt | General | PR&L | Recreation | 100507200860 | Recreation Specialist | E4 | 1.0 | Account Change Only | Dept. Re-Org | \$52,575 | 100507200511 | 1.0 |
| Exempt | General | PR&L | Recreation | 100507200963 | Recreation Specialist | E4 | 1.0 | Account Change Only | Dept. Re-Org | \$52,688 | 100507200511 | 1.0 |
| Non-Exempt | General | PR&L | Recreation | 100507200860 | Assistant Pool Manager | N8 | 1.0 | Account Change Only | Dept. Re-Org | \$39,529 | 100507200511 | 1.0 |
| Non-Exempt | General | PR&L | Recreation | 100507200860 | Assistant Pool Manager | N8 | 1.0 | Account Change Only | Dept. Re-Org | \$36,685 | 100507200511 | 1.0 |
| Non-Exempt | General | PR&L | Recreation | 100507200963 | Assistant Pool Manager | N8 | 1.0 | Account Change Only | Dept. Re-Org | \$39,529 | 100507200511 | 1.0 |
| Non-Exempt | General | PR&L | Recreation | 100507200963 | Assistant Pool Manager | N8 | 0.5 | Account Change Only | Dept. Re-Org | \$17,469 | 100507200511 | 0.5 |
| Non-Exempt | General | PR&L | Recreation | 100507200963 | Assistant Pool Manager | N8 | 0.5 | Account Change Only | Dept. Re-Org | \$17,033 | 100507200511 | 0.5 |
| Non-Exempt | General | PR&L | Recreation | 100507200860 | Lead Lifeguard | N4 | 3.9 | Account Change Only | Dept. Re-Org | \$97,860 | 100507200511 | 3.9 |
| Non-Exempt | General | PR&L | Recreation | 100507200963 | Lead Lifeguard | N4 | 3.9 | Account Change Only | Dept. Re-Org | \$101,249 | 100507200511 | 3.9 |

Total 13.8

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Full-Time Equivalent Staffing Summary**

| Business Unit | Position Title | 2013 Authorized | 2014 Authorized | 2014 Proposed Amended |
|-------------------------------------|---|--------------------|--------------------|-----------------------------|
| General Fund | | | | |
| City Attorney's Office | | | | |
| 10003120 | | | | |
| | City Attorney's Office Section | | | |
| | Administrative Coordinator | 1.000 | 1.000 | 1.000 |
| | Assistant City Attorney I/II | 3.150 | 3.150 | 2.150 |
| | City Attorney | 1.000 | 1.000 | 1.000 |
| | Deputy City Attorney | 0.000 | 0.000 | 1.000 |
| | Legal Secretary | 0.800 | 0.800 | 1.800 |
| | Paralegal | 1.000 | 1.000 | 1.000 |
| | <i>Secretary</i> | <i>1.000</i> | <i>1.000</i> | <i>0.000</i> |
| | City Attorney's Office Section Sum | 7.950 | 7.950 | 7.950 |
| 100031200125 | | | | |
| | Prosecuting Section | | | |
| | Assistant Prosecuting Attorney | 1.700 | 1.700 | 1.700 |
| | Lead Prosecuting Attorney | 0.750 | 0.750 | 0.750 |
| | Legal Secretary | 0.000 | 0.000 | 0.500 |
| | Secretary | 1.000 | 1.000 | 0.500 |
| | Prosecuting Section Sum | 3.450 | 3.450 | 3.450 |
| 100031200911 | | | | |
| | Public Safety | | | |
| | Assistant City Attorney I/II | 0.250 | 0.250 | 0.250 |
| | Assistant Prosecuting Attorney | 1.300 | 1.300 | 1.300 |
| | Lead Prosecuting Attorney | 0.250 | 0.250 | 0.250 |
| | Legal Secretary | 0.500 | 0.500 | 0.500 |
| | Public Safety Sum | 2.300 | 2.300 | 2.300 |
| City Attorney's Office Total | | 13.700 | 13.700 | 13.700 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Full-Time Equivalent Staffing Summary**

| Business Unit | Position Title | 2013 Authorized | 2014 Authorized | 2014 Proposed Amended |
|--------------------------------------|--|--------------------|--------------------|-----------------------------|
| General Fund | | | | |
| City Manager's Office | | | | |
| 10005050 | | | | |
| | City Manager's Office Section | | | |
| | Administrative Secretary | 2.000 | 2.000 | 2.000 |
| | Assistant City Manager | 1.000 | 1.000 | 1.000 |
| | Assistant to the City Manager | 1.000 | 1.000 | 1.000 |
| | City Manager | 1.000 | 1.000 | 1.000 |
| | Deputy City Manager | 1.000 | 1.000 | 1.000 |
| | Executive Secretary to City Manager | 1.000 | 1.000 | 1.000 |
| | Senior Management Analyst | 1.000 | 1.000 | 1.000 |
| | City Manager's Office Section Sum | 8.000 | 8.000 | 8.000 |
| 100050500387 | | | | |
| | Public Information Section | | | |
| | Communication and Outreach Manager | 0.000 | 0.000 | 1.000 |
| | <i>Public Information Officer</i> | <i>1.000</i> | <i>1.000</i> | <i>0.000</i> |
| | Public Information Specialist | 1.000 | 1.000 | 1.000 |
| | Senior Public Information Specialist | 1.000 | 1.000 | 1.000 |
| | Public Information Section Sum | 3.000 | 3.000 | 3.000 |
| Economic Development Division | | | | |
| 10005340 | | | | |
| | Administrative Secretary | 1.000 | 1.000 | 1.000 |
| | Economic Development Manager | 1.000 | 1.000 | 1.000 |
| | Economic Development Officer | 1.000 | 1.000 | 1.000 |
| | Economic Development Specialist | 1.000 | 1.000 | 1.000 |
| | Economic Development Division Section Sum | 4.000 | 4.000 | 4.000 |
| City Manager's Office Sum | | 15.000 | 15.000 | 15.000 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Full-Time Equivalent Staffing Summary**

| Business Unit | Position Title | 2013 Authorized | 2014 Authorized | 2014 Proposed Amended |
|---|----------------------------------|--------------------|--------------------|-----------------------------|
| General Fund | | | | |
| Community Development Department | | | | |
| Administration Division | | | | |
| 10030050 | | | | |
| | Administrative Coordinator | 1.000 | 1.000 | 1.000 |
| | Community Development Director | 1.000 | 1.000 | 1.000 |
| | Secretary | 1.600 | 1.600 | 1.600 |
| | Senior Projects Coordinator | 1.000 | 1.000 | 1.000 |
| Administration Division Total | | 4.600 | 4.600 | 4.600 |
| Building Division | | | | |
| 10030370 | | | | |
| Building Division Section | | | | |
| | Applications Specialist | 0.000 | 0.000 | 1.000 |
| | Assistant Building Plans Analyst | 1.500 | 1.500 | 1.500 |
| | Building Inspection Supervisor | 1.000 | 1.000 | 1.000 |
| | Building Permit Technician | 1.000 | 1.000 | 1.000 |
| | Building Plans Analyst | 1.000 | 1.000 | 1.000 |
| | Chief Building Official | 1.000 | 1.000 | 1.000 |
| | Electrical Inspector | 2.000 | 2.000 | 2.000 |
| | General Building Inspector | 4.000 | 4.000 | 3.600 |
| | Housing Inspector | 1.000 | 1.000 | 1.000 |
| | Lead Housing Inspector | 1.000 | 1.000 | 1.000 |
| | Secretary | 1.500 | 1.500 | 1.000 |
| Building Division Section Sum | | 15.000 | 15.000 | 15.100 |
| 100303700911 | | | | |
| Public Safety | | | | |
| | Assistant Building Plans Analyst | 1.000 | 1.000 | 1.000 |
| Public Safety Sum | | 1.000 | 1.000 | 1.000 |
| Building Division Total | | 16.000 | 16.000 | 16.100 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Full-Time Equivalent Staffing Summary**

| Business Unit | Position Title | 2013 Authorized | 2014 Authorized | 2014 Proposed Amended |
|---|--|--------------------|--------------------|-----------------------------|
| General Fund | | | | |
| Engineering Division 10030380 | | | | |
| | Assistant City Engineer | 1.000 | 1.000 | 1.000 |
| | Capital Projects Inspector | 1.000 | 1.000 | 1.000 |
| | City Engineer | 1.000 | 1.000 | 1.000 |
| | Construction Inspector | 0.000 | 0.000 | 2.000 |
| | Engineer/Senior Engineer | 2.500 | 2.500 | 2.500 |
| | <i>Engineering Construction Inspector</i> | 2.000 | 2.000 | 0.000 |
| | GIS Coordinator | 1.000 | 1.000 | 1.000 |
| | GIS Specialist | 1.000 | 1.000 | 1.000 |
| | Secretary | 0.500 | 0.500 | 0.500 |
| | Senior Projects Engineer | 1.000 | 1.000 | 1.000 |
| | Traffic Technician | 1.000 | 1.000 | 1.000 |
| | Transportation Systems Coordinator | 1.000 | 1.000 | 1.000 |
| Engineering Division Total | | 13.000 | 13.000 | 13.000 |
| Planning Division 10030360 | | | | |
| | Associate Planner | 0.000 | 0.000 | 2.000 |
| | Code Enforcement Officer | 0.500 | 0.500 | 0.500 |
| | Construction Inspector | 0.000 | 0.000 | 1.000 |
| | Landscape Planner | 1.000 | 1.000 | 1.000 |
| | <i>Official Development Plan Inspector</i> | 1.000 | 1.000 | 0.000 |
| | Planner / Senior Planner | 0.000 | 0.000 | 4.200 |
| | <i>Planner I/II/III</i> | 4.200 | 4.200 | 0.000 |
| | Planning Aide | 1.000 | 1.000 | 1.000 |
| | Planning Manager | 1.000 | 1.000 | 1.000 |
| | <i>Planning Technician</i> | 2.000 | 2.000 | 0.000 |
| | Principal Planner | 1.000 | 1.000 | 1.000 |
| | Records Management Technician | 1.000 | 1.000 | 1.000 |
| | Secretary | 0.500 | 0.500 | 0.500 |
| | Senior Urban Designer | 1.000 | 1.000 | 1.000 |
| Planning Division Total | | 14.200 | 14.200 | 14.200 |
| Community Development Department Sum | | 47.800 | 47.800 | 47.900 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Full-Time Equivalent Staffing Summary**

| Business Unit | Position Title | 2013 Authorized | 2014 Authorized | 2014 Proposed Amended |
|--|----------------------------------|--------------------|--------------------|-----------------------------|
| General Fund | | | | |
| Finance Department | | | | |
| Administration Division | | | | |
| 10015050 | | | | |
| | Accounting Technician/Retirement | 0.500 | 0.500 | 0.500 |
| | Administrative Secretary | 1.000 | 1.000 | 1.000 |
| | Finance Director | 1.000 | 1.000 | 1.000 |
| | Purchasing Officer | 1.000 | 1.000 | 1.000 |
| | Retirement Administrator | 1.000 | 1.000 | 1.000 |
| Administration Division Total | | 4.500 | 4.500 | 4.500 |
| Accounting Division | | | | |
| 10015220 | | | | |
| Accounting Division Section | | | | |
| | Accountant | 3.500 | 3.500 | 3.500 |
| | Accounting Manager | 1.000 | 1.000 | 1.000 |
| | Accounting Specialist | 1.000 | 1.000 | 1.000 |
| | Accounting Technician | 3.500 | 3.500 | 3.500 |
| Accounting Division Section Sum | | 9.000 | 9.000 | 9.000 |
| 100152200911 | | | | |
| Public Safety | | | | |
| | Accountant | 0.500 | 0.500 | 0.500 |
| | Accounting Technician | 1.000 | 1.000 | 1.000 |
| Public Safety Sum | | 1.500 | 1.500 | 1.500 |
| Accounting Division Total | | 10.500 | 10.500 | 10.500 |
| Sales Tax Division | | | | |
| 10015250 | | | | |
| Sales Tax Division Section | | | | |
| | Revenue Agent | 1.000 | 1.000 | 1.000 |
| | Sales Tax Audit Supervisor | 1.000 | 1.000 | 1.000 |
| | Sales Tax Auditor | 4.000 | 4.000 | 4.000 |
| | Sales Tax Manager | 1.000 | 1.000 | 1.000 |
| | Sales Tax Technician | 1.000 | 1.000 | 1.000 |
| Sales Tax Division Section Sum | | 8.000 | 8.000 | 8.000 |
| 100152500911 | | | | |
| Public Safety | | | | |
| | Accountant | 0.500 | 0.500 | 0.500 |
| Public Safety Sum | | 0.500 | 0.500 | 0.500 |
| Sales Tax Division Total | | 8.500 | 8.500 | 8.500 |
| Treasury Division | | | | |
| 10015240 | | | | |
| | Financial Analyst | 1.000 | 1.000 | 1.000 |
| | Revenue Services Representative | 1.000 | 1.000 | 1.000 |
| | Senior Financial Analyst | 1.000 | 1.000 | 1.000 |
| | Treasury Manager | 1.000 | 1.000 | 1.000 |
| Treasury Division Total | | 4.000 | 4.000 | 4.000 |
| Finance Department Sum | | 27.500 | 27.500 | 27.500 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Full-Time Equivalent Staffing Summary**

| Business Unit | Position Title | 2013 Authorized | 2014 Authorized | 2014 Proposed Amended |
|--|--|--------------------|--------------------|-----------------------------|
| General Fund | | | | |
| Fire Department | | | | |
| Emergency Services Division | | | | |
| 10025260 | | | | |
| | Emergency Services Division Section | | | |
| | Administrative Secretary | 1.000 | 1.000 | 1.000 |
| | Battalion Chief | 3.000 | 3.000 | 3.000 |
| | Deputy Chief/Administration | 1.000 | 1.000 | 1.000 |
| | Deputy Chief/Operations | 1.000 | 1.000 | 1.000 |
| | Fire Captain | 6.000 | 6.000 | 6.000 |
| | Fire Chief | 1.000 | 1.000 | 1.000 |
| | Fire Engineer | 21.000 | 21.000 | 21.000 |
| | Fire Lieutenant | 15.000 | 15.000 | 15.000 |
| | Fire Lieutenant - Field Training Officer | 1.000 | 1.000 | 1.000 |
| | Fire Lieutenant - Technical Services Coordinator | 1.000 | 1.000 | 1.000 |
| | Fire Training Coordinator | 1.000 | 1.000 | 1.000 |
| | Firefighter I/II | 39.000 | 39.000 | 39.000 |
| | Secretary | 2.500 | 2.500 | 2.500 |
| | Emergency Services Division Section Sum | 93.500 | 93.500 | 93.500 |
| 100252600546 | EMS Section | | | |
| | Battalion Chief | 0.000 | 0.000 | 1.000 |
| | EMS Coordinator | 1.000 | 1.000 | 0.000 |
| | Fire Lieutenant - EMS Field Coordinator | 2.000 | 2.000 | 2.000 |
| | Fire Paramedic | 33.000 | 33.000 | 33.000 |
| | EMS Section Sum | 36.000 | 36.000 | 36.000 |
| Emergency Services Division Total | | 129.500 | 129.500 | 129.500 |
| Fire Prevention Division | | | | |
| 100252600547 | | | | |
| | Emergency Management Coordinator | 0.800 | 0.800 | 0.800 |
| | Fire Lieutenant - Fire Investigator | 1.000 | 1.000 | 1.000 |
| | Fire Lieutenant - Fire Plans Examiner/Inspector | 1.000 | 1.000 | 1.000 |
| | Fire Marshal | 1.000 | 1.000 | 1.000 |
| | Management Analyst | 0.000 | 0.000 | 1.000 |
| | Public Information Specialist | 2.000 | 2.000 | 1.000 |
| Fire Prevention Division Total | | 5.800 | 5.800 | 5.800 |
| Fire Department Sum | | 135.300 | 135.300 | 135.300 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Full-Time Equivalent Staffing Summary**

| Business Unit | Position Title | 2013 Authorized | 2014 Authorized | 2014 Proposed Amended |
|---|---|--------------------|--------------------|-----------------------------|
| General Fund | | | | |
| General Services Department | | | | |
| Administration Division | | | | |
| 10012050 | Administration Division Section | | | |
| | Administrative Secretary | 1.000 | 1.000 | 1.000 |
| | General Services Director | 1.000 | 1.000 | 1.000 |
| | Human Resources Analyst/HRIS | 1.000 | 1.000 | 1.000 |
| | Senior Projects Officer | 1.000 | 1.000 | 1.000 |
| | Administration Division Section Sum | 4.000 | 4.000 | 4.000 |
| 100120500015 | Volunteer Programs Section | | | |
| | Volunteer Coordinator | 1.000 | 1.000 | 1.000 |
| | Volunteer Programs Section Sum | 1.000 | 1.000 | 1.000 |
| Administration Division Total | | 5.000 | 5.000 | 5.000 |
| Building Operations & Maintenance Division | | | | |
| 10012390 | | | | |
| | Carpenter | 1.000 | 1.000 | 1.000 |
| | Contract Services Coordinator | 1.000 | 1.000 | 1.000 |
| | Electromechanic Specialist | 2.000 | 2.000 | 2.000 |
| | Facilities Manager | 1.000 | 1.000 | 1.000 |
| | Facilities Supervisor | 0.000 | 0.000 | 1.000 |
| | <i>Foreman</i> | <i>1.000</i> | <i>1.000</i> | <i>0.000</i> |
| | HVAC Specialist | 2.000 | 2.000 | 2.000 |
| | Maintenanceworker/Senior Maintenanceworker | 3.000 | 3.000 | 3.000 |
| | Secretary | 1.000 | 1.000 | 1.000 |
| Building Operations & Maintenance Division Total | | 12.000 | 12.000 | 12.000 |
| City Clerk's Office | | | | |
| 10012070 | City Clerk's Office Division Section | | | |
| | City Clerk | 1.000 | 1.000 | 1.000 |
| | Deputy City Clerk | 1.000 | 1.000 | 1.000 |
| | Information/Records Management Coordinator | 1.000 | 1.000 | 1.000 |
| | Messenger | 0.500 | 0.500 | 0.500 |
| | Secretary | 0.500 | 0.500 | 0.500 |
| | Switchboard Operator | 1.116 | 1.116 | 1.116 |
| | City Clerk's Office Division Section Sum | 5.116 | 5.116 | 5.116 |
| 100120700135 | Print Shop | | | |
| | Press Operator Assistant | 1.000 | 1.000 | 1.000 |
| | Print Shop Coordinator | 1.000 | 1.000 | 1.000 |
| | Print Shop Sum | 2.000 | 2.000 | 2.000 |
| City Clerk's Office Total | | 7.116 | 7.116 | 7.116 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Full-Time Equivalent Staffing Summary**

| Business Unit | Position Title | 2013 Authorized | 2014 Authorized | 2014 Proposed Amended |
|--|---|--------------------|--------------------|-----------------------------|
| General Fund | | | | |
| Human Resources Division-ED&B | | | | |
| 10012060 | | | | |
| | Employee Development and Benefits Division Section | | | |
| | Employee Development and Benefits Manager | 1.000 | 1.000 | 1.000 |
| | Human Resources Analyst/Senior Human Resources Analyst | 1.000 | 1.000 | 1.000 |
| | Employee Development and Benefits Division Section Sum | 2.000 | 2.000 | 2.000 |
| 100120600544 | | | | |
| | Employee Development and Benefits Section - Wellness | | | |
| | <i>Recreation Specialist - Wellness</i> | 1.000 | 1.000 | 0.000 |
| | Wellness Program Coordinator | 0.000 | 0.000 | 1.000 |
| | Employee Development and Benefits Section - Wellness Sum | 1.000 | 1.000 | 1.000 |
| 100120600612 | | | | |
| | Employee Development and Benefits Division Section - Training | | | |
| | <i>Employee Development Analyst</i> | 1.000 | 1.000 | 0.000 |
| | Employee Development Coordinator | 0.000 | 0.000 | 1.000 |
| | Employee Development and Benefits Division Section - Training Sum | 1.000 | 1.000 | 1.000 |
| Human Resources Division-ED&B Total | | 4.000 | 4.000 | 4.000 |
| Human Resources Division-WP&C | | | | |
| 10012060 | | | | |
| | Workforce Planning and Compensation Division Section | | | |
| | Human Resources Analyst/Senior Human Resources Analyst | 3.000 | 3.000 | 3.000 |
| | Human Resources Technician | 2.000 | 2.000 | 2.000 |
| | Secretary | 2.050 | 2.050 | 2.050 |
| | Workforce Planning and Compensation Manager | 1.000 | 1.000 | 1.000 |
| | Workforce Planning and Compensation Division Section Sum | 8.050 | 8.050 | 8.050 |
| 100120600911 | | | | |
| | Workforce Planning and Compensation Division Section - Public Safety | | | |
| | Human Resources Analyst/Recruitment | 1.000 | 1.000 | 1.000 |
| | Workforce Planning and Compensation Division Section - Public Safety Sum | 1.000 | 1.000 | 1.000 |
| Human Resources Division-WP&C Total | | 9.050 | 9.050 | 9.050 |
| Human Resources Division-Risk | | | | |
| 100120500552 | | | | |
| | Environmental Analyst | 1.000 | 1.000 | 1.000 |
| Human Resources Division-Risk Total | | 1.000 | 1.000 | 1.000 |
| Human Resources Total | | 14.050 | 14.050 | 14.050 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Full-Time Equivalent Staffing Summary**

| Business Unit | Position Title | 2013 Authorized | 2014 Authorized | 2014 Proposed Amended |
|--|--|--------------------|--------------------|-----------------------------|
| General Fund | | | | |
| Municipal Court | | | | |
| 10012130 | | | | |
| | Municipal Court Section | | | |
| | Associate Judge | 0.800 | 0.800 | 0.800 |
| | Collections Supervisor | 1.000 | 1.000 | 1.000 |
| | Court Administrator | 1.000 | 1.000 | 1.000 |
| | Deputy Court Administrator | 1.000 | 1.000 | 1.000 |
| | Deputy Court Clerk | 10.300 | 10.300 | 10.300 |
| | Municipal Judge | 1.000 | 1.000 | 1.000 |
| | Municipal Court Section Sum | 15.100 | 15.100 | 15.100 |
| 100121300130 | | | | |
| | Probation Section | | | |
| | Deputy Court Clerk | 1.000 | 1.000 | 1.000 |
| | Probation Officer | 1.500 | 1.500 | 1.500 |
| | Probation Supervisor | 1.000 | 1.000 | 1.000 |
| | Probation Section Sum | 3.500 | 3.500 | 3.500 |
| 100121300911 | | | | |
| | Probation - Public Safety | | | |
| | Probation Officer | 0.500 | 0.500 | 0.500 |
| | Probation - Public Safety Sum | 0.500 | 0.500 | 0.500 |
| | Municipal Court - Public Safety | | | |
| | Deputy Court Clerk | 1.500 | 1.500 | 1.500 |
| | Municipal Court - Public Safety Sum | 1.500 | 1.500 | 1.500 |
| Municipal Court Total | | 20.600 | 20.600 | 20.600 |
| General Services Department Sum | | 58.766 | 58.766 | 58.766 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Full-Time Equivalent Staffing Summary**

| Business Unit | Position Title | 2013 Authorized | 2014 Authorized | 2014 Proposed Amended |
|---|---|--------------------|--------------------|-----------------------------|
| General Fund | | | | |
| Parks, Recreation and Libraries Department | | | | |
| Administration Division | | | | |
| 10050050 | | | | |
| | Administration Division Section | | | |
| | Administrative Coordinator | 1.000 | 1.000 | 1.000 |
| | Applications Specialist | 1.000 | 1.000 | 1.000 |
| | Management Assistant | 1.200 | 1.200 | 1.200 |
| | Parks, Recreation and Libraries Director | 1.000 | 1.000 | 1.000 |
| | PR&L Community Outreach Coordinator | 0.000 | 0.000 | 1.000 |
| | <i>Regional Parks and Golf Manager</i> | 1.000 | 1.000 | 0.000 |
| | PRL Operations Manager | 0.000 | 0.000 | 1.000 |
| | Secretary | 3.000 | 3.000 | 3.000 |
| | Senior Management Analyst | 0.000 | 0.000 | 1.000 |
| Administration Division Total | | 8.200 | 8.200 | 10.200 |
| Library Services Division | | | | |
| 10050620 | | | | |
| | Librarian I | 6.100 | 6.100 | 6.100 |
| | Librarian II | 2.000 | 2.000 | 2.000 |
| | Library Associate I/II | 7.700 | 7.700 | 6.700 |
| | Library Clerk I/II | 9.250 | 9.250 | 8.750 |
| | Library Network Specialist | 1.000 | 1.000 | 1.000 |
| | Library Services Coordinator | 5.000 | 5.000 | 5.000 |
| | Library Services Manager | 1.000 | 1.000 | 1.000 |
| | Library Shelver | 5.225 | 5.225 | 5.225 |
| | Library Specialist | 1.000 | 1.000 | 1.500 |
| | Library Supervisor | 1.000 | 1.000 | 1.000 |
| | Secretary | 1.000 | 1.000 | 1.000 |
| Library Services Division Total | | 40.275 | 40.275 | 39.275 |
| Recreation Facilities Division | | | | |
| 10050720 | | | | |
| | Recreation Facilities Division Section | | | |
| | Recreation Services Manager | 0.500 | 0.500 | 0.500 |
| Recreation Facilities Division Section Sum | | 0.500 | 0.500 | 0.500 |
| 100507200505 | | | | |
| | Fitness Section | | | |
| | Recreation Program Assistant | 0.500 | 0.500 | 0.500 |
| | Recreation Specialist | 1.000 | 1.000 | 1.000 |
| Fitness Section Sum | | 1.500 | 1.500 | 1.500 |
| 100507200860 | | | | |
| | City Park Recreation Center | | | |
| | <i>Assistant Pool Manager</i> | 2.000 | 2.000 | 0.000 |
| | Assistant Recreation Supervisor | 1.000 | 1.000 | 0.500 |
| | City Park Superintendent | 0.000 | 0.000 | 0.500 |
| | Custodian | 1.500 | 1.500 | 1.500 |
| | Facility Assistant | 2.700 | 2.700 | 2.700 |
| | Guest Relations Clerk I/II | 6.400 | 6.400 | 6.400 |
| | <i>Lead Lifeguard</i> | 3.900 | 3.900 | 0.000 |
| | <i>Recreation Specialist</i> | 1.000 | 1.000 | 0.000 |
| | <i>Recreation Supervisor - City Park</i> | 0.500 | 0.500 | 0.000 |
| City Park Recreation Center Sum | | 19.000 | 19.000 | 11.600 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Full-Time Equivalent Staffing Summary**

| Business Unit | Position Title | 2013 Authorized | 2014 Authorized | 2014 Proposed Amended |
|---|---|--------------------|--------------------|-----------------------------|
| General Fund | | | | |
| 100507200861 | City Park Fitness Center | | | |
| | Assistant Recreation Supervisor | 0.000 | 0.000 | 0.500 |
| | City Park Superintendent | 0.000 | 0.000 | 0.500 |
| | Custodian | 1.000 | 1.000 | 1.000 |
| | Facility Assistant | 1.500 | 1.500 | 1.500 |
| | Guest Relations Clerk I/II | 4.300 | 4.300 | 4.300 |
| | Recreation Aide | 0.500 | 0.500 | 0.500 |
| | <i>Recreation Supervisor - City Park</i> | <i>0.500</i> | <i>0.500</i> | <i>0.000</i> |
| | City Park Fitness Center Sum | 7.800 | 7.800 | 8.300 |
| 100507200963 | Swim and Fitness Center | | | |
| | <i>Assistant Pool Manager</i> | <i>2.000</i> | <i>2.000</i> | <i>0.000</i> |
| | Facility Assistant | 1.600 | 1.600 | 1.600 |
| | Guest Relations Clerk I/II | 3.500 | 3.500 | 3.500 |
| | <i>Lead Lifeguard</i> | <i>3.900</i> | <i>3.900</i> | <i>0.000</i> |
| | Recreation Aide | 0.500 | 0.500 | 0.500 |
| | <i>Recreation Specialist</i> | <i>1.000</i> | <i>1.000</i> | <i>0.000</i> |
| | Recreation Supervisor - Swim and Fitness | 1.000 | 1.000 | 1.000 |
| | Swim and Fitness Center Sum | 13.500 | 13.500 | 6.600 |
| 100507200967 | West View Recreation Center | | | |
| | <i>Custodian</i> | <i>1.000</i> | <i>1.000</i> | <i>0.000</i> |
| | Facility Assistant | 1.600 | 1.600 | 1.600 |
| | Guest Relations Clerk I/II | 3.900 | 3.900 | 3.900 |
| | Recreation Aide | 0.500 | 0.500 | 0.500 |
| | Recreation Supervisor - West View | 1.000 | 1.000 | 1.000 |
| | West View Recreation Center Sum | 8.000 | 8.000 | 7.000 |
| Recreation Facilities Division Total | | 50.300 | 50.300 | 35.500 |
| Recreation Programs Division | | | | |
| 10050760 | Recreation Programs Division Section | | | |
| | Facility Assistant | 1.750 | 1.750 | 1.750 |
| | Recreation Program Assistant | 1.000 | 1.000 | 1.000 |
| | Recreation Services Manager | 0.500 | 0.500 | 0.500 |
| | Recreation Specialist | 4.000 | 4.000 | 4.000 |
| | Recreation Supervisor - Sports | 1.000 | 1.000 | 1.000 |
| | Recreation Programs Division Section Sum | 8.250 | 8.250 | 8.250 |
| 100507600017 | The MAC | | | |
| | Facility Assistant | 1.600 | 1.600 | 1.600 |
| | Guest Relations Clerk I/II | 1.900 | 1.900 | 1.900 |
| | Recreation Aide | 0.600 | 0.600 | 0.600 |
| | Recreation Specialist | 1.000 | 1.000 | 1.000 |
| | Recreation Supervisor - The MAC | 1.000 | 1.000 | 1.000 |
| | The MAC Sum | 6.100 | 6.100 | 6.100 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Full-Time Equivalent Staffing Summary**

| Business Unit | Position Title | 2013 Authorized | 2014 Authorized | 2014 Proposed Amended |
|---|---------------------------------------|--------------------|--------------------|-----------------------------|
| General Fund | | | | |
| 100507600035 | Westminster Sports Center | | | |
| | Facility Assistant | 0.250 | 0.250 | 0.250 |
| | Recreation Program Assistant | 0.500 | 0.500 | 0.500 |
| | Westminster Sports Center Sum | 0.750 | 0.750 | 0.750 |
| 100507600532 | Arts Program Section | | | |
| | Recreation Program Assistant | 0.500 | 0.500 | 0.500 |
| | Arts Program Section Sum | 0.500 | 0.500 | 0.500 |
| Recreation Programs Division Total | | 15.600 | 15.600 | 15.600 |
| Park Services Division | | | | |
| 10050550 | Park Services Section | | | |
| | Crewleader | 3.000 | 3.000 | 3.000 |
| | Equipment Mechanic | 2.000 | 2.000 | 2.000 |
| | Foreman | 2.000 | 2.000 | 2.000 |
| | Park Services Manager | 1.000 | 1.000 | 1.000 |
| | Parks Specialist | 3.000 | 3.000 | 3.000 |
| | Parksworker I/II | 5.000 | 5.000 | 5.000 |
| | Park Services Section Sum | 16.000 | 16.000 | 16.000 |
| 10050690 | Design/Development Section | | | |
| | Equipment Operator II | 2.000 | 2.000 | 2.000 |
| | Landscape Architect I/II | 0.800 | 0.800 | 0.800 |
| | <i>Park Supervisor</i> | <i>1.000</i> | <i>1.000</i> | <i>0.000</i> |
| | Parks Specialist | 1.000 | 1.000 | 1.000 |
| | Parks Superintendent | 0.000 | 0.000 | 1.000 |
| | Design/Development Section Sum | 4.800 | 4.800 | 4.800 |
| Park Services Division Total | | 20.800 | 20.800 | 20.800 |
| Standley Lake | | | | |
| 10050660 | Standley Lake Section | | | |
| | Lake Operations Coordinator | 1.000 | 1.000 | 1.000 |
| | Park Ranger | 2.000 | 2.000 | 2.000 |
| | Senior Park Ranger | 1.000 | 1.000 | 1.000 |
| | Standley Lake Section Sum | 4.000 | 4.000 | 4.000 |
| Standley Lake Total | | 4.000 | 4.000 | 4.000 |
| Aquatics | | | | |
| 100507200511 | Aquatics Section | | | |
| | Aquatics Supervisor | 0.000 | 0.000 | 1.000 |
| | Assistant Pool Manager | 0.000 | 0.000 | 4.000 |
| | Lead Lifeguard | 0.000 | 0.000 | 7.800 |
| | Recreation Specialist | 0.000 | 0.000 | 1.000 |
| | Recreation Specialist | 0.000 | 0.000 | 1.000 |
| Aquatics Total | | 0.000 | 0.000 | 14.800 |
| Parks, Recreation and Libraries Department Sum | | 139.175 | 139.175 | 139.175 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Full-Time Equivalent Staffing Summary**

| Business Unit | Position Title | 2013 Authorized | 2014 Authorized | 2014 Proposed Amended |
|--|--|--------------------|--------------------|-----------------------------|
| General Fund | | | | |
| Police Department | | | | |
| Administration Division | | | | |
| 10020050 | | | | |
| | Administrative Coordinator | 1.000 | 1.000 | 1.000 |
| | Police Chief | 1.000 | 1.000 | 1.000 |
| | Senior Management Analyst | 1.000 | 1.000 | 1.000 |
| Administration Division Total | | 3.000 | 3.000 | 3.000 |
| Police Patrol Services Division | | | | |
| 10020500 | | | | |
| | Administration Section | | | |
| | Deputy Police Chief | 1.000 | 1.000 | 1.000 |
| | Equipment Services Assistant | 1.000 | 1.000 | 1.000 |
| | Police Commander | 1.000 | 1.000 | 1.000 |
| | Police Officer/Senior Police Officer | 5.000 | 5.000 | 5.000 |
| | Secretary | 0.800 | 0.800 | 0.800 |
| | Sergeant | 1.000 | 1.000 | 1.000 |
| | Administration Section Sum | 9.800 | 9.800 | 9.800 |
| 100205000348 | | | | |
| | Traffic Section | | | |
| | Crime Analyst | 1.000 | 1.000 | 1.000 |
| | Police Commander | 1.000 | 1.000 | 1.000 |
| | Police Officer/Senior Police Officer | 15.000 | 15.000 | 15.000 |
| | Sergeant | 2.000 | 2.000 | 2.000 |
| | Traffic Accident Investigator | 4.000 | 4.000 | 4.000 |
| | Traffic Section Sum | 23.000 | 23.000 | 23.000 |
| 100205000349 | | | | |
| | Patrol Section | | | |
| | Police Commander | 3.000 | 3.000 | 3.000 |
| | Police Officer/Senior Police Officer | 90.000 | 90.000 | 90.000 |
| | Report Specialist | 2.000 | 2.000 | 2.000 |
| | Sergeant | 13.000 | 13.000 | 13.000 |
| | Patrol Section Sum | 108.000 | 108.000 | 108.000 |
| Police Patrol Services Division Total | | 140.800 | 140.800 | 140.800 |
| Police Specialized Services Division | | | | |
| 10020300 | | | | |
| | Administration Section | | | |
| | Deputy Police Chief | 1.000 | 1.000 | 1.000 |
| | Secretary | 1.000 | 1.000 | 1.000 |
| | Administration Section Sum | 2.000 | 2.000 | 2.000 |
| 100203000341 | | | | |
| | Professional Services Section | | | |
| | Police Commander | 1.000 | 1.000 | 1.000 |
| | Police Officer/Senior Police Officer | 7.000 | 7.000 | 7.000 |
| | Secretary | 0.800 | 0.800 | 0.800 |
| | Professional Services Section Sum | 8.800 | 8.800 | 8.800 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Full-Time Equivalent Staffing Summary**

| Business Unit | Position Title | 2013 Authorized | 2014 Authorized | 2014 Proposed Amended |
|---|--|--------------------|--------------------|-----------------------------|
| General Fund | | | | |
| 100203000342 | Neighborhood Services Section | | | |
| | Animal Management Officer | 3.500 | 3.500 | 3.500 |
| | Animal Management Supervisor | 1.000 | 1.000 | 1.000 |
| | Code Enforcement Officer | 5.000 | 5.000 | 5.000 |
| | Code Enforcement Supervisor | 1.000 | 1.000 | 1.000 |
| | Code Enforcement Technician | 1.000 | 1.000 | 1.000 |
| | Neighborhood Services Specialist | 1.000 | 1.000 | 1.000 |
| | Neighborhood Services Section Sum | 12.500 | 12.500 | 12.500 |
| 100203000343 | Records and Property Section | | | |
| | Lead Police Records Technician | 1.000 | 1.000 | 1.000 |
| | Police Commander | 1.000 | 1.000 | 1.000 |
| | Police Projects Specialist | 0.000 | 0.000 | 0.000 |
| | Police Records Supervisor | 1.000 | 1.000 | 1.000 |
| | Police Records Technician | 11.000 | 11.000 | 11.000 |
| | Property Evidence Technician | 3.000 | 3.000 | 3.000 |
| | Records and Property Section Sum | 17.000 | 17.000 | 17.000 |
| 100203000344 | Investigations Section | | | |
| | Criminalist/Senior Criminalist | 3.000 | 3.000 | 3.000 |
| | Police Commander | 1.000 | 1.000 | 1.000 |
| | Police Officer/Senior Police Officer | 31.000 | 31.000 | 31.000 |
| | Secretary | 1.500 | 1.500 | 1.500 |
| | Sergeant | 4.000 | 4.000 | 4.000 |
| | Victim Advocate | 3.000 | 3.000 | 3.000 |
| | Victim Services Coordinator | 1.000 | 1.000 | 1.000 |
| | Investigations Section Sum | 44.500 | 44.500 | 44.500 |
| 100203000345 | Communications Section | | | |
| | Communications Specialist I/II | 23.000 | 23.000 | 23.000 |
| | Communications Supervisor | 4.000 | 4.000 | 4.000 |
| | Public Safety Communications Administrator | 1.000 | 1.000 | 1.000 |
| | Technical Services Coordinator | 1.000 | 1.000 | 1.000 |
| | Communications Section Sum | 29.000 | 29.000 | 29.000 |
| Police Specialized Services Division Total | | 113.800 | 113.800 | 113.800 |
| Police Department Sum | | 257.600 | 257.600 | 257.600 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Full-Time Equivalent Staffing Summary**

| Business Unit | Position Title | 2013 Authorized | 2014 Authorized | 2014 Proposed Amended |
|---|--|--------------------|--------------------|-----------------------------|
| General Fund | | | | |
| Public Works and Utilities Department | | | | |
| Street Maintenance Division | | | | |
| 10035450 | | | | |
| | Equipment Operator I | 4.000 | 4.000 | 4.000 |
| | Equipment Operator II | 2.000 | 2.000 | 2.000 |
| | Foreman | 2.000 | 2.000 | 2.000 |
| | Maintenanceworker/Senior Maintenanceworker | 9.000 | 9.000 | 9.000 |
| | Pavement Management Coordinator | 1.000 | 1.000 | 1.000 |
| | Secretary | 1.000 | 1.000 | 1.000 |
| | Street Inspector | 3.000 | 3.000 | 3.000 |
| | Street Operations Manager | 1.000 | 1.000 | 1.000 |
| | Street Projects Specialist | 1.000 | 1.000 | 1.000 |
| Street Maintenance Division Total | | 24.000 | 24.000 | 24.000 |
| Public Works and Utilities Department Sum | | 24.000 | 24.000 | 24.000 |
| Westminster Promenade Activities | | | | |
| Parks, Recreation and Libraries Department | | | | |
| 100505500106 | | | | |
| | Parks Promenade | | | |
| | Parksworker I/II | 2.000 | 2.000 | 2.000 |
| | Parks Promenade Sum | 2.000 | 2.000 | 2.000 |
| Patrol Promenade | | | | |
| 100205000106 | | | | |
| | Patrol Promenade | | | |
| | Police Officer/Senior Police Officer | 4.000 | 4.000 | 4.000 |
| | Patrol Promenade Sum | 4.000 | 4.000 | 4.000 |
| General Fund Total | | 724.841 | 724.841 | 725.941 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Full-Time Equivalent Staffing Summary**

| Business Unit | Position Title | 2013 Authorized | 2014 Authorized | 2014 Proposed Amended |
|---|--|--------------------|--------------------|-----------------------------|
| Utility Fund | | | | |
| Community Development Department | | | | |
| Engineering Division | | | | |
| 25030380 | | | | |
| | Engineer/Senior Engineer | 1.500 | 1.500 | 1.500 |
| | GIS Technician | 1.000 | 1.000 | 1.000 |
| Engineering Division Total | | 2.500 | 2.500 | 2.500 |
| Community Development Department Sum | | 2.500 | 2.500 | 2.500 |
| Finance Department | | | | |
| Treasury Division | | | | |
| 20015240 | | | | |
| | Revenue Services Representative | 3.000 | 3.000 | 3.000 |
| | Utility Billing Supervisor | 1.000 | 1.000 | 1.000 |
| Treasury Division Total | | 4.000 | 4.000 | 4.000 |
| Finance Department Sum | | 4.000 | 4.000 | 4.000 |
| Information Technology Department | | | | |
| Information Technology | | | | |
| 20060230 | | | | |
| Information Technology Section | | | | |
| | Administrative Secretary | 1.000 | 1.000 | 1.000 |
| | ERP Software Engineer | 0.000 | 0.000 | 1.000 |
| | Information Systems Manager | 1.000 | 1.000 | 1.000 |
| | Information Technology Director | 1.000 | 1.000 | 1.000 |
| | Internet Software Engineer | 2.000 | 2.000 | 2.000 |
| | IT Systems Supervisor | 0.000 | 0.000 | 2.000 |
| | Lead Software Engineer | 2.000 | 2.000 | 2.000 |
| | Network Administrator | 0.600 | 0.600 | 0.600 |
| | Network Systems Technician | 0.500 | 0.500 | 0.500 |
| | Senior Telecommunications Administrator | 1.000 | 1.000 | 1.000 |
| | Software Engineer I/II | 5.500 | 5.500 | 4.500 |
| | Software Engineering Manager | 1.000 | 1.000 | 1.000 |
| | Systems Administrator | 0.000 | 0.000 | 2.700 |
| | <i>Systems Analyst Supervisor</i> | <i>2.000</i> | <i>2.000</i> | <i>0.000</i> |
| | <i>Systems Analyst/Senior Systems Analyst</i> | <i>6.700</i> | <i>6.700</i> | <i>0.000</i> |
| | Technical Support Specialist / Senior Technical Support Specialist | 0.000 | 0.000 | 4.000 |
| Information Technology Section Sum | | 24.300 | 24.300 | 24.300 |
| 200602300911 | | | | |
| Information Technology Section - Public Safety | | | | |
| | Network Administrator | 0.400 | 0.400 | 0.400 |
| | Software Engineer I/II | 0.300 | 0.300 | 0.300 |
| | Systems Administrator | 0.000 | 0.000 | 0.300 |
| | <i>Systems Analyst/Senior Systems Analyst</i> | <i>0.300</i> | <i>0.300</i> | <i>0.000</i> |
| Information Technology Section - Public Safety Sum | | 1.000 | 1.000 | 1.000 |
| Information Technology Department Sum | | 25.300 | 25.300 | 25.300 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Full-Time Equivalent Staffing Summary**

| Business Unit | Position Title | 2013 Authorized | 2014 Authorized | 2014 Proposed Amended |
|--|--|--------------------|--------------------|-----------------------------|
| Utility Fund | | | | |
| Public Works and Utilities Department | | | | |
| Water Administration Division | | | | |
| 20035050 | | | | |
| | Administrative Secretary | 1.000 | 1.000 | 1.000 |
| | Public Works and Utilities Director | 1.000 | 1.000 | 1.000 |
| | Senior Management Analyst | 1.000 | 1.000 | 1.000 |
| Water Administration Division Total | | 3.000 | 3.000 | 3.000 |
| Utilities Operations Division | | | | |
| 20035470 | | | | |
| Water Field Operations Section | | | | |
| | Distribution and Collection Superintendent | 1.000 | 1.000 | 1.000 |
| | Equipment Operator I | 2.000 | 2.000 | 2.000 |
| | Equipment Operator II | 2.000 | 2.000 | 2.000 |
| | Foreman | 1.000 | 1.000 | 1.000 |
| | Maintenanceworker/Senior Maintenanceworker | 3.000 | 3.000 | 3.000 |
| | Secretary | 2.000 | 2.000 | 2.000 |
| | Utilities Operations Manager | 1.000 | 1.000 | 1.000 |
| | Utilities Technician | 1.000 | 1.000 | 1.000 |
| Water Field Operations Section Sum | | 13.000 | 13.000 | 13.000 |
| 20035490 | | | | |
| Water Plant Section | | | | |
| | Control Systems Engineer/Senior Engineer | 0.500 | 0.500 | 0.500 |
| | Control Systems Specialist | 0.500 | 0.500 | 0.500 |
| | Foreman | 1.000 | 1.000 | 1.000 |
| | Lead Plant Operator | 1.000 | 1.000 | 1.000 |
| | Maintenanceworker/Senior Maintenanceworker | 2.000 | 2.000 | 2.000 |
| | Plant Operator Trainee/Plant Operator IV | 9.000 | 9.000 | 9.000 |
| | Plant Superintendent | 1.000 | 1.000 | 1.000 |
| | Utilities Technician | 2.000 | 2.000 | 2.000 |
| Water Plant Section Sum | | 17.000 | 17.000 | 17.000 |
| 21035470 | | | | |
| Wastewater Field Operations Section | | | | |
| | Equipment Operator I | 1.000 | 1.000 | 1.000 |
| | Foreman | 1.000 | 1.000 | 1.000 |
| | Maintenanceworker/Senior Maintenanceworker | 2.000 | 2.000 | 2.000 |
| | Utilities Systems Specialist | 1.000 | 1.000 | 1.000 |
| | Utilities Technician | 4.000 | 4.000 | 4.000 |
| Wastewater Field Operations Section Sum | | 9.000 | 9.000 | 9.000 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Full-Time Equivalent Staffing Summary**

| Business Unit | Position Title | 2013 Authorized | 2014 Authorized | 2014 Proposed Amended |
|--|---|--------------------|--------------------|-----------------------------|
| Utility Fund | | | | |
| 21035490 | Wastewater Plant Section | | | |
| | Control Systems Engineer/Senior Engineer | 0.500 | 0.500 | 0.500 |
| | Control Systems Specialist | 0.500 | 0.500 | 0.500 |
| | Foreman | 1.000 | 1.000 | 1.000 |
| | Lead Plant Operator | 1.000 | 1.000 | 1.000 |
| | Maintenanceworker/Senior Maintenanceworker | 1.000 | 1.000 | 1.000 |
| | Plant Operator Trainee/Plant Operator IV | 9.000 | 9.000 | 9.000 |
| | Plant Superintendent | 1.000 | 1.000 | 1.000 |
| | Utilities Technician | 0.000 | 1.000 | 1.000 |
| | Wastewater Plant Section Sum | 14.000 | 15.000 | 15.000 |
| 200354700402 | Meter Shop Section | | | |
| | Maintenanceworker/Senior Maintenanceworker | 1.000 | 1.000 | 1.000 |
| | Utilities Systems Specialist | 1.000 | 1.000 | 1.000 |
| | Utilities Technician | 3.000 | 3.000 | 3.000 |
| | Meter Shop Section Sum | 5.000 | 5.000 | 5.000 |
| 200354700497 | Water Field Ops/Water Line Replacement | | | |
| | Equipment Operator I | 2.000 | 2.000 | 2.000 |
| | Equipment Operator II | 2.000 | 2.000 | 2.000 |
| | Foreman | 1.000 | 1.000 | 1.000 |
| | Maintenanceworker/Senior Maintenanceworker | 6.000 | 6.000 | 6.000 |
| | Water Field Ops/Water Line Replacement Sum | 11.000 | 11.000 | 11.000 |
| 200354900023 | PW&U Water Plants/Reclaimed | | | |
| | Maintenanceworker/Senior Maintenanceworker | 1.000 | 1.000 | 1.000 |
| | PW&U Water Plants/Reclaimed Sum | 1.000 | 1.000 | 1.000 |
| 210354900401 | Biosolids | | | |
| | Equipment Operator II | 3.000 | 3.000 | 3.000 |
| | Biosolids Sum | 3.000 | 3.000 | 3.000 |
| 200354700498 | Water Field Operations Section-Team | | | |
| | Applications Specialist | 0.000 | 0.000 | 1.000 |
| | GIS Specialist | 1.000 | 1.000 | 1.000 |
| | Maintenance Management System Coordinator | 1.000 | 1.000 | 1.000 |
| | Secretary | 2.500 | 2.500 | 1.500 |
| | Water Field Operations Section-Team Sum | 4.500 | 4.500 | 4.500 |
| Utilities Operations Division Total | | 77.500 | 78.500 | 78.500 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Full-Time Equivalent Staffing Summary**

| Business Unit | Position Title | 2013 Authorized | 2014 Authorized | 2014 Proposed Amended |
|--|--|--------------------|--------------------|-----------------------------|
| Utility Fund | | | | |
| Utilities Planning and Engineering Division | | | | |
| 20035430 | PW&U Engineering Section | | | |
| | Engineer/Senior Engineer | 5.000 | 5.000 | 5.000 |
| | Records Management Technician | 1.000 | 1.000 | 1.000 |
| | Senior Projects Engineer | 1.000 | 1.000 | 1.000 |
| | PW&U Engineering Section Sum | 7.000 | 7.000 | 7.000 |
| 20035480 | Water Resources Section | | | |
| | Engineer/Senior Engineer | 2.000 | 2.000 | 2.000 |
| | <i>Management Analyst</i> | <i>1.000</i> | <i>1.000</i> | <i>0.000</i> |
| | Project Specialist | 0.000 | 0.000 | 1.000 |
| | Reclaimed System Analyst | 1.000 | 1.000 | 1.000 |
| | Reclaimed Water System Coordinator | 1.000 | 1.000 | 1.000 |
| | Secretary | 1.000 | 1.000 | 1.000 |
| | Utilities Planning and Engineering Manager | 1.000 | 1.000 | 1.000 |
| | Water Resources Analyst | 1.000 | 1.000 | 1.000 |
| | Water Resources Engineering Coordinator | 1.000 | 1.000 | 1.000 |
| | Water Resources Technician | 1.000 | 1.000 | 1.000 |
| | Water Resources Section Sum | 10.000 | 10.000 | 10.000 |
| 200354800943 | Water Quality Section | | | |
| | Chemist | 2.000 | 2.000 | 2.000 |
| | Laboratory Aide | 0.750 | 0.750 | 1.000 |
| | Laboratory Analyst | 1.000 | 1.000 | 1.000 |
| | Water Quality Administrator | 1.000 | 1.000 | 1.000 |
| | Water Quality Specialist | 1.000 | 1.000 | 1.000 |
| | Water Quality Section Sum | 5.750 | 5.750 | 6.000 |
| 210354800943 | Laboratory Services Section | | | |
| | Chemist | 1.000 | 1.000 | 1.000 |
| | Laboratory Analyst | 1.000 | 1.000 | 1.000 |
| | Laboratory Services Coordinator | 1.000 | 1.000 | 1.000 |
| | Water Quality Specialist | 1.000 | 1.000 | 1.000 |
| | Laboratory Services Section Sum | 4.000 | 4.000 | 4.000 |
| Utilities Planning and Engineering Division Total | | 26.750 | 26.750 | 27.000 |
| Public Works and Utilities Department Sum | | 107.250 | 108.250 | 108.500 |
| Utility Fund Total | | 139.050 | 140.050 | 140.300 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Full-Time Equivalent Staffing Summary**

| Business Unit | Position Title | 2013 Authorized | 2014 Authorized | 2014 Proposed Amended |
|--|--|--------------------|--------------------|-----------------------------|
| <u>Fleet Maintenance Fund</u> | | | | |
| General Services Department | | | | |
| Fleet Division | | | | |
| 30012460 | | | | |
| | Fleet Division Section | | | |
| | Applications Specialist | 1.000 | 1.000 | 1.000 |
| | Fleet Manager | 1.000 | 1.000 | 1.000 |
| | Foreman | 1.000 | 1.000 | 1.000 |
| | Mechanic I/II | 5.000 | 5.000 | 5.000 |
| | Secretary | 0.500 | 0.500 | 0.500 |
| | Fleet Division Section Sum | 8.500 | 8.500 | 8.500 |
| 300124600911 | | | | |
| | Fleet - Public Safety | | | |
| | Fire Mechanic | 1.000 | 1.000 | 1.000 |
| | Fleet - Public Safety Sum | 1.000 | 1.000 | 1.000 |
| Fleet Division Total | | 9.500 | 9.500 | 9.500 |
| Fleet Maintenance Fund Total | | 9.500 | 9.500 | 9.500 |
| <u>Property Liability Fund</u> | | | | |
| General Services Department | | | | |
| Human Resources Division-Risk | | | | |
| 46010900 | | | | |
| | Risk Management Division Section | | | |
| | Risk Manager | 1.000 | 1.000 | 1.000 |
| | Risk/Claims Analyst | 0.500 | 0.500 | 0.500 |
| | Risk Management Division Section Sum | 1.500 | 1.500 | 1.500 |
| 460109000911 | | | | |
| | Risk Management Division Section - Public Safety | | | |
| | Risk/Claims Analyst | 0.500 | 0.500 | 0.500 |
| | Risk Management Division Section - Public Safety Sum | 0.500 | 0.500 | 0.500 |
| Human Resources Division-Risk Total | | 2.000 | 2.000 | 2.000 |
| Property Liability Fund Total | | 2.000 | 2.000 | 2.000 |
| <u>Medical/Dental Fund</u> | | | | |
| General Services Department | | | | |
| Human Resources Division-ED&B | | | | |
| 49010900 | | | | |
| | Employee Development and Benefits Division Section - Benefits | | | |
| | Benefits Specialist | 1.000 | 1.000 | 1.000 |
| | Human Resources Technician | 0.500 | 0.500 | 0.500 |
| | Employee Development and Benefits Division Section - Benefits Sum | 1.500 | 1.500 | 1.500 |
| Medical/Dental Fund Total | | 1.500 | 1.500 | 1.500 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Full-Time Equivalent Staffing Summary**

| Business Unit | Position Title | 2013 Authorized | 2014 Authorized | 2014 Proposed Amended |
|---|---------------------------------------|--------------------|--------------------|-----------------------------|
| <u>Open Space Fund</u> | | | | |
| Community Development Department | | | | |
| Administration | | | | |
| 54010900 | | | | |
| | Open Space Coordinator | 1.000 | 1.000 | 1.000 |
| | Open Space Technician | 0.500 | 0.500 | 0.500 |
| Community Development Department Sum | | 1.500 | 1.500 | 1.500 |
| Parks, Recreation and Libraries Department | | | | |
| Administration | | | | |
| 54050550 | | | | |
| | Open Space Volunteer Coordinator | 1.000 | 1.000 | 1.000 |
| Parks, Recreation and Libraries Department Sum | | 1.000 | 1.000 | 1.000 |
| Open Space Fund Total | | 2.500 | 2.500 | 2.500 |
| <u>Community Development Block Grant Fund</u> | | | | |
| Community Development Department | | | | |
| Community Development Admin | | | | |
| 76030350 | | | | |
| | CD Block Grant | | | |
| | CDBG Technician | 1.000 | 1.000 | 1.000 |
| | Community Development Program Planner | 0.500 | 0.500 | 0.500 |
| | CD Block Grant Sum | 1.500 | 1.500 | 1.500 |
| Community Development Block Grant Fund Total | | 1.500 | 1.500 | 1.500 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Full-Time Equivalent Staffing Summary**

| Business Unit | Position Title | 2013 Authorized | 2014 Authorized | 2014 Proposed Amended |
|---|---|--------------------|--------------------|-----------------------------|
| <u>Golf Course Enterprise Fund</u> | | | | |
| Parks, Recreation and Libraries Department | | | | |
| Golf Course Enterprise Fund - Heritage | | | | |
| 23050720 | | | | |
| | Heritage Golf Course Maintenance | | | |
| | Assistant Golf Course Superintendent | 0.000 | 0.000 | 1.000 |
| | <i>Assistant Golf Superintendent</i> | <i>1.000</i> | <i>1.000</i> | <i>0.000</i> |
| | Equipment Mechanic | 1.000 | 1.000 | 1.000 |
| | Golf Course Superintendent | 0.000 | 0.000 | 1.000 |
| | Golf Irrigator | 1.000 | 1.000 | 1.000 |
| | <i>Golf Superintendent</i> | <i>0.500</i> | <i>0.500</i> | <i>0.000</i> |
| | Golf Worker | 1.000 | 1.000 | 1.000 |
| | Horticultural Specialist | 0.500 | 0.500 | 0.500 |
| | Recreation Facilities Superintendent | 0.000 | 0.000 | 0.500 |
| | <i>Second Assistant Golf Superintendent</i> | <i>1.000</i> | <i>1.000</i> | <i>0.000</i> |
| | Heritage Golf Course Maintenance Sum | 6.000 | 6.000 | 6.000 |
| 230507200249 | | | | |
| | The Heritage Club House | | | |
| | Assistant Golf Professional | 1.000 | 1.000 | 1.000 |
| | Golf Professional | 1.000 | 1.000 | 1.000 |
| | Second Assistant Golf Professional | 1.000 | 1.000 | 1.000 |
| | The Heritage Club House Sum | 3.000 | 3.000 | 3.000 |
| Golf Course Enterprise Fund - Heritage Total | | 9.000 | 9.000 | 9.000 |
| Golf Course Enterprise Fund - Legacy | | | | |
| 22050720 | | | | |
| | Legacy Ridge Golf Course Maintenance | | | |
| | Assistant Golf Course Superintendent | 0.000 | 0.000 | 1.000 |
| | <i>Assistant Golf Superintendent</i> | <i>1.000</i> | <i>1.000</i> | <i>0.000</i> |
| | Equipment Mechanic | 1.000 | 1.000 | 1.000 |
| | Golf Course Superintendent | 0.000 | 0.000 | 1.000 |
| | Golf Irrigator | 1.000 | 1.000 | 1.000 |
| | <i>Golf Superintendent</i> | <i>0.500</i> | <i>0.500</i> | <i>0.000</i> |
| | Golf Worker | 2.000 | 2.000 | 1.000 |
| | Horticultural Specialist | 0.500 | 0.500 | 0.500 |
| | Recreation Facilities Superintendent | 0.000 | 0.000 | 0.500 |
| | <i>Second Assistant Golf Superintendent</i> | <i>1.000</i> | <i>1.000</i> | <i>0.000</i> |
| | Legacy Ridge Golf Course Maintenance Sum | 7.000 | 7.000 | 6.000 |
| 220507200249 | | | | |
| | Legacy Ridge Club House | | | |
| | Assistant Golf Professional | 1.000 | 1.000 | 1.000 |
| | Golf Professional | 1.000 | 1.000 | 1.000 |
| | Second Assistant Golf Professional | 1.000 | 1.000 | 1.000 |
| | Legacy Ridge Club House Sum | 3.000 | 3.000 | 3.000 |
| Golf Course Enterprise Fund - Legacy Total | | 10.000 | 10.000 | 9.000 |
| Golf Course Enterprise Fund Total | | 19.000 | 19.000 | 18.000 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Full-Time Equivalent Staffing Summary**

| Business Unit | Position Title | 2013 Authorized | 2014 Authorized | 2014 Proposed Amended |
|---|---|--------------------|--------------------|-----------------------------|
| <u>General Capital Improvement Fund</u> | | | | |
| General Services Department | | | | |
| Building Operations & Maintenance Division | | | | |
| 81275012994 | | | | |
| | City Facility Energy Improvements | | | |
| | Energy and Facilities Projects Coordinator | 1.000 | 1.000 | 1.000 |
| | City Facility Energy Improvements Sum | 1.000 | 1.000 | 1.000 |
| Building Operations & Maintenance Division Total | | 1.000 | 1.000 | 1.000 |
| Parks, Recreation and Libraries Department | | | | |
| Community Enhancement Program | | | | |
| 80175050340 | | | | |
| | City Forester | 1.000 | 1.000 | 1.000 |
| | Contract Services Coordinator | 0.000 | 0.000 | 1.000 |
| | Crewleader | 1.000 | 1.000 | 1.000 |
| | Landscape Architect I/II | 1.000 | 1.000 | 1.000 |
| | <i>Park Supervisor</i> | <i>1.000</i> | <i>1.000</i> | <i>0.000</i> |
| | <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 |
| | Parks Superintendent | 0.000 | 0.000 | 1.000 |
| Community Enhancement Program Total | | 6.000 | 6.000 | 6.000 |
| Parks Services | | | | |
| 80175050037 | | | | |
| | Capital Projects | | | |
| | Landscape Architect I/II | 1.000 | 1.000 | 1.000 |
| | Capital Projects Sum | 1.000 | 1.000 | 1.000 |
| Parks Services | | | | |
| 80275050512 | | | | |
| | Capital Projects - Park Maintenance (JCOS) | | | |
| | Crewleader | 3.000 | 3.000 | 3.000 |
| | Parks Specialist | 2.000 | 2.000 | 2.000 |
| | Parksworker I/II | 4.000 | 4.000 | 4.000 |
| | Capital Projects - Park Maintenance (JCOS) Sum | 9.000 | 9.000 | 9.000 |
| General Capital Improvement Fund Total | | 17.000 | 17.000 | 17.000 |
| WURP Fund | | | | |
| City Manager's Office | | | | |
| Economic Development Division | | | | |
| 80968005952 | | | | |
| | Communication Coordinator | 0.500 | 0.500 | 0.500 |
| Economic Development Division Total | | 0.500 | 0.500 | 0.500 |
| WURP Fund Total | | 0.500 | 0.500 | 0.500 |
| Grand Total | | 917.391 | 918.391 | 918.741 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Administrative Officer Titles**

| Grade | Position | Class Code |
|--------------|---|-------------------|
| A1 | Accounting Manager | 3102 |
| A2 | Assistant City Manager | 7141 |
| A2 | Chief Building Official | 3401 |
| A2 | 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 |
| A8 | Deputy City Manager | 2313 |
| A5 | Deputy Police Chief | 6225 |
| A4 | Economic Development Manager | 7104 |
| A1 | Employee Development and Benefits Manager | 3718 |
| A1 | Facilities Manager | 5101 |
| A7 | Finance Director | 2304 |
| A7 | Fire Chief | 6101 |
| A1 | Fleet Manager | 5201 |
| A7 | General Services Director | 2314 |
| A2 | Information Systems Manager | 4317 |
| 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 | PRL Operations Manager | 3934 |
| A2 | Recreation Services Manager | 3924 |
| A1 | Risk Manager | 7142 |
| A1 | Sales Tax Manager | 3101 |
| A2 | Software Engineering Manager | 4318 |
| A2 | Street Operations Manager | 5501 |
| A1 | Treasury Manager | 3103 |
| A4 | Utilities Operations Manager | 5601 |
| A4 | Utilities Planning and Engineering Manager | 3358 |
| A1 | Workforce Planning and Compensation Manager | 3719 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Administrative Officer Pay Plan**

| Grade | Minimum | Maximum |
|--------------|----------------|----------------|
| A1 | 82,496 | 103,120 |
| A2 | 88,683 | 110,854 |
| A3 | 95,334 | 119,168 |
| A4 | 102,485 | 128,106 |
| A5 | 110,171 | 137,714 |
| A6 | 118,434 | 148,042 |
| A7 | 127,316 | 159,145 |
| A8 | 136,865 | 171,081 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Exempt Position Titles**

| Grade | Position | Class Code |
|--------------|--|-------------------|
| E7 | Accountant | 3107 |
| E4 | Administrative Coordinator | 4602 |
| E3 | Administrative Secretary | 4603 |
| E7 | Aquatics Supervisor | 3930 |
| E8 | Assistant City Attorney I | 3502 |
| E13 | Assistant City Attorney II | 3501 |
| E13 | Assistant City Engineer | 3303 |
| E4 | Assistant Golf Professional | 3912 |
| E9 | Assistant Prosecuting Attorney | 3515 |
| E6 | Assistant Recreation Supervisor | 3910 |
| E9 | Assistant to the City Manager | 7107 |
| E14 | Associate Judge | 2202 |
| E5 | Associate Planner | 3818 |
| E12 | Battalion Chief | 6129 |
| E11 | Capital Projects Coordinator | 3335 |
| E9 | City Park Superintendent | 3933 |
| E4 | Collections Supervisor | 4405 |
| E9 | Communication and Outreach Manager | 7145 |
| E9 | Communication Coordinator | 7139 |
| E6 | Community Development Program Planner | 3427 |
| E9 | Control Systems Engineer | 3348 |
| E5 | Crime Analyst | 6233 |
| E15 | Deputy City Attorney | 3517 |
| E6 | Deputy Court Administrator | 4403 |
| E11 | Distribution and Collection Superintendent | 5618 |
| E10 | Economic Development Officer | 7140 |
| E4 | Economic Development Specialist | 7115 |
| E10 | Emergency Management Coordinator | 6116 |
| E7 | Employee Development Coordinator | 7146 |
| E10 | Energy and Facilities Projects Coordinator | 5114 |
| E7 | Engineer | 3342 |
| E6 | Environmental Analyst | 7144 |
| E10 | ERP Software Engineer | 3223 |
| E5 | Executive Secretary to the City Manager | 4601 |
| E9 | Facilities Supervisor | 5115 |
| E7 | Financial Analyst | 3109 |
| E10 | Fire Captain | 6125 |
| E12 | Fire Marshal | 6124 |
| E10 | Fire Training Coordinator | 6126 |
| E10 | GIS Coordinator | 3347 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Exempt Position Titles**

| Grade | Position | Class Code |
|--------------|--|-------------------|
| E7 | Golf Course Superintendent | 3909 |
| E7 | Golf Professional | 3911 |
| E5 | Human Resources Analyst | 3703 |
| E5 | Human Resources Analyst/HRIS | 3713 |
| E5 | Human Resources Analyst/Recruitment | 3714 |
| E10 | IT Systems Supervisor | 3225 |
| E10 | Information/Records Management Coordinator | 4419 |
| E9 | Internet Software Engineer | 3202 |
| E14 | Judge Pro Tem | 2203 |
| E8 | Lake Operations Coordinator | 5302 |
| E5 | Landscape Architect I | 5329 |
| E7 | Landscape Architect II | 5328 |
| E5 | Landscape Planner | 5331 |
| E11 | Lead Prosecuting Attorney | 3513 |
| E11 | Lead Software Engineer | 3201 |
| 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 |
| E2 | Management Intern II | 7119 |
| E9 | Network Administrator | 3210 |
| E8 | Open Space Coordinator | 7101 |
| E4 | Open Space Volunteer Coordinator | 7120 |
| E8 | PR&L Community Outreach Coordinator | 7147 |
| E4 | Paralegal | 3510 |
| E8 | Parks Superintendent | 5332 |
| E8 | Pavement Management Coordinator | 5523 |
| E6 | Planner | 3819 |
| E11 | Plant Superintendent | 3340 |
| E12 | Police Commander | 6228 |
| E10 | Principal Planner | 3816 |
| E6 | Probation Supervisor | 3504 |
| E6 | Project Specialist | 3359 |
| E5 | Public Information Specialist | 7109 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Exempt Position Titles**

| Grade | Position | Class Code |
|--------------|--|-------------------|
| E11 | Public Safety Communications Administrator | 4105 |
| E7 | Purchasing Officer | 7132 |
| E6 | Reclaimed System Analyst | 3350 |
| E8 | Reclaimed Water System Coordinator | 3355 |
| E10 | Recreation Facilities Superintendent | 3931 |
| E4 | Recreation Specialist | 3908 |
| E7 | Recreation Supervisor - Sports | 3927 |
| 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 |
| E6 | Risk/Claims Analyst | 3717 |
| E7 | Sales Tax Audit Supervisor | 3112 |
| E6 | Sales Tax Auditor | 3108 |
| E10 | Senior Engineer | 3345 |
| E8 | Senior Financial Analyst | 3115 |
| E7 | Senior Human Resources Analyst | 3710 |
| E7 | Senior Management Analyst | 7131 |
| E8 | Senior Planner | 3820 |
| E9 | Senior Projects Coordinator | 3806 |
| E13 | Senior Projects Engineer | 3328 |
| E9 | Senior Projects Officer | 7143 |
| E6 | Senior Public Information Specialist | 7127 |
| E10 | Senior Telecommunications Administrator | 7122 |
| E9 | Senior Urban Designer | 3817 |
| E7 | Software Engineer I | 3204 |
| E9 | Software Engineer II | 3203 |
| E7 | Systems Administrator | 3224 |
| E8 | Technical Services Coordinator | 6227 |
| E6 | Transportation Systems Coordinator | 3315 |
| E7 | Utility Billing Supervisor | 3114 |
| E6 | Victim Services Coordinator | 3503 |
| E4 | Volunteer Coordinator | 7112 |
| E11 | Water Quality Administrator | 3339 |
| E8 | Water Quality Specialist | 3336 |
| E8 | Water Resources Analyst | 3317 |
| E11 | Water Resources Engineering Coordinator | 3351 |
| E7 | Wellness Program Coordinator | 3720 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Exempt Pay Plan**

| Grade | Minimum | Maximum |
|--------------|----------------|----------------|
| E1 | 38,862 | 48,578 |
| E2 | 41,777 | 52,221 |
| E3 | 44,910 | 56,138 |
| E4 | 48,279 | 60,348 |
| E5 | 51,900 | 64,874 |
| E6 | 55,792 | 69,740 |
| E7 | 59,976 | 74,970 |
| E8 | 64,475 | 80,593 |
| E9 | 69,310 | 86,638 |
| E10 | 74,508 | 93,136 |
| E11 | 80,097 | 100,121 |
| E12 | 86,104 | 107,630 |
| E13 | 92,562 | 115,702 |
| E14 | 99,504 | 124,380 |
| E15 | 106,967 | 133,708 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed 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 |
| N13 | Assistant Golf Course Superintendent | 3932 |
| N8 | Assistant Pool Manager | 5406 |
| N15 | Benefits Specialist | 3711 |
| N5 | Building Ambassador | 5113 |
| N18 | Building Inspection Supervisor | 3403 |
| N12 | Building Permit Technician | 3425 |
| N18 | Building Plans Analyst | 3404 |
| N15 | Capital Projects Inspector | 3418 |
| N14 | Carpenter | 5103 |
| N12 | CDBG Technician | 3813 |
| 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 |
| N14 | Construction Inspector | 3428 |
| N15 | Contract Services Coordinator | 5104 |
| N16 | Control Systems Specialist | 5703 |
| N13 | Crewleader | 5716 |
| N14 | Criminalist | 6209 |
| N7 | Custodian | 5111 |
| N15 | Deputy City Clerk | 4407 |
| N11 | Deputy Court Clerk | 4412 |
| N15 | Electrical Inspector | 3406 |
| N15 | Electromechanic Specialist | 5702 |
| N11 | Equipment Mechanic | 5711 |
| N12 | Equipment Operator I | 5717 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Non-Exempt Position Titles**

| Grade | Position | Class Code |
|--------------|----------------------------------|-------------------|
| N13 | Equipment Operator II | 5718 |
| N9 | Equipment Services Assistant | 6212 |
| N12 | Facility Assistant | 5404 |
| N14 | Fire Mechanic | 5723 |
| N16 | Foreman | 5719 |
| N15 | General Building Inspector | 3407 |
| N16 | GIS Specialist | 4308 |
| N12 | GIS Technician | 4313 |
| N12 | Golf Irrigator | 3919 |
| N10 | Golf Worker | 3920 |
| N5 | Guest Relations Clerk I | 4206 |
| N7 | Guest Relations Clerk II | 4209 |
| N12 | Horticultural Specialist | 5319 |
| N15 | Housing Inspector | 3417 |
| N12 | Human Resources Technician | 3706 |
| N14 | HVAC Specialist | 5708 |
| N7 | Intern | 7133 |
| N11 | Laboratory Aide | 3337 |
| N14 | Laboratory Analyst | 3319 |
| N16 | Laboratory Services Coordinator | 3327 |
| N16 | Lead Housing Inspector | 3424 |
| N4 | Lead Lifeguard | 5416 |
| N16 | Lead Plant Operator | 3314 |
| N12 | Lead Police Records Technician | 4415 |
| N9 | Library Associate I | 3606 |
| N11 | Library Associate II | 3609 |
| N6 | Library Clerk I | 3607 |
| N7 | Library Clerk II | 3610 |
| N3 | Library Shelver | 3617 |
| N12 | Library Specialist | 3616 |
| N9 | Maintenanceworker | 5511 |
| N11 | Management Intern I | 7110 |
| N12 | Mechanic I | 5709 |
| N13 | Mechanic II | 5707 |
| N8 | Messenger | 4205 |
| N13 | Neighborhood Services Specialist | 5521 |
| N14 | Network Systems Technician | 4316 |
| N13 | Open Space Technician | 3812 |
| N12 | Park Ranger | 5330 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Non-Exempt Position Titles**

| Grade | Position | Class Code |
|--------------|-------------------------------------|-------------------|
| N12 | Parks Specialist | 5310 |
| N9 | Parkswoker I | 5311 |
| N11 | Parkswoker II | 5308 |
| N11 | Planning Aide | 3815 |
| 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 |
| 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 |
| N13 | Records Management Technician | 3333 |
| N6 | Recreation Aide | 5407 |
| N7 | Recreation Program Assistant | 5405 |
| N12 | Report Specialist | 6213 |
| N10 | Revenue Services Representative | 4514 |
| N12 | Sales Tax Technician | 4504 |
| N12 | Second Assistant Golf Professional | 3913 |
| N10 | Secretary | 4202 |
| N17 | Senior Criminalist | 6205 |
| N11 | Senior Maintenanceworker | 5510 |
| N15 | Senior Park Ranger | 5318 |
| N15 | Senior Technical Support Specialist | 3227 |
| N14 | Street Inspector | 5517 |
| N16 | Street Projects Specialist | 5524 |
| N7 | Switchboard Operator | 4207 |
| N12 | Technical Support Specialist | 3226 |
| N15 | Traffic Accident Investigator | 6215 |
| 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 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Non-Exempt Pay Plan**

| Grade | Step | Salary | | | |
|-------|------|--------|-----------|---------|-----------|
| | | Hourly | Bi-Weekly | Monthly | Annual |
| N1 | 1 | 9.06 | 724.68 | 1574.46 | 18,893.52 |
| | 2 | 9.29 | 742.80 | 1613.82 | 19,365.86 |
| | 3 | 9.52 | 761.37 | 1654.17 | 19,850.01 |
| | 4 | 9.76 | 780.41 | 1695.52 | 20,346.26 |
| | 5 | 10.00 | 799.92 | 1737.91 | 20,854.92 |
| | 6 | 10.25 | 819.91 | 1781.36 | 21,376.29 |
| | 7 | 10.51 | 840.41 | 1825.89 | 21,910.70 |
| | 8 | 10.77 | 861.42 | 1871.54 | 22,458.46 |
| | 9 | 11.04 | 882.96 | 1918.33 | 23,019.93 |
| | 10 | 11.31 | 905.03 | 1966.29 | 23,595.42 |
| | 11 | 11.60 | 927.66 | 2015.44 | 24,185.31 |

| | | | | | |
|----|----|-------|--------|---------|-----------|
| N2 | 1 | 9.74 | 779.04 | 1692.54 | 20,310.54 |
| | 2 | 9.98 | 798.51 | 1734.86 | 20,818.30 |
| | 3 | 10.23 | 818.47 | 1778.23 | 21,338.76 |
| | 4 | 10.49 | 838.94 | 1822.69 | 21,872.23 |
| | 5 | 10.75 | 859.91 | 1868.25 | 22,419.03 |
| | 6 | 11.02 | 881.41 | 1914.96 | 22,979.51 |
| | 7 | 11.29 | 903.44 | 1962.83 | 23,554.00 |
| | 8 | 11.58 | 926.03 | 2011.90 | 24,142.85 |
| | 9 | 11.86 | 949.18 | 2062.20 | 24,746.42 |
| | 10 | 12.16 | 972.91 | 2113.76 | 25,365.08 |
| | 11 | 12.47 | 997.23 | 2166.60 | 25,999.21 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Non-Exempt Pay Plan**

| Grade | Step | Salary | | | |
|-----------|-----------|--------|-----------|---------|-----------|
| | | Hourly | Bi-Weekly | Monthly | Annual |
| N3 | 1 | 10.47 | 837.46 | 1819.49 | 21,833.83 |
| | 2 | 10.73 | 858.40 | 1864.97 | 22,379.68 |
| | 3 | 11.00 | 879.86 | 1911.60 | 22,939.17 |
| | 4 | 11.27 | 901.86 | 1959.39 | 23,512.65 |
| | 5 | 11.56 | 924.40 | 2008.37 | 24,100.46 |
| | 6 | 11.84 | 947.51 | 2058.58 | 24,702.97 |
| | 7 | 12.14 | 971.20 | 2110.05 | 25,320.55 |
| | 8 | 12.44 | 995.48 | 2162.80 | 25,953.56 |
| | 9 | 12.75 | 1020.37 | 2216.87 | 26,602.40 |
| | 10 | 13.07 | 1045.88 | 2272.29 | 27,267.46 |
| | 11 | 13.40 | 1072.02 | 2329.10 | 27,949.15 |

| | | | | | |
|-----------|-----------|-------|---------|---------|-----------|
| N4 | 1 | 11.25 | 900.27 | 1955.95 | 23,471.37 |
| | 2 | 11.53 | 922.78 | 2004.85 | 24,058.15 |
| | 3 | 11.82 | 945.85 | 2054.97 | 24,659.60 |
| | 4 | 12.12 | 969.50 | 2106.34 | 25,276.09 |
| | 5 | 12.42 | 993.73 | 2159.00 | 25,908.00 |
| | 6 | 12.73 | 1018.58 | 2212.97 | 26,555.70 |
| | 7 | 13.05 | 1044.04 | 2268.30 | 27,219.59 |
| | 8 | 13.38 | 1070.14 | 2325.01 | 27,900.08 |
| | 9 | 13.71 | 1096.89 | 2383.13 | 28,597.58 |
| | 10 | 14.05 | 1124.32 | 2442.71 | 29,312.52 |
| | 11 | 14.41 | 1152.43 | 2503.78 | 30,045.33 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Non-Exempt Pay Plan**

| Grade | Step | Salary | | | |
|-------|------|--------|-----------|---------|-----------|
| | | Hourly | Bi-Weekly | Monthly | Annual |
| N5 | 1 | 12.10 | 967.79 | 2102.64 | 25,231.72 |
| | 2 | 12.40 | 991.99 | 2155.21 | 25,862.51 |
| | 3 | 12.71 | 1016.79 | 2209.09 | 26,509.07 |
| | 4 | 13.03 | 1042.21 | 2264.32 | 27,171.80 |
| | 5 | 13.35 | 1068.26 | 2320.92 | 27,851.10 |
| | 6 | 13.69 | 1094.97 | 2378.95 | 28,547.37 |
| | 7 | 14.03 | 1122.34 | 2438.42 | 29,261.06 |
| | 8 | 14.38 | 1150.40 | 2499.38 | 29,992.58 |
| | 9 | 14.74 | 1179.16 | 2561.87 | 30,742.40 |
| | 10 | 15.11 | 1208.64 | 2625.91 | 31,510.96 |
| | 11 | 15.49 | 1238.86 | 2691.56 | 32,298.73 |

| | | | | | |
|----|----|-------|---------|---------|-----------|
| N6 | 1 | 13.00 | 1040.38 | 2260.34 | 27,124.10 |
| | 2 | 13.33 | 1066.39 | 2316.85 | 27,802.20 |
| | 3 | 13.66 | 1093.05 | 2374.77 | 28,497.26 |
| | 4 | 14.00 | 1120.37 | 2434.14 | 29,209.69 |
| | 5 | 14.35 | 1148.38 | 2494.99 | 29,939.93 |
| | 6 | 14.71 | 1177.09 | 2557.37 | 30,688.43 |
| | 7 | 15.08 | 1206.52 | 2621.30 | 31,455.64 |
| | 8 | 15.46 | 1236.68 | 2686.84 | 32,242.03 |
| | 9 | 15.84 | 1267.60 | 2754.01 | 33,048.08 |
| | 10 | 16.24 | 1299.29 | 2822.86 | 33,874.28 |
| | 11 | 16.65 | 1331.77 | 2893.43 | 34,721.14 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Non-Exempt Pay Plan**

| Grade | Step | Salary | | | |
|-------|------|--------|-----------|---------|-----------|
| | | Hourly | Bi-Weekly | Monthly | Annual |
| N7 | 1 | 13.98 | 1118.41 | 2429.87 | 29,158.41 |
| | 2 | 14.33 | 1146.37 | 2490.61 | 29,887.37 |
| | 3 | 14.69 | 1175.03 | 2552.88 | 30,634.55 |
| | 4 | 15.06 | 1204.40 | 2616.70 | 31,400.41 |
| | 5 | 15.43 | 1234.51 | 2682.12 | 32,185.42 |
| | 6 | 15.82 | 1265.37 | 2749.17 | 32,990.06 |
| | 7 | 16.21 | 1297.01 | 2817.90 | 33,814.81 |
| | 8 | 16.62 | 1329.43 | 2888.35 | 34,660.18 |
| | 9 | 17.03 | 1362.67 | 2960.56 | 35,526.69 |
| | 10 | 17.46 | 1396.74 | 3034.57 | 36,414.85 |
| | 11 | 17.90 | 1431.65 | 3110.44 | 37,325.22 |

| | | | | | |
|----|----|-------|---------|---------|-----------|
| N8 | 1 | 15.03 | 1202.29 | 2612.11 | 31,345.29 |
| | 2 | 15.40 | 1232.34 | 2677.41 | 32,128.92 |
| | 3 | 15.79 | 1263.15 | 2744.35 | 32,932.14 |
| | 4 | 16.18 | 1294.73 | 2812.95 | 33,755.44 |
| | 5 | 16.59 | 1327.10 | 2883.28 | 34,599.33 |
| | 6 | 17.00 | 1360.28 | 2955.36 | 35,464.31 |
| | 7 | 17.43 | 1394.28 | 3029.24 | 36,350.92 |
| | 8 | 17.86 | 1429.14 | 3104.97 | 37,259.69 |
| | 9 | 18.31 | 1464.87 | 3182.60 | 38,191.19 |
| | 10 | 18.77 | 1501.49 | 3262.16 | 39,145.97 |
| | 11 | 19.24 | 1539.03 | 3343.72 | 40,124.62 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Non-Exempt Pay Plan**

| Grade | Step | Salary | | | |
|-----------|-----------|--------|-----------|---------|-----------|
| | | Hourly | Bi-Weekly | Monthly | Annual |
| N9 | 1 | 16.16 | 1292.46 | 2808.02 | 33,696.18 |
| | 2 | 16.56 | 1324.77 | 2878.22 | 34,538.59 |
| | 3 | 16.97 | 1357.89 | 2950.17 | 35,402.05 |
| | 4 | 17.40 | 1391.84 | 3023.93 | 36,287.10 |
| | 5 | 17.83 | 1426.63 | 3099.52 | 37,194.28 |
| | 6 | 18.28 | 1462.30 | 3177.01 | 38,124.14 |
| | 7 | 18.74 | 1498.85 | 3256.44 | 39,077.24 |
| | 8 | 19.20 | 1536.33 | 3337.85 | 40,054.17 |
| | 9 | 19.68 | 1574.73 | 3421.29 | 41,055.53 |
| | 10 | 20.18 | 1614.10 | 3506.83 | 42,081.91 |
| | 11 | 20.68 | 1654.46 | 3594.50 | 43,133.96 |

| | | | | | |
|------------|-----------|-------|---------|---------|-----------|
| N10 | 1 | 17.37 | 1389.39 | 3018.62 | 36,223.40 |
| | 2 | 17.80 | 1424.13 | 3094.08 | 37,128.98 |
| | 3 | 18.25 | 1459.73 | 3171.43 | 38,057.21 |
| | 4 | 18.70 | 1496.22 | 3250.72 | 39,008.64 |
| | 5 | 19.17 | 1533.63 | 3331.99 | 39,983.85 |
| | 6 | 19.65 | 1571.97 | 3415.29 | 40,983.45 |
| | 7 | 20.14 | 1611.27 | 3500.67 | 42,008.03 |
| | 8 | 20.64 | 1651.55 | 3588.19 | 43,058.23 |
| | 9 | 21.16 | 1692.84 | 3677.89 | 44,134.69 |
| | 10 | 21.69 | 1735.16 | 3769.84 | 45,238.06 |
| | 11 | 22.23 | 1778.54 | 3864.08 | 46,369.01 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Non-Exempt Pay Plan**

| Grade | Step | Salary | | | |
|------------|-----------|--------|-----------|---------|-----------|
| | | Hourly | Bi-Weekly | Monthly | Annual |
| N11 | 1 | 18.67 | 1493.60 | 3245.01 | 38,940.15 |
| | 2 | 19.14 | 1530.94 | 3326.14 | 39,913.65 |
| | 3 | 19.62 | 1569.21 | 3409.29 | 40,911.50 |
| | 4 | 20.11 | 1608.44 | 3494.52 | 41,934.28 |
| | 5 | 20.61 | 1648.65 | 3581.89 | 42,982.64 |
| | 6 | 21.12 | 1689.87 | 3671.43 | 44,057.21 |
| | 7 | 21.65 | 1732.11 | 3763.22 | 45,158.64 |
| | 8 | 22.19 | 1775.42 | 3857.30 | 46,287.60 |
| | 9 | 22.75 | 1819.80 | 3953.73 | 47,444.79 |
| | 10 | 23.32 | 1865.30 | 4052.58 | 48,630.91 |
| | 11 | 23.90 | 1911.93 | 4153.89 | 49,846.68 |

| | | | | | |
|------------|-----------|-------|---------|---------|-----------|
| N12 | 1 | 20.07 | 1605.62 | 3488.39 | 41,860.66 |
| | 2 | 20.57 | 1645.76 | 3575.60 | 42,907.18 |
| | 3 | 21.09 | 1686.90 | 3664.99 | 43,979.86 |
| | 4 | 21.61 | 1729.07 | 3756.61 | 45,079.35 |
| | 5 | 22.15 | 1772.30 | 3850.53 | 46,206.34 |
| | 6 | 22.71 | 1816.61 | 3946.79 | 47,361.50 |
| | 7 | 23.28 | 1862.02 | 4045.46 | 48,545.53 |
| | 8 | 23.86 | 1908.57 | 4146.60 | 49,759.17 |
| | 9 | 24.45 | 1956.29 | 4250.26 | 51,003.15 |
| | 10 | 25.06 | 2005.19 | 4356.52 | 52,278.23 |
| | 11 | 25.69 | 2055.32 | 4465.43 | 53,585.19 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Non-Exempt Pay Plan**

| Grade | Step | Salary | | | |
|------------|-----------|--------|-----------|---------|-----------|
| | | Hourly | Bi-Weekly | Monthly | Annual |
| N13 | 1 | 21.58 | 1726.04 | 3750.02 | 45,000.21 |
| | 2 | 22.11 | 1769.19 | 3843.77 | 46,125.22 |
| | 3 | 22.67 | 1813.42 | 3939.86 | 47,278.35 |
| | 4 | 23.23 | 1858.75 | 4038.36 | 48,460.31 |
| | 5 | 23.82 | 1905.22 | 4139.32 | 49,671.81 |
| | 6 | 24.41 | 1952.85 | 4242.80 | 50,913.61 |
| | 7 | 25.02 | 2001.67 | 4348.87 | 52,186.45 |
| | 8 | 25.65 | 2051.72 | 4457.59 | 53,491.11 |
| | 9 | 26.29 | 2103.01 | 4569.03 | 54,828.39 |
| | 10 | 26.94 | 2155.58 | 4683.26 | 56,199.10 |
| | 11 | 27.62 | 2209.47 | 4800.34 | 57,604.08 |

| | | | | | |
|------------|-----------|-------|---------|---------|-----------|
| N14 | 1 | 23.19 | 1855.49 | 4031.27 | 48,375.23 |
| | 2 | 23.77 | 1901.88 | 4132.05 | 49,584.61 |
| | 3 | 24.37 | 1949.42 | 4235.35 | 50,824.22 |
| | 4 | 24.98 | 1998.16 | 4341.24 | 52,094.83 |
| | 5 | 25.60 | 2048.11 | 4449.77 | 53,397.20 |
| | 6 | 26.24 | 2099.32 | 4561.01 | 54,732.13 |
| | 7 | 26.90 | 2151.80 | 4675.04 | 56,100.43 |
| | 8 | 27.57 | 2205.59 | 4791.91 | 57,502.94 |
| | 9 | 28.26 | 2260.73 | 4911.71 | 58,940.52 |
| | 10 | 28.97 | 2317.25 | 5034.50 | 60,414.03 |
| | 11 | 29.69 | 2375.18 | 5160.37 | 61,924.38 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Non-Exempt Pay Plan**

| Grade | Step | Salary | | | |
|------------|-----------|--------|-----------|---------|-----------|
| | | Hourly | Bi-Weekly | Monthly | Annual |
| N15 | 1 | 24.93 | 1994.65 | 4333.61 | 52,003.37 |
| | 2 | 25.56 | 2044.52 | 4441.95 | 53,303.45 |
| | 3 | 26.20 | 2095.63 | 4553.00 | 54,636.04 |
| | 4 | 26.85 | 2148.02 | 4666.83 | 56,001.94 |
| | 5 | 27.52 | 2201.72 | 4783.50 | 57,401.99 |
| | 6 | 28.21 | 2256.77 | 4903.09 | 58,837.04 |
| | 7 | 28.91 | 2313.18 | 5025.66 | 60,307.97 |
| | 8 | 29.64 | 2371.01 | 5151.31 | 61,815.66 |
| | 9 | 30.38 | 2430.29 | 5280.09 | 63,361.06 |
| | 10 | 31.14 | 2491.05 | 5412.09 | 64,945.08 |
| | 11 | 31.92 | 2553.32 | 5547.39 | 66,568.71 |

| | | | | | |
|------------|-----------|-------|---------|---------|-----------|
| N16 | 1 | 26.80 | 2144.25 | 4658.64 | 55,903.62 |
| | 2 | 27.47 | 2197.86 | 4775.10 | 57,301.21 |
| | 3 | 28.16 | 2252.80 | 4894.48 | 58,733.74 |
| | 4 | 28.86 | 2309.12 | 5016.84 | 60,202.09 |
| | 5 | 29.59 | 2366.85 | 5142.26 | 61,707.14 |
| | 6 | 30.33 | 2426.02 | 5270.82 | 63,249.82 |
| | 7 | 31.08 | 2486.67 | 5402.59 | 64,831.06 |
| | 8 | 31.86 | 2548.84 | 5537.65 | 66,451.84 |
| | 9 | 32.66 | 2612.56 | 5676.09 | 68,113.14 |
| | 10 | 33.47 | 2677.88 | 5818.00 | 69,815.96 |
| | 11 | 34.31 | 2744.82 | 5963.45 | 71,561.36 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Non-Exempt Pay Plan**

| Grade | Step | Salary | | | |
|------------|-----------|--------|-----------|---------|-----------|
| | | Hourly | Bi-Weekly | Monthly | Annual |
| N17 | 1 | 28.81 | 2305.07 | 5008.03 | 60,096.39 |
| | 2 | 29.53 | 2362.70 | 5133.23 | 61,598.80 |
| | 3 | 30.27 | 2421.76 | 5261.56 | 63,138.77 |
| | 4 | 31.03 | 2482.31 | 5393.10 | 64,717.24 |
| | 5 | 31.80 | 2544.37 | 5527.93 | 66,335.17 |
| | 6 | 32.60 | 2607.97 | 5666.13 | 67,993.55 |
| | 7 | 33.41 | 2673.17 | 5807.78 | 69,693.39 |
| | 8 | 34.25 | 2740.00 | 5952.98 | 71,435.73 |
| | 9 | 35.11 | 2808.50 | 6101.80 | 73,221.62 |
| | 10 | 35.98 | 2878.72 | 6254.35 | 75,052.16 |
| | 11 | 36.88 | 2950.68 | 6410.71 | 76,928.46 |

| | | | | | |
|------------|-----------|-------|---------|---------|-----------|
| N18 | 1 | 30.97 | 2477.95 | 5383.64 | 64,603.62 |
| | 2 | 31.75 | 2539.90 | 5518.23 | 66,218.71 |
| | 3 | 32.54 | 2603.40 | 5656.18 | 67,874.18 |
| | 4 | 33.36 | 2668.48 | 5797.59 | 69,571.04 |
| | 5 | 34.19 | 2735.19 | 5942.53 | 71,310.31 |
| | 6 | 35.04 | 2803.57 | 6091.09 | 73,093.07 |
| | 7 | 35.92 | 2873.66 | 6243.37 | 74,920.40 |
| | 8 | 36.82 | 2945.50 | 6399.45 | 76,793.41 |
| | 9 | 37.74 | 3019.14 | 6559.44 | 78,713.24 |
| | 10 | 38.68 | 3094.62 | 6723.42 | 80,681.07 |
| | 11 | 39.65 | 3171.99 | 6891.51 | 82,698.10 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Non-Exempt Pay Plan**

| Grade | Step | Salary | | | |
|------------|-----------|--------|-----------|---------|-----------|
| | | Hourly | Bi-Weekly | Monthly | Annual |
| N19 | 1 | 33.30 | 2663.80 | 5787.41 | 69,448.89 |
| | 2 | 34.13 | 2730.39 | 5932.09 | 71,185.12 |
| | 3 | 34.98 | 2798.65 | 6080.40 | 72,964.75 |
| | 4 | 35.86 | 2868.62 | 6232.41 | 74,788.86 |
| | 5 | 36.75 | 2940.33 | 6388.22 | 76,658.59 |
| | 6 | 37.67 | 3013.84 | 6547.92 | 78,575.05 |
| | 7 | 38.61 | 3089.19 | 6711.62 | 80,539.43 |
| | 8 | 39.58 | 3166.42 | 6879.41 | 82,552.91 |
| | 9 | 40.57 | 3245.58 | 7051.39 | 84,616.73 |
| | 10 | 41.58 | 3326.72 | 7227.68 | 86,732.15 |
| | 11 | 42.62 | 3409.88 | 7408.37 | 88,900.46 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Non-Exempt Fire Position Titles**

| Grade | Shift / Non Shift | Position | Class Code |
|--------------|------------------------------|-----------------|-------------------|
| FS3 | Shift | Fire Engineer | 6109 |
| F3 | Non Shift | Fire Engineer | 6134 |

| | | | |
|-----|-----------|--|------|
| FS4 | Shift | Fire Lieutenant | 6108 |
| F4 | Non Shift | Fire Lieutenant - EMS Field Coordinator | 6133 |
| F4 | Non Shift | Fire Lieutenant - Field Training Officer | 6131 |
| F4 | Non Shift | Fire Lieutenant - Fire Investigator | 6121 |
| F4 | Non Shift | Fire Lieutenant - Fire Plans Examiner/Inspector | 6132 |
| F4 | Non Shift | Fire Lieutenant - Technical Services Coordinator | 6120 |

| | | | |
|-----|-----------|----------------|------|
| FS3 | Shift | Fire Paramedic | 6110 |
| F3 | Non Shift | Fire Paramedic | 6135 |

| | | | |
|-----|-----------|---------------|------|
| FS1 | Shift | Firefighter I | 6112 |
| F1 | Non Shift | Firefighter I | 6136 |

| | | | |
|-----|-----------|----------------|------|
| FS2 | Shift | Firefighter II | 6111 |
| F2 | Non Shift | Firefighter II | 6137 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Non-Exempt Fire Pay Plan**

| Grade | Step | Salary | | | |
|-------|------|---------|------------|------------|-------------|
| | | Hourly | Bi-Weekly | Monthly | Annual |
| FS1 | 1 | \$15.81 | \$1,770.41 | \$3,846.42 | \$46,157.09 |
| | 2 | \$17.45 | \$1,954.20 | \$4,245.73 | \$50,948.79 |
| F1 | 1 | \$22.13 | \$1,770.41 | \$3,846.42 | \$46,157.09 |
| | 2 | \$24.43 | \$1,954.20 | \$4,245.73 | \$50,948.79 |
| FS2 | 1 | \$18.69 | \$2,093.40 | \$4,548.15 | \$54,577.81 |
| | 2 | \$19.64 | \$2,199.38 | \$4,778.40 | \$57,340.81 |
| | 3 | \$20.78 | \$2,327.42 | \$5,056.60 | \$60,679.18 |
| | 4 | \$22.22 | \$2,488.31 | \$5,406.14 | \$64,873.72 |
| | 5 | \$23.93 | \$2,679.73 | \$5,822.02 | \$69,864.21 |
| F2 | 1 | \$26.17 | \$2,093.40 | \$4,548.15 | \$54,577.81 |
| | 2 | \$27.49 | \$2,199.38 | \$4,778.40 | \$57,340.81 |
| | 3 | \$29.09 | \$2,327.42 | \$5,056.60 | \$60,679.18 |
| | 4 | \$31.10 | \$2,488.31 | \$5,406.14 | \$64,873.72 |
| | 5 | \$33.50 | \$2,679.73 | \$5,822.02 | \$69,864.21 |
| FS3 | 1 | \$21.61 | \$2,420.09 | \$5,257.93 | \$63,095.17 |
| | 2 | \$22.70 | \$2,542.61 | \$5,524.11 | \$66,289.37 |
| | 3 | \$23.85 | \$2,671.33 | \$5,803.77 | \$69,645.27 |
| | 4 | \$25.06 | \$2,806.56 | \$6,097.59 | \$73,171.06 |
| | 5 | \$26.33 | \$2,948.65 | \$6,406.28 | \$76,875.35 |
| F3 | 1 | \$30.25 | \$2,420.09 | \$5,257.93 | \$63,095.17 |
| | 2 | \$31.78 | \$2,542.61 | \$5,524.11 | \$66,289.37 |
| | 3 | \$33.39 | \$2,671.33 | \$5,803.77 | \$69,645.27 |
| | 4 | \$35.08 | \$2,806.56 | \$6,097.59 | \$73,171.06 |
| | 5 | \$36.86 | \$2,948.65 | \$6,406.28 | \$76,875.35 |
| FS4 | 1 | \$28.30 | \$3,169.80 | \$6,886.75 | \$82,641.00 |
| | 2 | \$28.50 | \$3,191.71 | \$6,934.35 | \$83,212.25 |
| | 3 | \$28.69 | \$3,213.62 | \$6,981.96 | \$83,783.50 |
| F4 | 1 | \$39.62 | \$3,169.80 | \$6,886.75 | \$82,641.00 |
| | 2 | \$39.90 | \$3,191.71 | \$6,934.35 | \$83,212.25 |
| | 3 | \$40.17 | \$3,213.62 | \$6,981.96 | \$83,783.50 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Non-Exempt Police Position Titles and Pay Plan**

| Grade | Position | Class Code |
|-------|------------------------|------------|
| P1 | Police Officer Trainee | 6218 |
| P2 | Police Officer | 6207 |
| P3 | Senior Police Officer | 6206 |
| P4 | Sergeant | 6204 |

| Grade | Step | Salary | | | |
|-------|------|---------|------------|------------|-------------|
| | | Hourly | Bi-Weekly | Monthly | Annual |
| P1 | 1 | \$18.67 | \$1,493.60 | \$3,245.01 | \$38,940.16 |

| | | | | | |
|----|---|---------|------------|------------|-------------|
| P2 | 1 | \$23.77 | \$1,901.42 | \$4,131.05 | \$49,572.65 |
| | 2 | \$24.97 | \$1,997.65 | \$4,340.13 | \$52,081.51 |
| | 3 | \$26.24 | \$2,098.81 | \$4,559.91 | \$54,718.93 |

| | | | | | |
|----|---|---------|------------|------------|-------------|
| P3 | 1 | \$28.15 | \$2,252.26 | \$4,893.30 | \$58,719.58 |
| | 2 | \$29.58 | \$2,366.28 | \$5,141.02 | \$61,692.25 |
| | 3 | \$31.84 | \$2,547.42 | \$5,534.58 | \$66,414.90 |
| | 4 | \$35.16 | \$2,812.76 | \$6,111.06 | \$73,332.70 |

| | | | | | |
|----|---|---------|------------|------------|-------------|
| P4 | 1 | \$38.21 | \$3,056.78 | \$6,641.22 | \$79,694.59 |
| | 2 | \$40.14 | \$3,211.53 | \$6,977.43 | \$83,729.13 |
| | 3 | \$42.18 | \$3,374.12 | \$7,330.66 | \$87,967.91 |
| | 4 | \$44.31 | \$3,544.93 | \$7,701.77 | \$92,421.29 |

**City of Westminster
 Mid-Year 2014 Budget Review
 2014 Proposed Seasonal, Golf and Emergency Relief Position Titles**

| Seasonal Pay Plan | | |
|--------------------------|----------------------------|-------------------|
| Grade | Position | Class Code |
| S5 | Gate Attendant | 9002 |
| S8 | Outdoor Lifeguard | 9006 |
| S9 | Outdoor Pool Manager | 9005 |
| S17 | Seasonal Laborer | 9008 |
| S10 | Seasonal Park Ranger | 9004 |
| S18 | Seasonal Specialist | 9003 |
| S19 | Senior Seasonal Specialist | 9065 |
| S12 | Summer Camp Aide | 9026 |
| S15 | Summer Camp Director | 9029 |
| S13 | Summer Camp Leader | 9027 |
| S14 | Summer Camp Supervisor | 9028 |

| Golf Instructor Pay Plan | | |
|---------------------------------|-------------------------|-------------------|
| Grade | Position | Class Code |
| G1 | Golf Instructor Grade 1 | 9061 |
| G2 | Golf Instructor Grade 2 | 9062 |
| G3 | Golf Instructor Grade 3 | 9063 |
| G4 | Golf Instructor Grade 4 | 9064 |

| Emergency Relief Pay Plan | | |
|----------------------------------|------------------|-------------------|
| Grade | Position | Class Code |
| E1 | Emergency Worker | 9025 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Seasonal, Golf and Emergency Relief Pay Plans**

Seasonal Pay Plan

| Grade | Step | Hourly Salary |
|-------|------|---------------|
| S5 | 1 | \$7.75 |
| | 2 | \$8.14 |
| | 3 | \$8.55 |
| S8 | 1 | \$8.81 |
| | 2 | \$9.45 |
| | 3 | \$10.13 |
| S9 | 1 | \$10.45 |
| | 2 | \$10.97 |
| | 3 | \$11.50 |
| S10 | 1 | \$12.40 |
| | 2 | \$13.02 |
| | 3 | \$13.67 |
| S12 | 1 | \$8.81 |
| | 2 | \$9.45 |
| | 3 | \$10.13 |
| S13 | 1 | \$9.25 |
| | 2 | \$9.92 |
| | 3 | \$10.64 |
| S14 | 1 | \$11.20 |
| | 2 | \$11.75 |
| | 3 | \$12.34 |
| S15 | 1 | \$12.68 |
| | 2 | \$13.32 |
| | 3 | \$14.00 |
| S17 | 1 | \$9.49 |
| | 2 | \$9.97 |
| | 3 | \$10.47 |
| S18 | 1 | \$11.01 |
| | 2 | \$11.56 |
| | 3 | \$12.14 |
| S19 | 1 | \$12.17 |
| | 2 | \$12.77 |
| | 3 | \$13.41 |

Golf Instructor Pay Plan

| Grade | Step | Hourly Salary |
|-------|------|---------------|
| G1 | 1 | \$20.00 |
| | 2 | \$25.00 |
| G2 | 1 | \$45.00 |
| | 2 | \$50.00 |
| G3 | 1 | \$55.00 |
| | 2 | \$60.00 |
| G4 | 1 | \$65.00 |
| | 2 | \$70.00 |

Emergency Relief Pay Plan

| E1 | 1 | Min Wage |
|----|---|----------|
| | 2 | \$200.00 |

****Emergency Relief Pay Plan to be enacted only during a City of Westminster state of emergency****

*Progression through the pay range is based on administrative policy relating to length of service and job performance.
City of Westminster is authorized by Council to Pay Colorado/Federal minimum wage.*

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Hourly (Non-Benefited) Position Titles**

| Grade | Position | Class Code |
|--------------|---|-------------------|
| H19 | After Hours Facility Supervisor | 9101 |
| H15 | After School Program Coordinator | 9102 |
| H8 | Arts Instructor I | 9103 |
| H14 | Arts Instructor II | 9104 |
| H7 | Assistant Golf Professional (Hourly) | 9162 |
| H5 | Assistant Sport Coach | 9105 |
| H13 | Bus Driver | 9106 |
| H3 | Child Care Attendant | 9107 |
| H7 | Child/Teen Activities Instructor I | 9108 |
| H11 | Child/Teen Activities Instructor II | 9109 |
| H6 | Climbing Wall Attendant | 9110 |
| H9 | Climbing Wall Instructor | 9111 |
| H13 | Dance Instructor | 9112 |
| H17 | Dance Program Director | 9113 |
| H21 | Dietitian | 9114 |
| H5 | Early Childhood Program Aide | 9165 |
| H14 | Early Childhood Program Director (Licensed-Large) | 9166 |
| H13 | Early Childhood Program Director (Licensed-Small) | 9167 |
| H9 | Early Childhood Program Leader | 9168 |
| H6 | Field Trip Chaperone | 9116 |
| H15 | Fitness Instructor I | 9117 |
| H16 | Fitness Instructor II | 9118 |
| H2 | Golf Course Attendant | 9160 |
| H6 | Guest Services Cashier | 9164 |
| H6 | Gym Monitor | 9158 |
| H5 | Lifeguard (Hourly) | 9119 |
| H6 | Martial Arts Instructor I | 9120 |
| H9 | Martial Arts Instructor II | 9121 |
| H21 | Massage Therapist | 9122 |
| H13 | Outdoor Program Coordinator | 9123 |
| H12 | Park Ranger (Hourly) | 9157 |
| H18 | Personal Trainer | 9124 |
| H20 | Pilates Instructor | 9125 |
| H21 | Pilates Reformer Trainer | 9126 |
| H16 | Private Swim Lesson Instructor | 9131 |
| H3 | Program Aide | 9132 |
| H13 | Program Coordinator | 9140 |
| H6 | Program Instructor I | 9141 |
| H9 | Program Instructor II | 9142 |

**City of Westminster
 Mid-Year 2014 Budget Review
 2014 Proposed Hourly (Non-Benefited) Position Titles**

| | | |
|-----|--|------|
| H4 | Retail Shop Clerk | 9161 |
| H13 | Safety Certification Instructor | 9143 |
| H2 | Scorekeeper | 9144 |
| H18 | Sign Language Interpreter | 9145 |
| H11 | Sport Coach | 9146 |
| H17 | Sport Official (Adult) | 9147 |
| H8 | Sport Referee I (Youth) | 9148 |
| H15 | Sport Referee II (Youth) | 9149 |
| H9 | Sport Supervisor | 9150 |
| H2 | Student Trainee | 9163 |
| H4 | Swimming Lesson Instructor | 9159 |
| H7 | Tot Activities Instructor (Non-licensed) | 9151 |
| H11 | Tournament Director | 9152 |
| H4 | Van Driver | 9153 |
| H9 | Water Fitness Instructor I | 9154 |
| H13 | Water Fitness Instructor II | 9155 |
| H20 | Yoga Instructor | 9156 |

**City of Westminster
Mid-Year 2014 Budget Review
2014 Proposed Hourly (Non-Benefited) Pay Plan**

| Grade | Step | Hourly Salary |
|-------|------|---------------|
| H3 | 1 | \$7.64 |
| | 2 | \$8.16 |
| | 3 | \$8.75 |
| H4 | 1 | \$8.39 |
| | 2 | \$9.00 |
| | 3 | \$9.65 |
| H5 | 1 | \$8.81 |
| | 2 | \$9.45 |
| | 3 | \$10.13 |
| H6 | 1 | \$9.25 |
| | 2 | \$9.92 |
| | 3 | \$10.65 |
| H7 | 1 | \$9.72 |
| | 2 | \$10.42 |
| | 3 | \$11.17 |
| H8 | 1 | \$10.20 |
| | 2 | \$10.94 |
| | 3 | \$11.73 |
| H9 | 1 | \$11.25 |
| | 2 | \$12.06 |
| | 3 | \$12.93 |
| H11 | 1 | \$12.40 |
| | 2 | \$13.30 |
| | 3 | \$14.26 |
| H12 | 1 | \$13.02 |
| | 2 | \$13.96 |
| | 3 | \$14.97 |

| Grade | Step | Hourly Salary |
|-------|------|---------------|
| H13 | 1 | \$13.67 |
| | 2 | \$14.66 |
| | 3 | \$15.72 |
| H14 | 1 | \$14.35 |
| | 2 | \$15.39 |
| | 3 | \$15.39 |
| H15 | 1 | \$15.07 |
| | 2 | \$16.16 |
| | 3 | \$17.33 |
| H16 | 1 | \$15.83 |
| | 2 | \$16.97 |
| | 3 | \$18.20 |
| H17 | 1 | \$17.45 |
| | 2 | \$18.71 |
| | 3 | \$20.07 |
| H18 | 1 | \$18.32 |
| | 2 | \$19.65 |
| | 3 | \$21.07 |
| H19 | 1 | \$19.24 |
| | 2 | \$20.63 |
| | 3 | \$22.12 |
| H20 | 1 | \$25.78 |
| | 2 | \$27.65 |
| | 3 | \$29.65 |
| H21 | 1 | \$27.07 |
| | 2 | \$29.03 |
| | 3 | \$31.13 |

*Progression through the pay range is based on administrative policy relating to length of service and job performance.
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